

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,

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 Universiti

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.

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:

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