

Staff

The University works hard to make Bristol an attractive destination for exceptionally talented people, both academic and support staff. In 2009/10 it continued with its commitment to ensure equality, diversity and transparency throughout the organisation and make working life productive, enjoyable and healthy for all. The range and quality of the work undertaken by academic and support staff continues to inspire, and we report on some outstanding examples of good practice 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.

New ways of working

A major restructuring in Personnel Services led to the creation of a new Organisational Development Team. This brings together three dedicated, specialist teams, with the aim of providing a greater degree of coherence and co-operation across the areas of change management, leadership and management development, staff development, equality and diversity, and Positive Working Environment activity and ethos. The team's mission is to help the University achieve its strategic objective of responding flexibly, effectively and efficiently to the evolving external environment. This includes supporting the academic agenda to achieve international distinction as a leading centre for education, research and enterprise, and understanding student expectations and their implications for staff.

Managing change

Work continued on the Support Process Review (SPR), which was initiated in 2008/09 in response to the financial pressures on the higher education sector and the prevailing economic climate. SPR aims to transform the efficiency, consistency, resilience and cost-effectiveness of the structures and processes that underpin education and research.

The first stage of the SPR confirmed there are inconsistencies and duplication in the way the University operates its key support processes at central, faculty and departmental levels. A new organisational model has been developed by the senior management team in consultation with staff, faculty, school and resource managers, academic heads and trades unions that will enable the University to operate in a more cost-effective and efficient way. The model

is built around the concept of process ownership, whereby single process owners have clear responsibility, accountability and authority for the design, service quality and overall delivery objectives of the process. Faculty-based teams will provide support for key processes such as finance, personnel and research.

The implementation planning phase is under way and involves agreeing structures and staffing levels for each process, faculty centre and school; agreeing and evaluating the job descriptions for senior posts; developing a detailed timetable for implementation; and increasing the level of engagement and communication with colleagues in the detailed planning of processes, resource levels, structures and roles.

A new voluntary severance and early retirement scheme for support staff was launched in July in a further effort to control costs and achieve financial sustainability.

Moving with the times

Bristol is collaborating with the University of Leeds on a project designed to enable higher education institutions to engage with and support their staff so they can perform better during challenging times.

The Leeds-Bristol collaboration is one of seven projects funded by the Higher Education Funding Council for England (HEFCE) as part of its £1.5-million 'Leading Transformational Change' initiative. This sees the resources of HEFCE's Leadership, Governance and Management Fund used for projects that will capture emerging good practice in responding to the economic downturn and preparing for recovery.

The Leeds-Bristol project builds on the work of a HEFCE-funded series of 'well-being-themed workshops' originally set up in 2008. The two-stage project will first consider examples of good practice in the UK and move on to consider different aspects of well-being in the workplace. Bristol's involvement will concentrate on how to take people through the change process.



Bristol leads on well-being

Managing change effectively has become one of the main features of Bristol's Positive Working Environment (PWE) initiative. The University was selected from 22 entries from nine countries to win one of three 2009 Global Human Resource Development Awards from the International Federation of Training and Development Organisations. Bristol won in the performance management category for its PWE agenda, which aims to make work life at the University more productive, rewarding, enjoyable and healthy.

Equality and diversity high on the agenda

The University's Equality and Diversity Strategy supports the organisation's efforts to attract the best employees from all walks of life and all parts of the world, improve motivation and productivity and reduce staff turnover. During the past 12 months, the equality and diversity team has worked closely with senior management involved in restructuring, providing the framework for, and expertise on, equality impact assessments to support and de-risk organisational change.

Other achievements include:

- the introduction of a new Gender Equality Scheme;
- the development of new policy and guidance on disability and employment;
- the introduction of a Carers Support Group, bringing together staff who are balancing work with caring for an ill,

elderly, or disabled family member, friend or partner;

- a 'case conference' approach to supporting students with mental health difficulties, with support staff working in partnership with academic colleagues;
- the introduction of new policies and procedures for dealing with allegations of harassment and bullying (from both staff and students); and
- the launch a new Work and Family website for staff with responsibilities outside the workplace – from childcare to eldercare.

University Apprentices awarded NVQs

Twelve University Apprentices were awarded their NVQ Level 2 in Business Administration in 2009/10. The qualifying staff were: Sarai Chisimba (Estates), Laura Done (Student Health), Zoe Ford (Geographical Sciences), James Hughes (Deaf Studies), Catherine Lee (Education Support Unit), Abby Morris (Personnel Services and Staff Development), Charlotte Rodman (Department of Earth Sciences), Emma Taylor (School of Law) and Faye Travers (General Office), Paul Edwards (Aerospace Engineering), Stephanie Keary (Politics) and Kim Hua (Electrical Engineering).

2009 marks 13 years since the University began its Apprentice Scheme. Some 140 young people have now completed this programme in departments across the University.

Shaping 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:

- Professor Ronald Hutton from the Department of Historical Studies was appointed the Historical Commissioner of English Heritage. He is part of the team of commissioners who supervise the



Top: University Apprentices with Derek Pretty, Registrar (centre) and, on his right, Barbara Wilyman from Brunel and Gordano Training
Bottom: Professor Ronald Hutton, Department of Historical Studies

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organisation's activities and formulate its policy. He also acts as an advocate for the importance of history in national life, and as a statutory adviser to the government on historical issues.

- Malcolm Evans, OBE, Professor of Public International Law, was appointed a member of the United Nations Subcommittee on Prevention of Torture, a unique treaty body established in accordance with the Optional Protocol to the UN Convention Against Torture. It is charged, among other things, with conducting regular visits to the places of deprivation of liberty that are in the jurisdiction and control of the party states.
- Dr Mohan Raj, Reader in Farm Animal Welfare, and an expert in humane slaughter and farm animal welfare, was selected to lead Animal Welfare Approved newly formed Scientific and Technical Advisory Board.
- Dr Sonia Bhalotra from the Department of Economics and the Centre for Market and Public Organisation was appointed to a new Scientific Resource Group on Health Equity Analysis and Research at the World Health Organization (WHO). Members support WHO on its programme of work on equity and health, including advising on strategic directions, work plan content, objectives and priorities, as well as contributing to products and services, in particular those relating to measurement, monitoring, evaluation, analysis and research.
- Dr Emma Hitchings in the School of Law was appointed a member of the Law Commission's Advisory Group on Marital Property Agreements. The group has been examining the status and enforceability of agreements made between spouses or civil partners (or those contemplating marriage or civil partnership) concerning their property and finances. The Law Commission is due to formulate policy and prepare a report and draft Bill on the basis of the group's findings.

- Professor Dudley Shallcross of the School of Chemistry was appointed Director of the AstraZeneca Science Teaching Trust, which aims to improve the education of children and young people in science.

Many others play an active role in industry. Paolo Madeddu, Professor of Experimental Cardiovascular Medicine at the Bristol Heart Institute, was appointed to the Clinical Advisory Board of a leading stem cell company seeking to develop new treatments for peripheral arterial disease or PAD (narrowing of the arteries). The board members will advise UK-based ReNeuron Group plc on the clinical development of the ReN009 therapy and review and monitor its progress along the clinical development pathway.

Fellowships and professional appointments

Many members of staff represent the University through prestigious Fellowships and membership of professional organisations. 2009/10 saw the following appointments, among others:

- Richard Evershed, Professor of Biogeochemistry at the University of Bristol, was elected a Fellow of the Royal Society for scientific excellence in the field of analytical organic chemistry and biomolecular archaeology. This brings to 33 the number of academics currently at Bristol whose work in science, engineering, technology or medicine has been honoured in this way.
- Ray Forrest, Professor of Urban Studies in the School for Policy Studies and Mark Wickham-Jones, Professor of Political Science in the Department of Politics, were elected Academicians of the Academy of Social Sciences. Academicians contribute evidence drawn from research that has a positive impact on public policy-making and practice.
- Emeritus Professor Richard Little of the Department of Politics was elected a Fellow of the British Academy in recognition of his outstanding contributions to international relations theory.



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Top: Dr Sonia Bhalotra, Department of Economics and Centre for Market and Public Organisation
Bottom: Jeremy O'Brien, Professorial Research Fellow in Physics and Electrical Engineering

- Professor David May in the Department of Computer Science was elected a Fellow of the Royal Academy of Engineering. Professor May is Chief Technical Officer and co-founder of spin-out semiconductor company XMOS Ltd, which develops software-defined silicon devices and tools. He developed the core technology that enables consumer electronics equipment manufacturers to follow fashions and differentiate products rapidly at minimal cost.
- David Shankland, Reader in Social Anthropology in the Department of Archaeology and Anthropology, was appointed Director of the Royal Anthropological Institute, the world's longest-established scholarly association dedicated to the furtherance of anthropology.
- Professor Sir John Enderby, Emeritus Professor in Physics and an expert on neutrons, was awarded honorary fellowship at the Institute of Physics.

Awards and prizes

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

- Professors Carol Propper and Steve Sparks were awarded CBEs in the Queen's Birthday Honours. Carol Propper, Professor of Economics of Public Policy, was awarded a CBE for her services to social science. Stephen Sparks FRS, Professor of Geology, was awarded a CBE for his services to environmental science.
- Jeremy O'Brien, Professorial Research Fellow in Physics and Electrical Engineering, was awarded the 2010 Adolph Lomb Medal by the Optical Society of America for contributions to quantum optics, optical quantum metrology and quantum information through the foundation of the field of integrated quantum photonics. He was also awarded the 2010 International Union of Pure and Applied Physics Prize in Atomic Molecular and Optical Physics,

again for his work in integrated quantum photonics, and the Institute of Physics Moseley Medal for distinguished research in experimental physics.

- Dr Elizabeth Stanway in the Department of Physics was awarded the 2010 Winton Capital Prize by the Royal Astronomical Society for her work on distant star-forming galaxies. Dr Stanway discovered that these galaxies are young, largely without dust and less numerous than expected and pioneered the detection of otherwise dark galaxies through their radio and sub-millimeter emission, extending the number of galaxies available for study.
- Dr Laurence Ketteringham in the Department of Mechanical Engineering won the Multiple Sclerosis Society's MS Researcher of the Year Award for his groundbreaking research into reducing tremors for people with MS.
- Professor Ron Johnston in the School of Geographical Sciences was given a Lifetime Achievement Award by the Association of American Geographers. Professor Johnston has had a major influence on the field of human geography through his research and writing.
- Dr Ainsley Newson of the School of Social and Community Medicine was named Young Australian Achiever of the Year in the UK by the Australia Day Foundation for her research on the ethical aspects of clinical genetics, reproductive decision-making, and the emerging technology of 'synthetic biology', which aims to design artificial biological components.
- Jerry Woods, the University's Head of Security, was named In-House Security Manager of the Year at the Security Excellence Awards for the development of a bespoke risk methodology identifying minimum security requirements for individual buildings based on the activity within.



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Top: Dr Ainsley Newson, School of Social and Community Medicine
Bottom: Jerry Woods (centre) receives his award from Brian Sims (left), editor of sponsor Security Management Today online, and host Ronnie Corbett