

Staff

The University continues to focus on making Bristol a compelling and attractive destination for highly talented academic and support staff. The range and quality of the work undertaken by academic and support staff continues to inspire, and we report on some outstanding examples of collective and individual achievement below.

The University's priorities in this area are to:

- recruit and retain first-class talent;
- foster a high-achieving workforce that is competent, committed, creative and capable of managing and responding positively to change;
- develop a culture and an environment that motivates and enables people to make an excellent contribution.

Human resources operations

Work continued throughout 2010/11 on the Support Process Review (SPR), a major restructuring of support services aimed at achieving greater effectiveness and a saving of £6 million when fully implemented. In support of this change, the Human Resources (HR) Operations team:

- developed, negotiated and implemented the policy and procedures that provided the protocol for moving some 1,200 support staff from existing roles and structures into new roles and structures;
- communicated the implementation methodology to all staff and provided support to managers and those individuals affected by the changes;
- developed and implemented a new approach to managing the redeployment of staff at risk of redundancy as a result of the restructuring;
- implemented a voluntary severance/early retirement scheme, which attracted over 400 applications, of which around 130 have been accepted and around 270 declined; and
- introduced system changes to accommodate the restructuring and issued letters and new contracts confirming the position of all staff in the new structures.

The team also supported the academic restructuring programme to deliver savings of £9 million in staff costs. Although the University has been in formal dispute with the University and College Union (UCU) over the threat of compulsory redundancy, effective negotiation led to the changes being made without triggering a ballot for

industrial action and without recourse to compulsory redundancy in the majority of cases.

Throughout the period, the team continued to provide the full range of 'business as usual' advice, guidance, case support and personnel administration for managers and staff across the University.

Organisational development

In 2010/11, the Organisational Development (OD) team adjusted its activity to support strategic change initiatives, bringing greater focus and increased its impact to its work. In particular, the team was heavily involved in supporting implementation of the SPR programme. Activities included:

- working with process owners to identify key cultural issues and agree approaches to overcome challenges;
- promoting the adoption of the Association of University Administrators 'behaviours' framework to help realise the long-term benefits of SPR;
- implementing a development programme to help key middle managers cope with, and lead, change in their areas;
- developing and implementing a 'Creating Excellence Programme', designed to support the new teams and new ways of working, and to provide coaching support to new team leaders;
- establishing a Heads of School working group to explore how SPR affects the academic leadership role and redefines some key working relationships, as well as offering a forum for exchange of ideas and feedback;

- providing a package of 'outplacement' support to staff leaving the University under the voluntary severance/early retirement schemes.

Other key activities and achievements within OD included:

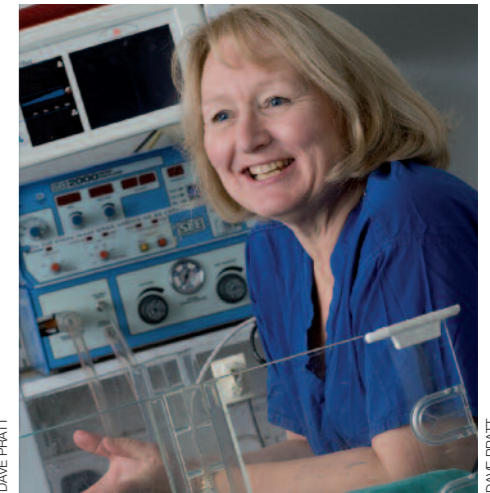
- continued development and delivery of the academic development programme, to enhance the transferable and leadership skills of academic staff;
- launch of the 2010-2013 Staff Development Strategy;
- delivery of the third cohort of the Leadership and Development Programme, currently being delivered to 17 senior academic and four senior support staff;
- development of new policy and guidance to support the implementation of the Equality Act 2010;
- achievement of Investors in People reaccreditation in support services for a further year.

The year has been significant in relation to the University's two final salary pension schemes. After preparatory work in early 2010, the University of Bristol Pension and Assurance Scheme was closed to new members, existing members' contributions were increased to preserve the benefits structure and a defined contribution pension scheme was introduced for new staff. Changes were also proposed for the Universities Superannuation Scheme. Although this is a sector-wide scheme, the statutory consultation had to be managed locally. The UCU mounted a national campaign against the changes, including industrial action, but the changes were ratified and will take effect in October 2011.

As part of the SPR programme, HR has been subject to major restructuring, with operational HR support now being delivered by distributed faculty/divisional teams co-located in multi-function teams, physically closer to those they support. The OD team now encompasses Resourcing, Systems and Policy Development, as well as



Above: Dr Anne Cooke



Above right: Marianne Thoresen, Professor of Neonatal Medicine

Equality and Diversity, Change and Staff Development. A major review of operational processes was undertaken and this represents the first phase of a complete review of processes, procedures and, where necessary, policy.

Equality and diversity

The University's commitment to diversity remains a priority. The work of the Equality and Diversity team has focused on positioning the University to respond positively to the requirements of the Equality Act 2010, and working collaboratively with colleagues across support services and academic schools to better equip staff to support an increasingly diverse staff and student body. Activities undertaken by the team in 2010/11 to help sustain a productive and positive environment where all University members feel valued and supported included:

- undertaking a review of the Equality and Diversity website and key University policy to better inform staff of their responsibilities in relation to the Equality Act 2010;

- enabling closer collaboration between members of the Disabled Staff Forum and Estates on issues connected to accessibility when planning any major works/refurbishments to University buildings;
- commissioning research on managing working lives, the initial focus of which will be on managing the career trajectories and aspirations of senior female support staff who take time out of the workplace to have children; and
- in collaboration with the Carers Support Group, developing guidance for managers on better supporting staff who are balancing work with caring for elderly, disabled or ill dependants.

HR excellence in research

The University gained a coveted European Commission award in recognition of its commitment to ensuring good working conditions and career development for its researchers. The European Commission HR Excellence in Research badge aims to encourage a step-change in the way that

Staff continued



DAVE PRATT



DAVE PRATT



JASON INGRAM



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Top left: Professor Malcolm Evans
Top right: Professor Saadeh Suleiman
Bottom left: Professor Fiona Steele
Bottom right: Professor Mervyn Miles

universities across Europe recruit, manage and develop researchers. The award entitles the University to use the badge to demonstrate its excellence in the career management of its researchers. The Bristol team behind the award was led by Dr Alison Leggett, Staff Development Manager from the Organisational Development function, with support from Equality and Diversity colleagues and research staff.

Internal awards

Dr Anne Cooke, facilitator for Bristol Neuroscience, won the 2011 University of Bristol Engagement Award. Dr Cooke has pioneered engagement in the neuroscience community, establishing an annual week of engagement activities for Brain Awareness Week, running numerous schools activities and ensuring that Bristol Neuroscience takes every opportunity to be part of engagement projects.

Marianne Thoresen, Professor of Neonatal Neuroscience in the School of Clinical Sciences, won the inaugural Vice-Chancellor's Impact Award for her ground-breaking research into cooling the injured brains of newborn babies.

Influencing policy

Many Bristol academics achieve the distinction of being appointed to sit on the boards and decision-making committees of government and non-profit organisations, which in many cases enables them to contribute to shaping national and international policy. Some examples from the year are as follows:

- Malcolm Evans OBE, Professor of Public International Law, was appointed a member of the Government's Human Rights Advisory Group. The group has been established to give the Foreign Secretary the best possible information about human rights challenges, and for the Foreign Office to benefit from outside advice on the conduct of its policy. Professor Evans was also made chair of the United Nations (UN) Subcommittee on Prevention of Torture, the largest international torture-prevention body in the UN human rights treaty system.
- The Vice-Chancellor, Professor Eric Thomas, was elected the next President of Universities UK, the key body representing universities to many stakeholders, including Government. He takes up the role from August 2011.

Fellowships and professional appointments

Many members of staff represent the University through prestigious Fellowships and membership of professional organisations. 2010/11 saw the following appointments, among others:

- Ian Manners, Professor of Inorganic, Macromolecular and Materials Chemistry, and Professor Mervyn Miles, Head of the Nanophysics and Soft Matter Group in the School of Physics, were elected Fellows of the Royal Society.

- Saadeh Suleiman, Professor of Cardiac Physiology, was elected a Fellow of the International Academy of Cardiovascular Sciences.
- Wendy Larnar, Professor of Human Geography and Sociology in the School of Geographical Sciences, was elected an Academician of the Academy of Social Sciences for her research into globalisation, governance and gender.
- Gianni Angelini, British Heart Foundation Professor of Cardiac Surgery at Bristol University and Imperial College London, and Paul Martin, Professor of Cell Biology in the Schools of Biochemistry, and Physiology and Pharmacology, were elected to the Fellowship of the Academy of Medical Sciences.
- Professor of Exercise and Health Sciences Ken Fox received a Fellowship by Distinction of the Faculty of Public Health of the Royal College of Physicians for his contribution to physical activity research and policy, the first award of its kind.
- Emeritus Professor Peter Roberts in the School of Physiology and Pharmacology was elected to an Honorary Fellowship of the British Pharmacological Society.

Awards and prizes

Staff continue to distinguish themselves through the receipt of awards and prizes. Accolades from the year include the following:

- Professor Mervyn Miles in the School of Physics and Professor Mark Cannell in the School of Physiology and Pharmacology were awarded Royal Society Wolfson Research Merit Awards.
- Fiona Steele, FBA, Professor of Social Statistics, and Professor Ron Johnston, FBA, of the School of Geographical Sciences, were awarded OBEs in the Queen's New Year Honours and Birthday Honours, respectively.
- Professor Martin Lowson, Senior Research Fellow in the Department of Aerospace Engineering, won the American

Institute of Aeronautics and Astronautics Aeroacoustics Award.

- Professor Guy Lloyd-Jones in the School of Chemistry was awarded the 2010 GSK/AZ/Pfizer/Syngenta UK Prize for Process Chemistry Research.
- Brian Vincent, Emeritus Professor of Physical Chemistry, received the 2010 Overbeek Gold Medal from the European Colloid and Interface Society.
- Jeremy O'Brien, Professorial Research Fellow in Physics and Electrical Engineering, was named joint winner for the Daiwa Adrian Prize.
- Four early-career researchers received Philip Leverhulme Prizes for outstanding achievement: Dr Grace Brockington (Historical Studies), Dr Tim Browning (Maths), Dr Dan Lunt (Geographical Sciences) and Dr Nick Teanby (Earth Sciences).
- A lifetime achievement award was presented to David May, FRS FREng, Professor of Computer Science, at the 2010 Elektra Electronics Industry Awards.
- Bristol Dental School and Hospital swept the boards at the 2010 Dental Defence Union Educational Awards, with Professor Stephen Lisney winning the Dental Teacher of the Year award and Nikki Rogers named Dental Care Professional Teacher of the Year.

- Dr Brad West in the School of Sociology, Politics and International Studies won the Journal of Sociology Best Paper prize 2009-10.
- Dr Tom Richardson in the Department of Aerospace Engineering won the Aerospace category in The Engineer Technology and Innovation Awards for his part in developing auto-landing system technology.
- Professor Martyn Tranter in the School of Geographical Sciences received the Polar Medal for his numerous field seasons in the Arctic and Antarctic.

- Dr James Wookey in the School of Earth Sciences received the Royal Astronomical Society's Fowler Award for his research into the properties of the Earth's deep interior.
- Professor Steve Mann in the School of Chemistry was the 2011 winner of the Royal Society of Chemistry (RSC) de Gennes Prize and Medal, while Professor Dek Woolfson won the 2011 RSC Medimmune Protein and Peptide Science Award and Professor Fred Manby won the 2011 RSC Corday-Morgan Prize.
- Dr Adrian Seymour in the School of Biological Sciences was named a 2011 National Geographic Emerging Explorer.
- Professor Michael Perryman, Visiting Fellow in the School of Physics, received the European Astronomical Society Tycho Brahe Prize.
- Professor Sandu Popescu in the School of Physics was awarded the University of Toronto's John Stewart Bell Prize for contributions to the field of quantum mechanics.
- Professor Susan Harrow of the Department of French was awarded the grade of Officier dans l'Ordre des Palmes Académiques for services to French culture.