THE
MANAGER'S
TOOLKIT

Managers' Induction
A manager's guide to HR

ORGANISATIONAL DEVELOPMENT

US
UNIVERSITY
OF SUSSEX

MANAGERS' INDUCTION

Welcome

This guide is intended to:

- Support orientation into role whether you're an internal or external appointee
- to act as a key point of reference not just early in your term, but also beyond.

This guide will introduce you to key HR topics. Click here if you would like further information on other departments such as Finance or IT.

You should use this guide alongside other materials that support your integration into your role.

We will arrange a brief virtual session to introduce you to:

- The role of the manager at the University of Sussex
- A range of tools available to you as a manager
- Informally introduce you to the 'lunch and learn' sessions.

Please email the od@sussex.ac.uk to register your interest.

The guide will be updated periodically, and your feedback on its value, and your ideas on content are welcomed. Please get in touch via od@sussex.ac.uk

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click here

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1. Your role as a manager at the University of Sussex

1.1 The University of Sussex Values and Strategic Framework

Our values below shape what we say and do. They support us to create a culture that strives for excellence in everything we do. Through working and living by our values we create a shared mindset and culture that will help us achieve our Vision and through them we can make Sussex an even better place to work, study and research.

Kindness - We will seek to be known as a Kind institution. We will care for each other and for the world around us, in responsible and sustainable ways. We will value collegiality and mutual support across all of our actions and activities.

Integrity - We will ensure that everyone within our community is treated with dignity and respect.

Inclusion - We will value and celebrate the diversity of our campus community and partners, and what they bring to our activities.

Collaboration - We will put collaboration at the heart of all that we do, seeking out productive and creative relationships. We will acknowledge and celebrate everyone's contribution.

Courage - We will speak out on issues that concern us and will face up to difficult challenges. We will support those who have the courage to change and be bold, innovative, creative and experimental.

As a manger you will be required not only to deliver your objectives effectively, but also to embrace and demonstrate the University of Sussex values. How you behave as a manager is as important as what you achieve. You are also responsible for supporting and encouraging your team to demonstrate the core values. Further information on our values and the Sussex 2025 Strategic Framework can be found here.

1.2 The Sussex Leader

The Sussex Leader document defines the behaviours and competencies expected of leaders at the University of Sussex. It addresses what it takes to be a Sussex Leader and is designed to be a reference document rather than a contractual tool. A copy of the document can be found here.

1.3 Equality, Diversity and Inclusion

Our vision is to become Inclusive Sussex, where all members of our community have equal access to opportunities, experience the University as one that enables them to fully meet their potential, and supports them to make a full contribution to the University. Reducing inequalities and celebrating diversity allows us all to thrive.

The University's Equality, Diversity and Inclusion Strategy, Inclusive Sussex (2018-2025) sets out the necessary steps to ensure that all members of the Sussex community have equal access to opportunities. There are four key goals to make Sussex inclusive:

- Equal Sussex: Reduce the gap in representation, experience, progression and reward between those with and without protected characteristics.
- Diverse Sussex: Be a place that celebrates diversity and tolerance and fosters good relations in our own and the wider community.
- Accessible Sussex: Provide equal access to excellent learning, research and employment opportunities regardless of physical or unseen disabilities.
- Flexible Sussex: Become an organisation that is flexible by default to ensure we are inclusive in everything we do.

Further information on Equality, Diversity and Inclusion can be found here.

1.4 Networks and support

Our staff networks play an important role in achieving the goals outlined in the Equality, Diversity and Inclusion strategy, Inclusive Sussex. The networks provide staff with the opportunity to meet with colleagues from across campus and get involved with network activities. Below is a list of the different networks:

- BAME Staff Network
- Staff Disability Network
- Trans and non-binary Staff Network
- LGBT+ Staff Network
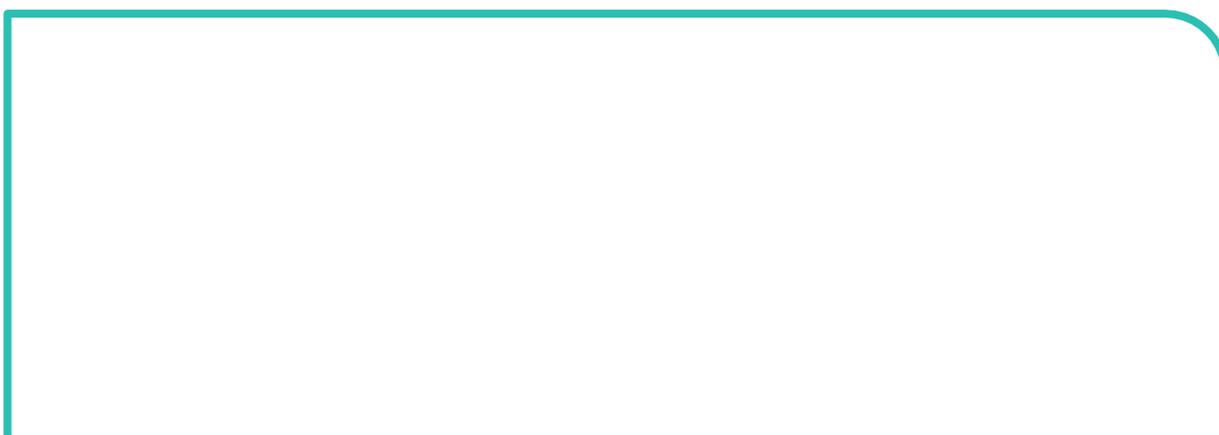
2.   Recruitment and on boarding

2.1 Recruitment

The University is committed to fair and transparent recruitment and selection that encourages wide ranging and diverse applicants that can contribute to its continuing success. As a manager you are responsible for fully resourcing your team. In order to take part in the recruitment process you must complete the mandatory e-learning modules on 'Recruitment and Selection' and 'Unconscious Bias'. You can access these modules via your LearnUpon account.

The recruitment and selection process takes into consideration the points below:

• Recruitment procedure and guidance
• Job descriptions and personal specification
• Summaries of terms and conditions

Further information on the above can be found here

2.2 New Staff Induction

Induction is the process of integrating new staff into the University and your department/school. Induction is not a one-off event but should be an on-going process of formal and informal activities, all designed to support an individual's orientation into their role, and has several benefits:

• Engages employees early
• Builds trust and enables communication
• Helps the employee to be effective more quickly

For new staff the University holds a Welcome session to introduce new employees to the organisation. New employees will be asked to register their attendance. As a manager, you must ensure your staff attend the Welcome session as it provides them with the opportunity to understand the bigger picture and network with other colleagues.

The University also has guidance to support you with other induction activities, including a 'New staff induction checklist' and 'Induction training plan' for new members of staff. Further information on these can be found here.

2.3 Probation

The probation period varies depending on the job grade. An outline is given below:

• Grades 1-6 - three month probation. A reminder is sent to the manager one month before the end date. The manager should have a review meeting with the staff member and confirm to HR via email that they have passed (or it should be extended). HR will then write to the staff member confirming the decision.
• Research Fellows - 8 month probation. A reminder is sent to the manager to have a review around 4 months, then the above process is followed.

- Grades 7 and above – 2 year probation. A reminder is sent to the manager to have a review at 1 year, then the above process is followed.
- Academics - 3 year probation which gets reviewed by their Head of School and Provost for confirmation.

Get in touch with your HR Business Partner if you have specific queries regarding probation period.

3. Developing your team and yourself as a manager

At Sussex, we offer more than just courses and workshops and this section outlines some of the development support available. We would encourage you as a manager to explore different learning opportunities for you and your team using the 70:20:10 model approach to learning. The model suggests that individuals obtain 70% of their knowledge from job related experiences, 20% from interactions with others, and 10% from formal educational events. Development opportunities can include job shadowing, mentoring, networking, reading/writing blogs, conferences, online research or giving a presentation. Click here to find out more about the varied development opportunities on offer. To access the termly course calendar click here. Also don't forget to use LinkedIn learning. You can also consider some of the approaches below:

- On-the-job experiences that you can take advantage of
- 'Stretch' activities or projects
- Activities that maintain and develop your technical and professional skills
- Building your professional network, internally and externally

3.1 Appraisals

The success of Appraisal reviews relies on both line managers and staff members having high quality, professional conversations which support an individual's performance and development. These conversations provide a real opportunity to both the manager and staff member to discuss an individual's contribution, priorities and career goals. Conversations should occur on a regular basis not be an isolated once a-year formality. This will ensure a continuing conversation that provides clarity, purpose and support to individuals.

The University has a comprehensive support package for both line managers and individuals that provides appraisal forms, guidance and other documents to support the appraisals process for all categories of staff. Resources for appraisers and appraisees can be accessed here.

3.2 Mentoring

There are a variety of options and opportunities to develop your mentoring skills. Mentoring is a powerful method of professional development; it can benefit individuals across all job roles and functions, within any department or discipline. For the mentee, it can be a great opportunity to get insight

from a more experienced colleague and for the mentor it can help develop a range of skills including listening and questioning. Further information on mentoring at the University of Sussex can be found here.

3.3 Apprenticeships

An apprenticeship is a powerful combination of practical training and part-time study, it is a job that can lead to a nationally recognised qualification. The University is committed to increasing the number of apprentices it has. As a manager, you are also encouraged to consider apprenticeships for both new and existing roles as they offer a unique way to 'grow your own' talent as on the job learning provides a real understanding of working at the University, combining practical skills with theoretical knowledge. Further information on apprenticeship can be found here.

3.4 Leadership and management

The manager's toolkit is a great way to familiarise yourself with key policies, procedures, support and development. It covers the areas below:

- Managers' induction
- Managing people and teams
- Developing yourself as a leader

You can also make use of the 'lunch and learn' sessions which will provide you with the opportunity to get together as managers and learn more about topical issues.
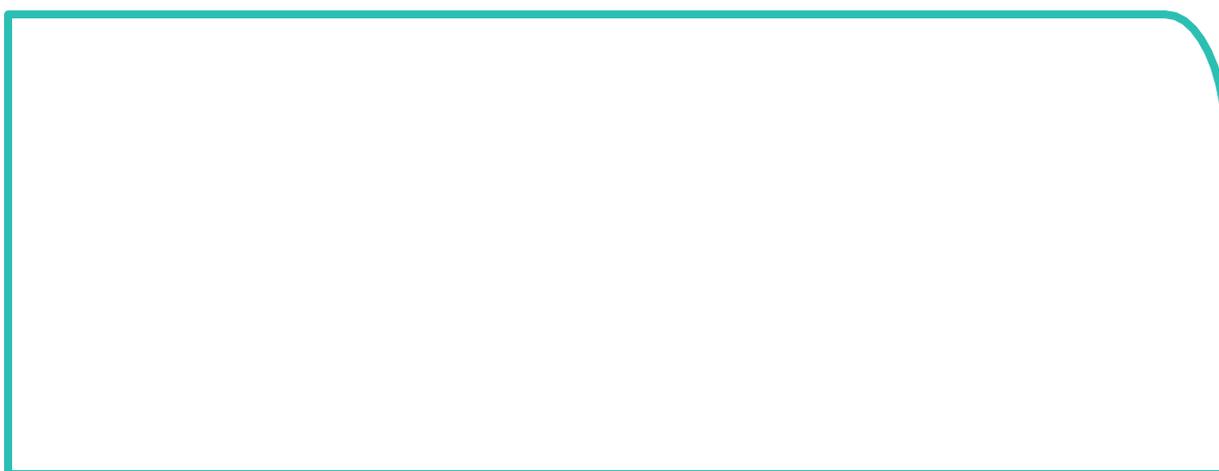
4. Managing your staff

4.1 Staff wellbeing

As a manager you have the opportunity to build a supportive work environment that promotes employee wellbeing. This covers several aspects of the way people feel about their lives, including their jobs, and their relationships with the people around them. We have provided a wealth of resources to support you as a manager in looking after your wellbeing and your team's. You can access our wellbeing page here. We have also introduced a number of wellbeing e-learning modules which you can access here.

Any member of staff can access our Employee Assistance Programme (EAP) Care First. They are specialist highly professional organisation that can provide a range of help at difficult times. There is a 24 hour / 365 days-a-year telephone help line that can provide counselling and specialist advice on a range of matters.
Staff can also access Thrive, an evidence based smart phone app providing in-depth tools and support for anyone to improve their mental wellbeing.

Here at the University of Sussex staff can also benefit from a wide range of free, online classes and workouts provided by our sports facilities.

4.2 Dignity and Respect

Dignity and Respect at Sussex is everyone's right and everyone's responsibility.

- Our Dignity and Respect policy sets out: our zero tolerance approach to all forms of discrimination, bullying and harassment, and violence
- how allegations of discrimination, bullying, harassment and violence are dealt with including disciplinary action where appropriate
- the behaviours that are expected of everyone at Sussex
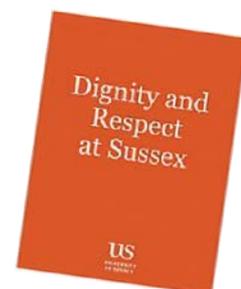
Further information on Dignity and Respect at Sussex can be found here. The Dignity Champions support the Dignity and Respect Policy by providing confidential and informal advice to those who feel they are experiencing difficult working relationships, including bullying or harassment, or who have witnessed such behaviour. They are a group of trained individuals who may be employees in any staff group. They can listen, talk through the options available and, if appropriate, signpost to other sources of support and advice.

4.3 Disability

The University as an employer has a duty under the Act to make reasonable adjustments where a disabled member of staff (or applicant) is put at a substantial disadvantage compared to others, by the application of a "provision, criteria or practice". Reasonable adjustments may be required at various stages of a disabled person's employment, for example, at the recruitment stage, during the person's day-to-day employment, during selection for redundancy or promotion, and during disciplinary proceedings. A failure to make reasonable adjustments for a disabled member of staff or applicant will amount to disability discrimination. Further information on policies and forms can be found here.

4.4   Family friendly policies

The University of Sussex offers various schemes to provide real benefits to parents such as flexible working, paternity and maternity leave. Click here to find out more. If you wish to reduce your hours or change your working patterns please complete a flexible working application form and discuss with your manager for their approval, this will then be forwarded to HR for the change to be confirmed in writing.

4.5   HR policies

When managing staff there are some key people management policies and procedures that you should have an understanding of, and are most likely to use as a line manager.

This section provides an overview of the main topics, should you need further information on any of these policies or other people management policies or procedures, please get in touch with your HR contact.

4.5.1   Types of absence

When managing staff it is important to be aware of the different types of absence and when they can be applied. A list of the different types of absence is given below:

- Annual leave
- Sickness (including short and long-term)
- Maternity and Paternity
- Special Leave with pay
- Leave without pay
- Parental leave
- Time off to care for dependents
- Unauthorised absence

4.5.2   Sickness absence procedure

Staff who are experiencing ill-health, including mental and physical illness and disability must be treated with understanding and sensitivity. A fair and consistent approach to the management of sickness absence is required across all departments and for all categories of staff.

There may be occasions where an employee is not well or has a disability meaning that working in the way that most other employees cannot, but with a minor adjustment they can contribute fully to life at the University. As an institution, we have the responsibility to consider any reasonable adjustments that will allow employees to undertake their work. Such adjustments are specific to each case.

When managing mental health sickness absence, there are a number of training options that will raise awareness of this topic and support you as a manager. They can be found here.

4.5.3   Capability procedure

Capability problems may be outside the employee's direct control and can be symptomatic of underlying work problems or other personal issues. All capability issues must be treated with care and sensitivity, and in a fair, supportive and consistent way.

The formal procedure will only be instigated where improvement in performance has not been demonstrated or sustained, or where serious issues of capability are raised that make an informal approach inappropriate.

4.5.4   Grievance procedure

All staff should feel able to raise concerns and problems or make complaints that relate to their employment and be heard promptly and in a safe and supportive environment. It is expected that both staff member and their immediate manager/supervisor will do their best to settle them informally.

The formal grievance procedure should only be instigated where an informal resolution has not been achieved or is clearly inappropriate.

4.5.5   Disciplinary procedure

This procedure is in place to help and encourage staff to achieve and maintain an acceptable standard of conduct. It defines what the University considers to be a fair and consistent method for bringing any shortcomings in standards of conduct to the attention of staff and for dealing with alleged failures to adhere to the required standards.

5. Staff Recognition and Reward

5.1 Payroll

Monthly paid staff are paid by bank credit transfer in arrears, on the last working day of the month. Payments through the Casual payroll are also made on the last working day of the month.

5.2 Reward

There is a wide range of benefits to working at the University of Sussex. A list is provided below and further information on each of the areas can be found here.

Pensions	Life assurance
Employee Assistant Programme	Tax free childcare: the Government scheme
Staff discounts	Discount: gym membership and more
Totum card (previously NUS Extra card)	Special rates at local hotels and guesthouses
Cycle to work	Discount: public transport
Occupational Health	Other benefits of working at Sussex

All relevant payroll and pensions documents and forms can be found here.

5.3 Discretionary Pay Review (DPR) process

The DPR scheme is a way to recognise staff who go the extra mile in their work and contribute towards the long-terms goals of the University. It's the University's way of recognising and rewarding exceptional performance, results, values and behaviours. The DPR is open to all staff (Grades 1-9) employed by the University (who have been in post for more than 6 months as of 1st Oct 2019). Line managers to consider all direct reports for awards and submit recommendations via the relevant Head of School or Director of Professional Services using the relevant form. Find out more about the process, eligibility, performance criteria and types of pay reward here.

6. Governance and Compliance

As a manager you have a very important contribution to make, not only in the day-to-day management of people and operations but also in the implementation of University policies and procedures, and in ensuring that the University complies with the legal frameworks within which it operates. This section provides an overview of key pieces of legislation you should be aware of.

6.1 Regulatory Frameworks

Like all organisations, the University operates within a wide legal and regulatory environment. You should also be aware that there is legislation and regulations that directly or explicitly affect Higher Education:

- Higher Education and Research Act 2017
- Freedom of Information
- Prevent Duty
- Immigration Act & UKVI
- Freedom of Speech (Education Act 1986)

6.2 General Data Protection Regulation (GDPR)

GDPR came into effect in May 2018 and affects every organisation. The law is a replacement for the 1995 Data Protection Directive. GDPR strengthens a number of rights for individuals about personal data that is held about them.
There are many similarities to the Data Protection Act (1998), including the principles of ensuring personal data is:

- processed lawfully and fairly in a transparent manner;
- collected for specific, explicit and legitimate purposes;
- adequate, relevant and limited to what is necessary;
- accurate and kept up to date;
- kept in a form permitting identification of data subject for no longer than necessary;
- processed to ensure security of the data.

As a line manager you should:

- Continually undertake good housekeeping to review the personal data held by your department with the aim of minimising this data.
- Act quickly if you receive a Subject Access Request or have a data breach.
- Remember that a student's parents, siblings, partners or friends do not have the right to access data about them without the student giving their permission.
- Direct any police enquiries to the Information Governance Team (or Security out of hours)
- Be aware data protection never stands in the way of alerting the authorities (and others who need to know) where an individual's vital interests are at risk.

Access more resources, training and guidance here.

6.3 Freedom of Information (FOI)

FOI gives people the general right to see recorded information held by public authorities. The Act helps people get a better understanding of how public authorities carry out their duties, make decisions and spend public money. Under FOI, anybody may request information from any public authority, including higher education institutions, which has functions in England, Wales and Northern Ireland.

The Act confers two statutory rights on applicants:

- To be told whether or not the public authority holds the information they request; and if so:
- To have that information communicated to them.

6.4 Prevent duty

Under the Counter Terrorism & Security Act 2015 the Prevent Duty is the legal obligation to provide "due regard to the need to prevent people from being drawn into terrorism". The Act makes clear that Universities must balance their duties under Prevent with their legal requirements in relation to freedom of speech and academic freedom, as enshrined in other legislation. Freedom of expression is itself an important means to challenge and prevent people from being drawn into terrorism. Further information and training can be found here.

As part of our statutory responsibility and as a requirement of Office For Students, the University must ensure that key members of staff undertake Prevent refresher training every two years. Those staff members identified as requiring to undertake the e-learning module will receive an email with instructions on how to access the course.

7. Off boarding

When you manage a team you will inevitably deal with staff leaving the University. This section describes how to manage various scenarios.

7.1 End or extension of contracts

Some of your staff might be on fixed term contracts (FTC). Extending a FTC will have financial implications and therefore approval is required from your Head of Professional Services. Once approval is obtained, you will need to complete an approval form and send to the Finance department (or research services if research funded). Once approved, this will be forwarded to HR for the change to be confirmed in writing. For academics, use the academic recruitment tracker Spreadsheet which can be accessed by the Head of School. Once the Spreadsheet is populated, Finance will access for approval. Further guidance on the management of fixed-term contracts can be found here.

7.2 Resignations

Any member of staff wishing to resign should put this in writing to you stating the date s/he wishes to leave, taking account of his/her contractual notice periods. A member of staff may wish to negotiate a reduced notice period, and any decision regarding this will be at your discretion, taking account of business needs. You will then need to complete the leaver form and send this to HR.
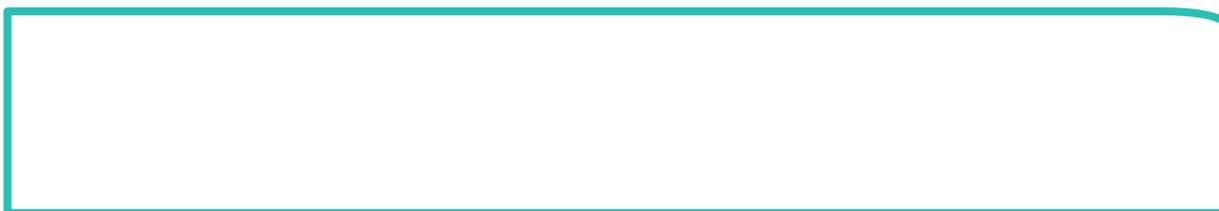
7.2.1 Notice

The amount of notice a member of staff is required to give depends on their grade and their terms and conditions:

• Grades 1-6 are required to give 1 month notice
• Grades 7 and above are required to give 3 months (in the case of teaching faculty, where the three months' notice would otherwise expire during a term, the notice period will be extended to expire at the end of that term).

7.3 Retirement

There is no compulsory retirement age in the UK. Staff are encouraged to discuss their plans with their manager to enable forward planning.

MANAGERS' INDUCTION