

Annex A
Assessment of HR strategies

Full strategies
Bournemouth University
University of Brighton
Edge Hill College of Higher Education
University of Hertfordshire
Liverpool Hope
London Business School
University of Northumbria
Open University
University of Oxford
College of St Mark and St John
St Martins College
South Bank University
University of Southampton
Thames Valley University
University College, London
University of Warwick
University of the West of England
Emerging strategies
Anglia Polytechnic University
Arts Institute at Bournemouth
Aston University
University of Bath
Bath Spa University College
Birkbeck College
University of Birmingham
Bishop Grosseteste College
Bolton Institute of Higher Education
University of Bradford
University of Bristol
Brunel University
Buckinghamshire Chilterns University College
University of Cambridge
Canterbury Christ Church University College
University of Central England
University of Central Lancashire
Central School of Speech and Drama
Cheltenham and Gloucester College of HE
Chester College of Higher Education
University College Chichester
City University

Coventry University
Cranfield University
Cumbria College of Art and Design
Dartington College of Arts
De Monfort University
University of Derby
University of Durham
University of East Anglia
University of East London
University of Essex
University of Exeter
Falmouth College of Arts
Goldsmiths College
University of Greenwich
Harper Adams University College
University of Huddersfield
University Hull
Imperial College of Science, Technology & Medicine
Institute of Cancer Research
Institute of Education
Keele University
University of Kent at Canterbury
Kent Institute of Art and Design
King Alfred's Winchester
Kings College, London
Kingston University
Lancaster University
University of Leeds
Leeds Metropolitan University
University of Leicester
University of Lincoln
University of Liverpool
Liverpool John Moores University
London Guildhall University
The London Institute
London School of Economics
London School of Hygiene and Tropical Medicine
Loughborough University
University of Luton
University of Manchester
UMIST
Manchester Metropolitan University
Middlesex University
University of Newcastle
Newman College

University of North London
University College Northampton
Northern School of Contemporary Dance
Norwich School of Art & Design
University of Nottingham
Nottingham Trent University
Oxford Brookes University
University of Plymouth
University of Portsmouth
Queen Mary, University of London
Ravensbourne College of Design and Communication
University of Reading
Rose Bruford College
Royal Academy of Music
Royal Agricultural College
Royal College of Art
Royal College of Music
Royal Holloway, University of London
Royal Northern College of Music
Royal Veterinary College
St Mary's College
St George's Hospital Medical School
University of Salford
School of Oriental and African Studies
School of Pharmacy
University of Sheffield
Sheffield Hallam University
Southampton Institute
Staffordshire University
University of Sunderland
University of Surrey
Surrey Institute of Art and Design
University of Surrey, Roehampton
University of Sussex
University of Teesside
Trinity & All Saints
Trinity College of Music
University of Westminster
Wimbledon School of Art
University of Wolverhampton
University College Worcester
Writtle College
University of York
York St John College

Annex B

Priority areas for HR strategies

1. Each HR strategy should cover the following areas:
 - a. Address recruitment and retention difficulties in a targeted and cost-effective manner.
 - b. Meet specific staff development and training objectives that not only equip staff to meet their current needs but also prepare them for future changes, such as using new technologies for learning and teaching. This would include management development.
 - c. Develop equal opportunities targets, with programmes to implement good practice throughout an institution. This should include ensuring equal pay for work of equal value, using institution-wide systems of job evaluation. This could involve institutions working collectively – regionally or nationally.

Strategies should also cover how institutions will address (or are already addressing) the need to achieve:

- d. Regular reviews of staffing needs, reflecting changes in market demands and technology. The reviews would consider overall numbers and the balance of different categories of staff.
- e. Annual performance reviews of all staff, based on open and objective criteria, with rewards connected to the performance of individuals including, where appropriate, their contribution to teams.
- f. Action to tackle poor performance.

Annex C

Rewarding and Developing Staff in HE – Advisory Group

Membership

Sir Brian Fender (Chair)	Chief Executive, HEFCE
Professor Geoffrey Copland	Vice-Chancellor, University of Westminster
Alan Gibson	Chair of Council (and UCEA Board member), University of Salford
Professor Joyce Hill	Director, Equality Challenge Unit, Universities UK
Julie McLelland	HR Director, College of Ripon & York St John
Ged Murray	Director of Personnel Services, University of York
Dr John Rea	Principal, College of St Mark and St John
Louise Redmond	Vice-President, Merger Integration Team, GlaxoSmithKline
David Robinson	Funding and Allocations Team, Teacher Training Agency
Martin Staniforth	Deputy Director, Human Resources, Department of Health

Annex D

Seminars

We have organised four seminars in November 2001 to discuss the next stage of the initiative and the development of the good practice guide.

Date	Venue
Wednesday 7 November	London
Monday 12 November	Birmingham
Monday 19 November	Manchester
Wednesday 28 November	London

These seminars will be of interest to human resource managers, and other senior managers, in higher education institutions. They are being organised by the Universities and Colleges Employers Association (UCEA). Call Sharron Powley at UCEA on 020 7383 2444 for more information.