



Understanding and Operationalising 'Open Recruitment'

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What is a 'Position'?

- 'Student'/Stipendiary positions
- Paid/Unpaid positions
- Positions with diverse funding sources
- Positions of diverse duration (temporary-permanent continuum)
- Positions involving diverse working hours (full-part-time continuum)
- Double /Partial Positions

Unpaid Work: Privilege or Exploitation?

- Unpaid work is culturally normalised in research
- Rarely talked about but increasingly common in the UK
- Recent case – researcher obtained PhD at top UK university – offered prestigious post doc in future (verbally) – spent last 4 months working full-time for Professor with no pay at all (no contract).
- Unavailable for work so can't claim unemployment benefits
- Needs to keep professor 'happy' so unable to challenge
- Breach of health and safety – no national insurance/pensions/maternity contributions or rights
- However, unpaid work may 'ease' a route into a prestigious post-doctoral position
- Unpaid work institutionalised in growth in internships

Double or 'Partial' Positions?

Common practice of holding multiple positions across sectors and countries

May be remunerated – rights bearing – (tax avoidance/ double taxation)

May support researchers in countries with poor pay and conditions (anti-brain drain)

Will constitute 'position-blocking' – less positions available

Why is this practice – (illegal within a country) acceptable between countries?

Derogations from the Principle of 'Open' Recruitment: Re-deployment Policy?

- What is 're-deployment'?

Policy negotiated with Trades Unions to give research staff on fixed-term contracts a first 'bite' at available positions before externally adverts

(HR processes are employed for this 'inner group')

- based on strong moral imperatives (*avoiding redundancy*) and excellence principles (*retention of quality*)

University of Liverpool's policy :

- 'Where there is a match with a member of staff on the formal redeployment register a **preferential interview** will be expected to take place before any other means of filling the post is pursued'.

Naming of Researchers on Grant Applications (a new position or not?)

‘Authors of research grants should take any staff at risk of redundancy into consideration when deciding who to name on any grant before the application is submitted’. (Bristol University)

[keeps a position out of the ‘pool’ but respects concerns around transparency, redundancy and retention – and gender equality]

Capturing Progression and Promotion? 'Internal Promotion'

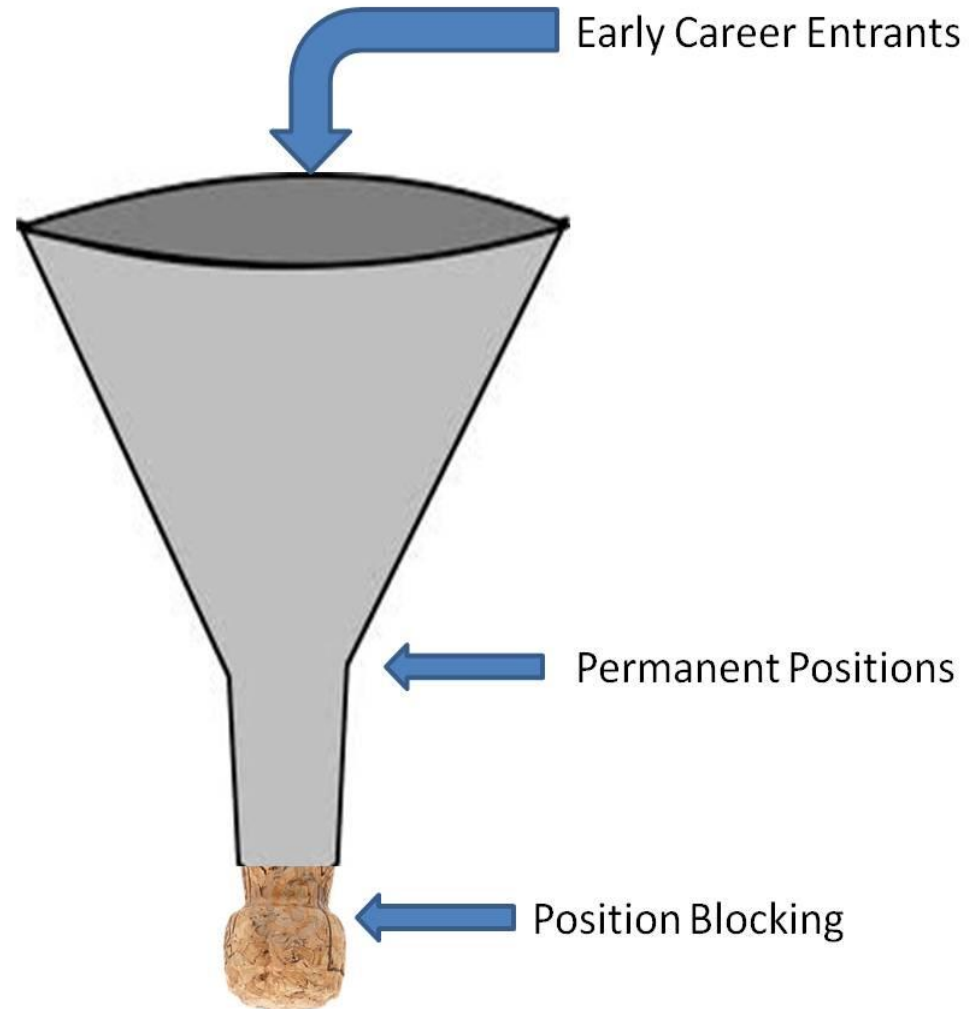
Do systems facilitating internal promotion
breach the principle of 'open recruitment'?

Or, can they satisfy the transparency principle?

And constitute an important mechanism to
retain and reward performance/contribution?

Adopting a 'Triage' Model: Facing up to Redundancy?

Corollary of increasing security for early career researchers (a 'triage' approach to academic recruitment and progression) is a system managed according to needs and performance (contribution) that accepts the logic of (carefully managed) redundancy





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End the 'jobs for life' culture

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Head of Union: "This report appears to advocate the wholesale casualisation of academia", with university lecturers becoming "cheap and disposable employees hired and fired to plug gaps."

David Guest from the management faculty at King's College London said his research suggests that temporary contracts are "not necessarily damaging", particularly if an employee can negotiate his or her contract. "In terms of wellbeing, those who are on temporary contracts are certainly not worse off than those on permanent contracts," he said.

Balancing 'Churn' with 'Retention'

'In-breeding' (stasis)  Excessive turnover
(‘forced’ mobility)

- International/ERA perspectives
- Organisational perspectives
- Individual perspectives
- Why is 'churn' only conceptualised as important at early career level (to justify early stage insecurity?)

‘Legislating for Equality’ (and Efficacy)

- Legislation can promote ***procedural equality*** (concern with processes)
- It may generate unintended consequences that are actually detrimental to ***substantive equality*** (or outcomes) – see for example – impact of:
 - Directive on Fixed Term Work
 - Nationality Discrimination/Free movement rights
 - Gender Equality

Transparency?

Transparency principle enables us to understand purpose of procedures and their contribution to intended outcomes:

Merit-based approaches to recruitment, progression and retention designed to optimise knowledge generation and transfer through the generation of high quality careers.