

Pre- Employment

Managers who are able to effectively recruit and appoint staff

Moving On

Staff changing roles or leaving the organisation who are satisfied with the transition arrangements they have experienced

New Staff

New staff who feel welcomed, valued and who understand what to expect at each stage of the induction and probation process

**A place of
integrity where
the individual
is respected**

Grow and Develop

Staff who are regularly appraised, willing to take part in development activity, encouraged to use and develop their talents and recognised for their achievements

Managing Individuals

Staff who are clear on the expectations of behaviour and performance required in the role

Managing Your Team

An engaged and motivated team who communicate regularly and understand the wider team and university objectives

Successful People Management

The purpose of this document is to provide current and newly appointed line managers with an overview of their people management responsibilities. The framework provides links to relevant policies, procedures and information. It also highlights the support and development courses available to assist you in your role as a line manager.

General responsibilities

Please note that the nature of your involvement in these tasks will vary depending on the level at which you are carrying out your duties. They are also dependent on the arrangements/ dynamics within your school or department. This document is not intended as an exhaustive list of duties for your job role.

Pre-employment

1

- When it is necessary to fill a post you will work with your HR Business Partner to assess the need for the existing or new post. The job description and person specification need to be written/ amended as necessary and where appropriate job evaluation conducted. Approval for the post will need to be sought and then an advert drafted.
- Prior to any recruitment activity discuss with your HR Business Partner the appropriate method for the employment of your new staff member (permanent, fixed term, visiting lecturer contract etc).
- Work with Human Resources (HR) to advertise your post and then shortlist and interview suitable candidates according to University policies and procedures. Make a conditional offer of employment to the best candidate.
- (For academic staff) Ensure that all Visiting Lecturers are appointed according to University procedures and can be paid in a timely fashion.

New Staff

2

- Plan a thorough induction period for your new member of staff before their date of commencement; appoint a link colleague/ mentor and work together to ensure that the new starter has a positive induction experience.
- Meet your new member of staff on their first day and make regular contact early on to establish your expectations for behaviour and performance. Also explain the provisions to support them in their new job role.
- Set written objectives for completion within the induction/ probationary period.
- Ensure that all probationary meetings are conducted in accordance with the University procedure.

Managing Individuals

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- Ensure that individuals understand what is expected from them in terms of their conduct, accountabilities and objectives and how they support wider University and SBU (Strategic Business Unit) goals.
- Meet regularly with individual staff to provide feedback on performance and to discuss the support available to them to help with the delivery of their objectives.
- Consult with your HR Business Partner where your staff member's performance or conduct does not meet the required standard. Take action as appropriate.
- Ensure you are aware of the attendance of your staff. Take action to ensure that any issues are addressed early on and provide appropriate support.
- Manage flexible working arrangements to ensure that your members of staff have a good work/ life balance.
- Be aware of the family friendly policies and ensure requests from your staff are handled in line with University procedures.

Managing Your Team

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- Ensure effective team communication through team meetings or other mechanisms. Develop trust and strong team working skills to ensure effective two way communication.
- Share relevant University and SBU information with your team in a timely and appropriate manner.
- Communicate how your team is performing in relation to targets and encourage members of staff to contribute ideas for improvement.
- Monitor and manage the distribution of a fair workload across your staff.
- Plan staff leave and rotas to ensure staffing levels are adequate to meet the needs of the business and any legal requirements, as well as to meet individual requirements.
- Ensure appropriate health and safety arrangements are in place, are current and fully understood by your staff.
- Be a strong role model for the [University values](#) and ensure that equality and diversity are promoted across the team.

Grow and Develop

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- Positively acknowledge individual and team performance that meets or exceeds the desired standard.
- Encourage and support your members of staff to identify their own development needs and have regular conversations about development required for their current job role.
- Manage staff expectations of the development available to meet their future aspirations.
- Identify opportunities to support your staff to grow and achieve their potential within the role.
- Provide or make arrangements for coaching and guidance where necessary.

Moving on

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- Ensure that any secondments/ promotions include a local induction, handover and debrief.
- Work with HR to ensure that any fixed-term contracts are ended legally; including meeting with the individual, ensuring they stay informed throughout the process and supporting them to seek alternative employment within the University.
- Encourage your staff to talk to you about their plans for retirement or phased retirement and take appropriate action in consultation with HR.
- If you are considering reorganisation, restructuring or possible redundancies, consult your HR Business Partner before taking any action.
- Where appropriate meet with your staff member prior to their exit to request feedback on their employment experience.

HR Managers Portal

- Utilise the business intelligence reporting function to ensure you have up-to-date data on your team.
- Ensure that approvals for expenses, leave and recruitment are justified, appropriate and in-line with University policies.
- Raise recruitment requisitions as necessary after job evaluation has been conducted.
- Have an awareness of how to monitor individual's attendance, absence and leave on the HR system.

Key support is listed below, follow the > [hyperlinks](#) for further information.

	Policies, Procedures and Web Guidance	Development Workshops Available
1. Pre-employment	<ul style="list-style-type: none"> > Equate job evaluation > Visiting Lecturer guidance > Internships > Graduate Employment Scheme > Fixed term contract policies > Recruitment & Selection web guide and UH Recruitment policy 	<ul style="list-style-type: none"> > Recruitment and selection workshop
2. New Employee	<ul style="list-style-type: none"> > Probation web guidance and Policy document > Induction guidance for Managers and all new staff > Induction guidance for Senior Managers > Work experience guidance 	
3. Managing Individuals	<ul style="list-style-type: none"> > Contract and working arrangement policies > Absence management policy and guidance > Disciplinary policy > Grievance policy > Mediation policy > Wellbeing & stress management > Managing Visiting Lecturers > Flexible working > Maternity and other family friendly policies 	
4. Managing your team	<ul style="list-style-type: none"> > Health & Safety policies and web guidance > Equality and Diversity policies and web guidance > Guidance for managers for working with those with specific disabilities and Disability Services StudyNet pages 	<ul style="list-style-type: none"> > Assertive communication workshop > Leading through conversations workshop > Finding a new perspective on stress workshop > Disability awareness workshop > Equality and Diversity Workshop > Diversity in the workplace online module > Health and Safety online module > Supporting mental health and wellbeing workshop
5. Grow and Develop	<ul style="list-style-type: none"> > Appraisal > Fee waiver > Overseas working > A - Z of Development Opportunities > Tailor-made development 	<ul style="list-style-type: none"> > Appraiser training > Transition to Leadership (introduction to leading people) > Making sense of leading (management development program) > Responding to the challenges of leading (for experienced leaders) > Working together: peer to peer coaching > CPD workshops for experienced leaders
6. Moving On	<ul style="list-style-type: none"> > Redundancy > End of fixed term contract > Phased retirement policy > VL conversion to fractional contract > Reorganisation, redeployment and redundancy policies 	
7. HR Managers Portal	<ul style="list-style-type: none"> > HR How to Guides for all modules on the HR Managers and Staff portal 	<p>Ad-hoc sessions run as new modules/ updates are released. If you require something specific speak to the HR Systems team</p>

Further support is available from [HR](#), the [Equality Office](#), [Disability Services](#) and the [Occupational Health and Safety Office](#) as required.