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**Recruiting, developing and retaining
research staff – implications for strategy**

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UCL

- ranked within world top ten
- one of the largest UK universities
- 8,500 staff and 19,500 students
- annual turnover c £620m
- research income c £230 million per annum
- 2,200 research staff – 90 nationalities
- 21% from a BME group & 50:50 gender split

Underpinning principles

- Not all UCL's early career researchers will have a career in research
- Those who do have a career in research will not necessarily continue to work at UCL or in universities
- UCL wants to recruit & retain the best

Infrastructure

- Historically, no use of a redundancy waiver
- Pay underpinned by job evaluation
- Harmonised terms and conditions
- Routine use of open ended contracts
- Revised redeployment procedures
- Financial support for study
- Monitoring of appraisal completion
- Inclusion in corporate induction arrangements

Issues specific to researchers

- Improved induction – Concordat commitment
- A challenging development target
- Transferrable skills including teaching
- Support in career management
- Research promotion stream
- Bridging funds
- Management development for PIs
- Research Committee - research staff reps

What next

- Better understanding of the labour market
- Better EXIT data and tracking of careers
- Monitoring that meaningful appraisal is happening
- ATHENA Silver Charter
- Continue to develop greater management & leadership capacity amongst PIs

QUESTIONS ?