

## Staffing Policies

The following is a policy paper approved by the Council in June 1995.

### 1. Introduction

The most important resource of the University of Sussex is its staff - the educators and researchers, the administrators and clerical staff, the technicians and manual and crafts staff, and all those who contribute in other ways, directly or indirectly, to the objectives of the university. Such staff may be full or part time and may be permanent or on short-term contracts. Our aim is that all types and categories of staff should be treated, and feel treated, as members of the team on which the University is dependent for its and their future.

This document sets out policy issues and identifies policy directions as they affect the relationship between the University and individual employees. Matters concerning working practices and individual terms and conditions of employment will be discussed with the individual employee. General questions of remuneration and conditions of service will be discussed with trade unions and other bodies recognised by the University which the employees have chosen to represent them.

Implementation of these policies will depend on the circumstances of the time, including the financial situation and external requirements. The employer for all staff is the University, not the Academic or other Budgetary Unit in which the member works. It is the University that determines salary scales and conditions of service. However, effective staffing policies require leadership and management at all levels - both centre and Unit.

In some circumstances, the University may transfer the provision of services to its own companies or to non-University agencies where it seems that the benefits of so doing will outweigh the costs. Policies based on the principles in this document will not be necessarily applicable to such companies.

### 2. Aims and Objectives

The aims of the University's staffing policies are to:

- recruit and retain employees of the highest quality and motivation in order to fulfil the University's aspiration to maintain its position as one of the country's leading education and research institutions;
- ensure that employees receive the necessary opportunities and incentives to develop relevant skills and thus realise their full potential as productive members of the University;
- provide employment conditions and practices that both enable the development of the institution and respect the rights and dignity of individuals, and provide safe and healthy working environments;
- encourage the development of working practices and procedures that recognise the creativity, skill and commitment of individuals and ensure that these abilities are employed in the best and most efficient manner to further the objectives of the University as laid out in its Mission Statement and Plan.

In addition to the high standards the University sets itself in education and research, it has to be

responsible, including being responsive positively to external factors, and to be accountable as a whole and to be efficient. To survive and be successful the University depends upon a staff that is not only of a high quality but is willing to learn and be flexible, accepting opportunities offered by new methods of working and taking up new duties as required by the University.

### 3. **Equality of Opportunity**

Equality of opportunity is central to the ethos of an educational institution. The University is not only required by law to avoid discrimination on the grounds of gender and ethnic origin, but also is required by its Statutes to avoid discriminating on the basis of a member's religion.

The provisions of the University's policy on Equality of Opportunity apply to all aspects of the University's staffing policy, including recruitment, remuneration, promotion, career development, and the working environment. The policy also provides for staff participation in evolution of the policy through annual monitoring by budgetary units, and planning exercise to further its objectives.

### 4. **Safety**

The systematic care of the health and safety of its staff is an essential objective of the University's staff policy. To this end it is the responsibility of all with managerial or supervisory responsibilities to ensure compliance with the relevant safety legislation and to promote safe working practices in all aspects of the University's work.

Safety is an individual as well as a corporate responsibility and the university expects its staff to adhere to the University's Safety Policy and to recognise their legal responsibilities to care for the health and safety of themselves, their colleagues and all who may be affected by their activities.

The University seeks to encourage staff participation in the formulation and implementation of safe working practices and through training activities.

### 5. **The Working Environment**

The University campus is generally regarded as providing a pleasant working environment. However, it is recognised that there needs to be a constant monitoring and upgrading of working conditions so as to ensure that they are the best and most appropriate that the University can afford.

### 6. **Welfare and Community**

The welfare of its staff, as individuals and as part of a community, is a prime concern of the University.

#### a. **Welfare**

The University will continue to offer a confidential professionally trained welfare service to help staff with any personal problem that troubles them, and to assist with any personal difficulties at work.

#### b. **A Sense of Community**

The University is committed to encouraging a sense of community among its staff, through:

1. Induction courses for all staff that introduce them to the objectives of the University, its policies, expectations and provisions.

2. Clear communication to all staff of the decisions of the senior committees, including the Senate and Council of the University, through the availability of minutes and reports.
3. Regular communication to the staff, through the Bulletin and other channels, of proposed plans and policies and of other developments affecting the future of the University, on which staff will be invited to comment.
4. Recognition and development of two-way channels of communication which are felt by the staff to be appropriate and accessible.
5. Training activities and processes, such as quality circles and staff suggestions schemes, that will enable comment on the effectiveness of working practices and procedures, and to identify and implement improved practices.
6. The provision of sports, entertainment and other social facilities

## **7. Remuneration**

### **Objectives**

The remuneration policies of the University will aim to:

- attract and retain high quality staff, committed to the University's objective;
- encourage high performance, flexibility of working practices and the acquisition of relevant skills;
- meet the requirements of the Equal Pay Act and other relevant legislation, and of the University's policy on Equality of Opportunity;
- provide fair rewards to individuals in relation to other staff of the University working in broadly similar jobs and at similar levels of performance;
- differentially reward those who contribute most to the objectives of their unit and the University.
- The elements of remuneration – pay scales, grading systems and rewards for individual and group performance - will be monitored against the above objectives.

#### **a. External Earnings**

The University will continue to encourage members of the faculty to undertake appropriate paid work for outside bodies where such work contributes to professional development and does not prevent the members from carrying out their University duties. In certain circumstances the University may expect to gain financially, directly or indirectly, from such activities.

## **8. Pay Negotiations**

The University aims to pay fair salaries in relation to those paid by comparable employers, bearing in mind its special needs as a high quality professional institution. However, the absolute level of salaries will relate to the University's ability to pay and to the total package of pay and benefits offered by the University.

At present the salary scales for most groups of staff, including the largest groups, are currently agreed nationally through the UCEA (the Universities and Colleges Employers' Association) which has been given a mandate by the University on an annual basis to negotiate on its behalf.

Other scales are agreed locally, but have a relationship to scales agreed elsewhere.

National negotiations over pay and conditions of service bring both advantages and disadvantages to individual employees and the University. The great diversity of institutions that now subscribe to the UCEA, in particular, means that the outcomes of negotiations may not be necessarily best either for individuals or the University. The University will continuously review its membership of UCEA in the light of the balance of these advantages and disadvantages. In certain circumstances the University may decide to introduce local pay scales or conditions of service for particular groups of staff if it seems necessary to meet the University's requirements.

## 9. Conditions of Service

The contractual terms relating to an appointment, including hours of work, holidays, sick pay and superannuation, will be those common to the relevant category of staff, except in the case of personal contracts, and contained in the Conditions of Service or Conditions of Employment. The general principles the University will follow in reviewing conditions of service will be:

- the conditions relating to an appointment will be those relevant for the performance of duties of the post, or general category of posts;
- the University will seek to harmonise the conditions of service across categories of staff where the differences in a condition do not arise from the different requirements of the duties of those groups of staff. Improvements in conditions of service will depend upon the availability of funds to meet any additional costs;
- the level of benefits offered in the conditions of service will take account of the need to recruit, retain, and motivate the skilled staff the University needs.
- Personal contracts may include variations to the standard level of benefits in conditions of service. These benefits may be given a monetary value, and increased or decreased in relation to the remuneration offered as appropriate in individual cases.

It is recognised that occasionally problems will arise in the performance of duties by a member of staff, and appropriate procedures and sanctions may become necessary. The aim of such procedures is to assist the University in setting standards of performance, either by ensuring that the member of staffs performance is improved to an acceptable standard or, if such an improvement is not achieved or in cases of serious dereliction of duty, by providing for the appointment to be terminated. Sanctions should also be available in certain circumstances to enable the member of staff to remain in University employment but with different duties.

## 10. Careers

### . Career Development

A successful system of career development is of benefit to the University and the individual. Because a high proportion of posts in the University call for skills that by their nature require frequent updating, the University will seek to ensure that all staff are enabled to take advantage of appropriate skill and professional development opportunities, and to be recognised for their consequent achievements.

The University will accordingly establish a comprehensive, funded career development programme applicable to all categories of staff, that will help create a climate in which all staff accept as natural and desirable that they will participate in appropriate development activities. The programme activities may be planned and delivered by staff of the University or by consultants, or may consist of off-campus courses. They will be selected and evaluated on the basis of the objectives of the University and its units, and of the needs of individuals. They will be regularly reviewed and identified through:

0. a University-wide identification by a central unit of the skills required by groups of staff and of the training necessary to provide and improve those skills.
1. the designation by Academic and other Budgetary Units of an individual charged with identifying the particular skills needed by the staff of the unit, and who will take advice from the central unit on training methods for these skills.
2. the process of Appraisal (see below).

**a. Career Progress**

The University is committed to a fair process of career progress aimed at encouraging staff to develop the full potential of their abilities and skills, and at rewarding their achievements and their contributions to the objectives of the University. Members of staff will discuss their performance and career progress on a regular basis with the heads of their Budgetary Units or their nominees, who may be appointed from within or outside the University. Promotion procedures will be open and based on regular assessment.

0. Appraisal: Members of staff of all categories and grades are expected to discuss their past performance, future plans and possible career development, including training needs, at least once every two years. Faculty are subject to a formal Appraisal Process; appraisal of other staff may take place as a separate process or as part of the Annual Review.
1. Annual Review: There will normally be annual reviews of the grading and salaries of all posts paid from University funds, for which the timetable and criteria will be public. Heads of Units will annually review the performance of their staff, assign and review staff duties, approve arrangements for leave and staff development, and discuss with staff their prospects for promotion or salary advancement.

Staff are free to apply for any vacant posts in the University. There will be no central direction of internal transfers, except in the case of redeployment to meet changing needs, including the avoidance of redundancies.

11.

**12. Recruitment**

The University will follow recruitment processes which will enable it to recruit the best staff with the skills it needs. These processes will be based on the following principles:

0. Vacancies will normally be advertised, and, within the funds available, in such a manner as to ensure that recruitment is made from the widest possible selection of suitable applicants. In some circumstances, advertisements may initially be limited to within the University to assist the career progress of staff, or where temporary staff are transferred to permanent appointments, advertisements may be deemed unnecessary.
1. Selection for all posts will be based on job and person specifications to ensure the best match of applicants' abilities with the University's needs.
2. Members of appointing committees will receive advice and training to help them select the best applicant for the needs of the post.
3. Salaries on appointment will normally be set within the grade advertised with reference to funds available, the individual's experience, and the requirements of the Equal Pay Act and the University's policy on equality of opportunity.
4. The University will offer opportunities to its students for employment within and outside the University, in order to draw on a wide range of skills and abilities and to provide students with work experience and improved financial opportunities. Where a vacancy is

suitable to be filled by a student, units will recruit through the University's Student Employment Office.

5. The effectiveness of the recruitment process will be monitored regularly. Where appropriate, the possibility of overcoming recruitment problems by encouraging applications from under-represented groups will be considered.

### **13. Re-deployment**

Under the University's re-deployment policy, where Council has declared that redundancies are necessary, staff specified in the declaration will be appointed, if suitable, to vacant posts elsewhere in the University which are in their relevant categories and grades.

### **14. Planning for Staffing of the University**

The University will determine the recruitment, training and staffing levels required to support the University Plan by:

- o identifying the skills possessed by the University's staff;
- o identifying the skills necessary to meet the University's present requirements and having procedures to match the two;
- o forecasting the skills needed by staff in the future and, taking into account turnover of staff, identifying the deficiencies that will need to be met by recruitment, training and redeployment.

### **15. Leadership and Management**

To fulfil the objectives of this staffing policy the University will need high standards of leadership and management among its senior officers and the heads of its Academic and other Budgetary Units. Leadership will be required in the formulation and articulation of policy, that encourages and listens to the suggestions of the staff is sensitive to individual and community needs, and is fully aware of the medium and long term challenges which the University has to face.

Management is required to ensure that the policies so formulated are efficiently and effectively implemented in accordance with the needs of the University, the principles enunciated in this policy and the abilities, skills and aspirations of individual members of the University's staff.