WINTER GRADUATION CEREMONIES

TWO people who played a major part in the life of the University returned to Sussex last week to receive honorary degrees. Laszlo Heltay, who has been described as "one of the finest and most inspiring choral trainers in the world" was Director of Music here at Sussex, a post he held for ten years until leaving in 1978. As well as providing a source of inspiration for countless Sussex student choristers, Laszlo Heltay was Founder and Music Director of the Chorus of the Academy of St Martin in the Fields, the Brighton Festival Chorus and the Choral Academy of London and was Music Director of the Royal Choral Society from 1985 until 1994.

STAFF AND STUDENTS past and present gathered in the CCS common-room to congratulate and toast Sybil Marshall on the occasion of her honorary degree award. Sybil arrived at Sussex in the 1960s when she helped to pioneer class-room based teacher-training. She continued to play a central role in the Sussex PGCE course until her retirement in 1976. Seven years later, at the age of 80 her first novel A Nest of Magpies was published. She posed for photographs, signed copies of her book and, on cutting the cake specially decorated with the degree scroll, said "Here's to Education from the cradle to the grave."

300 STUDENTS RECEIVED their degrees at the two ceremonies held in the Gardner Arts Centre on 26 January. They included husband and wife, Lorraine Bell and Keith Bell, who each received an MA in Language, the Arts and Education. The news of their degrees came as a complete surprise to their family and friends; they had kept their studies a closely-guarded secret for the full two years of the part-time course.

At the afternoon ceremony Professor Leszek Balcerowicz, Polish economist and politician, received the honorary degree of Doctor of Letters. Also attending the ceremony were students (pictured left) from our first-ever Women's Studies MA programme. Nine students, from the first full time and part-time cohorts attended in person, coming from as far as South Korea and Syria to collect their degrees.

Students and tutors from the Women's Studies MA programme
Survey of Photocopying
Spring Term 1995

IN 1990 THE UNIVERSITY entered into a Licensed Copying Agreement with the Copyright Licensing Agency (CLAN, under which, in return for an annual fee, multiple copying of limited amounts of material from copyright books and journals is permitted to create lecture handouts and for some other purposes.

A provision that universities participating in the scheme should take part in periodic surveys of photocopier use was an integral part of the agreement, and a survey has to be implemented this term.

The SUSSEX survey is to be carried out on approximately 25 selected photocopiers in buildings throughout the University. It will begin on Monday 5 February and continue for the remainder of the term. The main criterion for inclusion of any copier in the survey is that its normal workload should include some published material as opposed to purely administrative copying. A further criterion is that the machine should not be used significantly for self-service copying by students. The CLA has accepted that the small amount of extra copying required should not be a burden on individual student budgets. There is a possibility that the bank of self-service copiers on the ground floor of the Library may be included, but with a different method from that of the main survey.

The aims of the survey are to contribute to an analysis being conducted by the CLA of the amount of copyright material copied in universities and colleges throughout the UK and to obtain information on which the CLA's annual distribution of licence fees can be based.

Photocopiers included in the survey can be easily identified. Users of these machines are asked to follow the displayed instructions for all copying from published texts (books, technical reports, periodicals, newspapers, etc.).

Questions regarding the scope or methodology of the survey should be addressed to the CLA Licence Co-ordinator, Chris Ravilious, University Library, ext. 8561.

What the papers say . . .

The Vice-Chancellor, Professor Gordon Conway, warns against confining research funding to a few large universities (i.e. the Russell Group) at the expense of medium-sized universities (i.e. the 94 Group), a number of which out-performed the larger universities in the 1992 Research Assessment Exercise, (Times Higher Education Supplement 2 January). He points to features shared by the 94 Group which have led to their success, such as a strong emphasis on interdisciplinary research, resulting in unique research niches with international profiles such as SPRU and a commitment to applied research evidenced by the creation of an Innovation Centre for technology here at Sussex. Small to medium-sized universities, he claims, have clearly demonstrated their capacity to generate high quality research and, he stresses, "indeed in many respects their research excellence is a direct function of their ability to be flexible and innovative."

In the Times Educational Supplement (20 January), Mike Willson (ICAPE) calls for a much-needed overhaul of science A levels which he believes must be adapted to widen their appeal. He contrasts the vision and learning/study skills acquired through the teaching of modular sciences at GCSE with, for instance, A level physics, with its "outdated, male-orientated syllabus of little relevance to the modern world and contemporary issues." He argues against specialisation at A level and for the introduction of a syllabus which addresses the concerns of the young, and concludes, "If that means that those responsible for A level syllabuses in science and those responsible for university entrance have to adapt accordingly, then so be it."

An Excellent Interview

Tutor Heather Keating (left) with law students Maggie Ward and Stewart McGill

Second year law students, Maggie Ward and Stewart McGill, with Omleen Ajmal (reserve), represented the University of Sussex at the semi-finals of the National Client Interviewing Competition held at the University of Westminster on 21 January. This competition is held annually to raise awareness about the range of skills appropriate to law students and lawyers and is judged by academics and counsellors as well as by practising lawyers.

They were one of seven teams to be chosen from fifteen undergraduate and postgraduate teams competing to go forward to the final to be held at the University of Bristol in February. The Sussex team, trained by Heather Keating, Senior Lecturer in the Centre for Legal Studies, were highly commended by those who judged them and are to be congratulated on their success. The winners of the National competition go through to the international final due to be held in Florida in the Spring. Best of luck!
Looking back – looking forward

Tony McCaffery, Pro-Vice-Chancellor, continues the debate on the future of the University and asks: How do we face the challenges of the 21st Century?

The third millennium is almost upon us. A good time to assess the past and to contemplate the future. Although Sussex is still a relatively young University it is timely to reflect on where we are now and where we would like to be going. At Sussex there are additional reasons. Our basic framework was created nearly 30 years ago and those groupings of the traditional disciplines that our Schools of study represent, might not be so appropriate now the world has moved on.

What was special about Sussex then (and now) were the opportunities for interdisciplinarity that the School structure provided. Being special, innovative, unique, in teaching and research was stimulating and challenging in the 60s. It still is of course, but now the competitive forces have increased for recruiting students, for research grants, and in all other spheres of activity. Furthermore, our structures have been copied elsewhere.

Another factor is that there will be a significant changeover in faculty over the next five to ten years. This is particularly acute in Science but in all Schools individuals who have been here since the earliest days will be retiring. How will we rebuild? Will it be a re-creation of the Fulton vision or can we envisage new structures, an alternative framework, that fits better the contemporary situation?

Thirdly there are external forces that can’t be ignored. For example, Funding Council assessment of research and teaching quality constitute powerful pressures driving universities to maintain traditional subject specialisations. On the other hand, new funding sources, those of the EU for instance, suggest that the breadth of our interdisciplinarity needs to be re-examined.

C21 Task Force

Last term the Vice-Chancellor initiated a debate on interdisciplinarity and its significance in creating a special dimension to teaching and learning at Sussex. There has been a wide range of responses to the Vice-Chancellor’s Bulletin article. A further initiative has been to set up a group, the C21 Task Force, to consider our academic shape into the new century. This group consists of: Tony McCaffery (MOLS) (Chair), Colin Brooks (EAM), Ed Copeland (MAPS), Mike Gibbons (SPRU), Liz James (EURO), Tim Metham (MAPS), Ted Nakhle (Planning), Alasdair Smith (EURO), Jenny Taylor (CSS), Gail Taylor (BIOLS).

The task force has begun to formulate its strategy. It will split into subgroups, each consisting of two members and these will visit two Schools for discussions with the Dean and with the School’s academic development team. Initially this will involve information gathering with questions on the nature of the intellectual domain that constitutes the School. Future plans, developments, initiatives, in teaching and research and the interaction between them will be the focus of further meetings. Further issues of interest include the existence of structural features that inhibit development, the absence of significant intellectual areas from the current School interests and other relevant topics.

Deans have been asked to initiate discussion at School meetings this and next term on the future academic shape of the University. Members of the Task Force will be present to listen to views expressed on what are our current strengths and what directions we might follow in the future.

In addition to information and opinion-gathering via official channels, independent views are sought from all members of the University. If you have opinions on such issues as:

☐ what is the ‘new map of learning’ (to recycle a phrase from our earliest days)?
☐ how do we marry conflicting pressures such as the need to maintain research excellence, as judged by external assessors, with widened interdisciplinarity?
☐ what new organisational structures will aid teaching, learning and research development in the next century?
☐ what new academic fields must we develop for the future?

Please write to me (in MOLS) or to the Secretary to the Task Force (Amanda Hyatt, Mantell Building). Telephone (8847) or e-mail (A.J.McCaffery@sussex) communications are also welcome.

In Brief

RESEARCH OPPORTUNITIES

For more information, call Mylene Powell in the Research Office, ext 3812 (mornings only), e-mail: M.G.Powell@sussex.

LEVERHULME SPECIAL RESEARCH FELLOWSHIPS for post-doctoral researchers not holding academic posts, for 2 years in any subject. Closing date 17 March 1995.

ROPAs: Research Council grants for curiosity-driven research to investigators who have already attracted substantial cash support from UK industry for basic or strategic research. Closing date 15 March 1995.

CLEAN TECHNOLOGY: topics and closing dates for forthcoming calls for this joint Research Council programme. Combustion (March 1995), Recycling, re-use, recovery in industry (Spring), Photovoltaics (Summer) and six other possible calls this Summer.

Language Centre

3 day Easter A level courses to prepare for the oral and listening part of the examination. Languages offered: German, Spanish and French. Dates: 10,11,12 April. Cost £60. Closing date 17 March.

NEW this year: A level Grammar Workshops in German and Spanish Saturday 18 February; French Saturday 25 February. Cost £22. Closing date 3 February.

For further details contact Alex van Westen at the Language Centre, ext 8006.

Research Funds from the European Union

A beginner’s guide to Framework Programme IV and other EU programmes

Speaker: Sarah Matters

UK Research and Higher Education European Office, Brussels

Wednesday 15 February

2–4 pm

Room MS3 in MOLS

Open to all

If you have a specific project in mind, you can have an individual consultation some time during the morning. Please make an appointment with Clem Smith, European Liaison Officer, (8238), e-mail: C.J.Smith@sussex
Monday 6 February – Sunday 12 February

Lectures, Seminars, Colloquia

- Monday 6 February
  3pm Applied Maths & Numerical Analysis Seminar: Self-similar Shrinking Curves For Anisotropic Flow Equation. C. Dohmen (Bonn), PB2A2, MAPS I.
  4.15pm Chemistry Colloquium: Complexes With Orotic Acid: A Chemist's Freedman Fantasies. Prof. D. M. P. Mungos FRS (Imperial), MSLT, MOLS.
  5pm European Studies Lecture: Rethinking War And Peace. M. Kaim, Arts A2.
  5.30pm Sociology & Social Psychology Seminar: Class And Gender Inequality In Sport Representation: Reflections On Lindsay Anderson's, 'This Sporting Life.' A. Tomlinson (Brighton), Arts D310.

- Tuesday 7 February
  2pm Condensed State Physics Seminar: Microwave Properties And Applications Of High Temperature Superconductors. J. Gallop (NPL), PB1A1, MAPS I.
  1.30pm Psychology @ COGS Research-in-Progress Seminar: 'It's 10 O'Clock And The Cat's Not In....' Some Causes Of Pathological Worriyng. Prof. G. Davey, PB2A2, MAPS I.
  3pm SEI Research-in-Progress Seminar: Is There An Integration Project For Russia And Its Neighbouring Republics? M. Streshneva (IMEMO, Moscow and Manchester), Arts A71.
  4.15pm Biochemistry & Genetics & Development Seminar: Burning Plants - The Protein Behind The Mask. Prof. T. Moore, Biology Lecture Theatre.
  4.30pm MA LAE Open Seminar: The Last Minute Workshop. R. Crane, EDB 302.
  5pm German Research Colloquium: The Metropolis And The Provinces: Bert Brecht And Marieluise Fleißer. J. Milfull (Adelaide and Sussex), Arts A155.
  6pm Royal Statistical Society: What Does An Industrial Statistician Do? M. Gibson (Jaguar Cars), Watts Building, University Brighton, Room 321.
  6.30pm Public Lecture: Issues In Environmental Science: Energy And The Environment. Prof. J. Pells (Newcastle), MOLST Lecture Theatre.

- Wednesday 8 February
  12.30pm Environmental Science Research Group: A New Approach To Environmental And Occupational Health. M. Topping, MS3, MOLS II.
  1pm IDS Aid and Poverty Reduction Seminar: Aid Is A Tool For Property Alleviation: A Global Perspective. H. White (ISS The Hague), IDS 221.
  2pm ICAPE Faculty Research Seminar: Space For The Imagination. T. Pateman, EDB 204.
  2.30pm Open Lecture: The Islanders An Account Of Attempts Toward Mystical Liberation. Arts D510.
  4pm Applied Maths and Numerical Analysis Seminar: Weak Solutions For The Curve Shortening Flow. K. Deckelnick (Freiburg), PB1A1, MAPS I.
  4.30pm History of Art Work in Progress Seminar: The Author, The Painter, His Wife And Her Lover: Rubens's 'Het Peilken.' M. Thoener, Arts B151.
  7.30pm Institute of Science and Technology: Talk and discussion on Concorde - the aircraft. Video film and slides, Biology Ancillary Lecture Room.

- Thursday 9 February
  12.30pm History and Gender Seminar Group: General Meeting. Arts D520.
  1pm RUPAG Seminar: Special Price Equilibrium And Food Market Integration. R. Baulch, IDS 221.
  4.30pm Experimental Psychology Colloquium: To be announced. S. Tipper (Bangor), Biology Lecture Theatre.
  5pm Geography Research Seminar: De-Limiting The Globe: Empire, Humanity And European Geography. D. Cornforth (Royal Holloway), EDB 302.
  5pm Social and Political Thought Seminar: The State Of Exception In German Political Thought. C. Thornhill, Arts D630.
  6pm Western Mysticism Lecture: Meister Eckhart. G. Ashenden, Quiet Room, Meeting House.

- Friday 10 February
  2.15pm SPRU Seminar Programme: An Uneasy Couple: The City and Industry. W. Hutton (Guardian Newspaper), EDB 121.

**CCE Day Schools - Sat 25 Feb**

Famous Actors of the Past: A look at some of more outstanding performers since 17th century.

TV Workshop: Discover how TV programmes are put together & produce a video. Sat 25 & Sun 26.

Spreadsheets for Beginners: Introduction to Microsoft Excel 4. No previous experience required. Reduced rates for students and staff. All at the University. Enrol with CCE on 678827.

**Career Development Unit**

- Talks
  1. Tue 7 Feb, 5.30: Market and Social Research

- Action
  1. Tue 7 Feb, 10-1: Practice Selection Tests
  2. Fri 10 Feb, 10-12: Preparation for Job Search

- Professional Skills Development
  1. Thu 9 Feb, 10-4: Magazine Production

- Identifying Skills

Pre-book is essential for all of the above. All in CDU, Falmer House. Contact ext. 8429 for details.

**Hatha Yoga**

In Counselling and Psychotherapy Unit, Health Centre. 6 weeks course. Thurs 12-1pm. Start 8 Feb. £15. Contact Janet Ramsay on ext. 8156.

**Miscellaneous**

- INDIAN EVENING: 20 Feb in Meeting House 6-9pm. Tickets £3 from International Office/Student Union. Contact ext. 3636 for details.


**Small Ads**


- FOR SALE: A pair of brand new M&S black ski pants, size 10 (bought by mistake and never worn). £37 new accept £30. Contact Veronica on ext. 4130 or 733564.


- LIFT TO NORWICH: Occasional lifts required at weekends. Will share petrol. Contact Jo on 698553.

- RESEARCH / ADMIN HELP: Available short/long term from former Sussex graduate (politics & dev studies) with proven admin/clerical and organisational skills. Contact Claire on 688533.

- FOR SALE: Studio Flat, New Heathfield. Fitted Galley Kitchen, bathroom, off-road parking. £29,950. Contact Ian on ext. 8075 or 0825 872432.

- TO LET: 2 bed garden flat. 10 minutes from University. Available from March. Booking person preferred. Lounge, 2 beds, bathroom, small kitchen, garden and easy parking. £100pw. Contact Ella on ext. 3850.

- TO LET: 3 bed fully furnished house with garden near London Rd BR between July/Aug/Sept. Contact 507229.

- TO LET: Large room in shared house in Hove. Use of kitchen, living room, 2 bathrooms, large garden. Immediate let. £420pw. Contact ext. 8209.

- TO LET: Holiday cottage in Tuscany. Information and photographs 0117 924 7537.

**Bulletin**

The Bulletin appears every Friday of Term. Copy deadline is 1pm on the Friday preceding publication. Contact the Information Office, Sussex House on ext. 8209 or email: Bulletin@sussex.ac.uk.
**BULLETIN Special**

**Staffing Policies**

The following is a re-draft of a policy paper discussed at Senate and Council last June. The re-draft is shorter and concentrates on policy rather than procedural matters. More detailed procedural papers will be produced for discussion, and in some cases negotiation, over the next year. This paper will go to Senate and Council in March. The Vice-Chancellor would welcome your comments.

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 help 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 growing pressures from outside, and to be accountable as a whole and to be efficient. In these contexts, as in others, it must perform generally better than its competitors. 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.

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 an
annual monitoring and planning exercise to further its objectives.

4. Safety
The systematic care of the health and safety of its staff is accepted as an essential objective of the University’s staff policy. To this end it is the duty 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.

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.

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.

7. Remuneration

Objectives
The remuneration policies of the University will aim to:

- attract and retain high quality staff, committed to the University’s objectives
- 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.

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 consultancies.

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 Central Employment Agency) 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 disciplinary procedures and appropriate sanctions may become necessary. The aim of a disciplinary procedure is to assist the University in setting standards of performance, either by ensuring that the member of staff’s 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:

1) 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.

2) 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.

3) the process of Appraisal (see below).

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.

1) 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.

2) 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. 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:

1) 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.

2) 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.

3) Members of appointing committees will receive advice and training to help them select the best applicant for the needs of the post.

4) 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.

5) 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.

6) 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.

12. 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.

13. Planning for Staffing of the University

The University will develop a policy that will enable it to decide on the recruitment, training and staffing levels required to support the University Plan. The policy will:

- identify the skills possessed by the University’s staff;
- identify the skills necessary to meet the University’s present requirements and have procedures to match the two;
- forecast the skills needed by staff in the future and, by taking into account turnover of staff, identify the deficiencies that will need to be met by recruitment, training and re-deployment.

14. 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.