THE UNIVERSITY of EDINBURGH

Information for Line Managers

1. **Planning and Organising**

You, the line manager, are responsible for planning the aims, objectives and priorities of your work area (and sharing this with your team and colleagues as appropriate).

Depending on your level of responsibility and the grade of the people you are managing, you may need to plan their work at a detailed (daily/weekly) level, or only at a broader scale of monthly or annual objectives.

Part of this process is setting medium and longer-term objectives for staff during the annual review. You should have regular conversations with your staff to review objectives during the year.

2. **Managing Finances and Resources**

You are responsible for deploying the resources within your control (i.e. people's time, money or other resources) to achieve plans. You should ensure value for money by managing and monitoring budgets and making the best use of resources, within University regulations.

3. **Promoting Equality and Diversity**

You should familiarise yourself and comply with equality legislation in addition to promoting equality and diversity. To promote equality and diversity, you should:

- treat all staff fairly
- create an inclusive culture for all staff
- equip staff with the skills to challenge inequality and discrimination in their work environment, and
- enable all staff to develop to their full potential

You can also review the equality & diversity training resources for further information.

Relevant webpages:
Equality and Diversity
EDI Staff Training Resources

4. **Recruiting and Welcoming New Staff**

4.1. Recruitment and Induction

When recruiting staff, you should refer to the Recruitment Guidance designed to help anyone involved in recruitment to navigate the process and to do so with inclusive and fair practices at the heart of their decision making. This is to ensure the way we recruit attracts and retains a talented, diverse workforce. Contact your College/ Professional Services Group HR team if you need advice and support.

New starts will look to you to welcome them to the University and look after them as they settle in. Induction is a valuable opportunity to play your part in fostering a positive and inclusive working culture as set out in the University's People Strategy.

Key elements of your role in welcoming new staff include:

- Helping them understand their role, and how they undertake it;
- Considering how to prioritise the information that new starts need, and providing them with such information, keeping in mind that they will be taking on a lot of new information at this time; and
- Helping them make connections by introducing them to team members and key contacts.

You should familiarise yourself with the policies and guidance relevant to new staff. If you have staff working, or requesting to work in a hybrid manner, you should ensure you are familiar with the Hybrid Workplace Policy and related Manager Guidance.

Frequent (weekly or fortnightly) meetings in the first 2 to 3 months are strongly recommended to ensure the new member of staff is settling in, performing well, and receiving the necessary support and guidance. These should be supplemented with regular reviews over the first 6 to 12 months in line with the probation guidance. Maintaining regular conversations with your staff beyond induction will ensure you both know how things are going.

Further guidance, including practical suggestions and induction checklists, is available on the On-boarding – Induction webpages.

On-boarding - Induction
Recruitment Guidance

4.1.1. Conditions of Employment
You should be familiar with the basic conditions of employment for your staff.

4.1.2. Probation for new staff
By setting clear expectations at the start of employment and regular development reviews within the probation period you should pick up any performance issues early enough to deal with them and if necessary, terminate employment within the probation period.

Grade	**Probation period**
UE02 – UE05	6 months
Trades Staff	6 months

UE06 – UE10	12 months
Below Consultant Level – New Grades	12 months

Consult your College/Professional Services Group HR team at an early stage if any problems arise.

(NB. Only staff new to the University are on probation – staff who transfer to another job within the University following completion of their initial probation period are not.)

Relevant webpages:
People Strategy
Recruitment Guidance
On-boarding - Induction
Conditions of Service
Guidance for Managing Probation
Hybrid Workplace Policy
Hybrid Workplace – Manager Guidance
Flexible Working Policy

5. Leading, Developing and Managing People

As a manager, your role is to help your staff be the best they can and achieve their full potential through giving feedback, motivating, and helping them develop.

5.1. Provide structure, direction and purpose to your team

It is important that your staff know what (broadly and specifically) they should be doing, how to approach their work and why they should be doing it (i.e. why is it important for the group/unit/organisation to complete this work, and how it fits into the University's plans and aims). It is your role to provide this context and direction.

5.2. Communicate effectively and hold regular meetings

It is your role to ensure your staff have the necessary skills, resources and behaviours needed to perform well in their jobs and to ensure they can tell you what information and support they need.

You should have regularly scheduled one-to-one meetings with your staff. These could be monthly or more or less frequent, depending on the context and circumstances. Even if you work in the same environment regularly, setting aside time for meaningful conversations is still needed and worthwhile.

Having regular conversations with your staff ensures everyone knows what and how they are doing at work. They can help you get to know your staff, their strengths, skills, aspirations, what motivates them and how they like to work. They also provide space to discuss progress, feedback, challenges, update objectives when necessary, and explore any support that you can offer or signpost in relation to wellbeing in the workplace. In your conversations it is recommended that you reflect on how your staff do their job as well as what they do. You should refer to the Behaviours Charter as a guide.

If you manage a team, schedule regular team meetings to share information and knowledge, resolve problems and give updates and celebrate success. Team meetings also allow your team members to build trust and effectively collaborate with each other.

5.3. Support good performance

Your role is to provide clear guidance, instruction, advice or coaching to support your staff to do their job. Be accessible. Where appropriate, aim for inclusivity - enable staff to input ideas and consult on change and development. Where relevant, develop effective teamwork (e.g. effective communication and consultation on shared goals). You may also want to reward those who make an exceptional contribution to the team or who meet an exceptional short term challenge.

5.3.1. Set standards and parameters

Be clear about expectations for quality, accuracy and timeliness of work expected from your team. You should:

- be clear about what authority/decision-making responsibility is delegated to individuals in the group and provide the autonomy to do so;
- be clear about what authority is not delegated and how/ when consultation is expected;
- be clear on objectives/outputs set and timescales these need to be completed by;
- be clear about expectations for standards of performance and behaviour and the ethics that apply to the type of work (such as standards of good research practice);
- if particular policies, legislation or standards apply to your work area (for example, genetic modification legislation, data protection legislation, medical confidentiality, etc.) ensure this is clear to all staff and appropriately monitored and enforced; and
- be a good role model for expected behaviour at work.

5.3.2. Annual review conversations

You should hold an individual annual review meeting with all of your staff members once a year. Annual reviews provide time and space to have a meaningful, honest, two-way conversation building on the foundation of regular one-to-one meetings. It is an opportunity for staff to reflect and share in a meaningful way their experiences from the past year relating to their work, achievements and personal and professional development. It is also an opportunity for you to hear what is working for them, what could be improved and how you can help them going forward.

The annual review aims to support staff to realise their full potential by reviewing their progress against previous objectives, discussing career aspirations and future plans and development areas, and setting new objectives that will be reviewed regularly over the next year until the next annual review.

You should work with staff to identify the development they may need in order to be the best they can in relation to their professional, career and personal development goals. You may want to guide them to consider how they can best meet these needs, recognising they are responsible for accessing their own development, but you play a key role in providing them with opportunities to develop. Both formal and experiential (on the job) learning opportunities should be considered and discussed. The People and Money Learning and Skills and Qualification functions provide centralised spaces for staff to browse and undertake learning as well as maintain records of personal/professional skills and qualifications.

5.3.3. Unsatisfactory Performance Management

Where you have identified areas of performance which are not satisfactory, you should raise these with the employee immediately, providing examples of underperformance. They should not be left to be discussed at the Annual Review meetings.

During informal discussion(s), you must:

- provide clear examples of the employee's underperformance
- sensitively explore any possible underlying reasons for the employee's poor performance
- explore what, if any, additional training and/or other support could be put in place to help the employee improve their performance
- clearly establish what the employee needs to do to improve their performance.

You must also:

- allow the employee a reasonable, specified amount of time to improve and to benefit from any training and/or support which may be put in place
- review the action(s) taken by the employee, and the impact of any training/support put in place, and
- provide feedback to the employee on their progress.

If absence and/or health reasons (including stress) are contributing to the performance problem, you can seek advice from your local HR Partner. You may make a management referral to the Occupational Health Service and/or seek advice from the Staff Disability Advice Service.

Relevant webpages:

Contribution Reward Policy
Annual Review and Meaningful Conversations
Planning your role and career development
The Behaviours Charter
Managing Capability Policy
Absence Management Policy
Occupational Health Service
Staff Disability Advice Service

Staff Health and Wellbeing Hub
People and Money Learning, Skills and Qualifications App

6. Leave

There are different policies in place to address different types of leave such as sickness absence, annual leave, special leave and taking time off to care for dependants. Ensure members of your team are clear about attendance expectations and how to request leave and report an unplanned absence.

You should do the following:

- explain People and Money arrangements for approval of annual leave;
- maintain records of annual leave and sickness absence;
- report all sickness absences (or other unplanned leave) as per relevant procedures; and
- consult your College/Professional Services Group HR team to consider a management Occupational Health referral if sickness or other absence levels are giving cause for concern.

If you, as the line manager, will be absent for an extended period (e.g. a sabbatical or long-term sickness absence) you must ensure that someone else (a senior member of your team, or a colleague) is given responsibility to manage your team in your absence and to deal with absences and any other issues that may arise.

There is also a suite of family friendly policies which you may need to refer to such as maternity leave, partner leave, shared parental leave, hybrid workplace and flexible working. A full list of policies can be found on the HR Policies A-Z webpage.

Relevant webpages:
Leave, Absence and Attendance
Annual Leave Policy
Absence Management Policy
Menopause Policy
Hybrid Workplace Policy
Flexible Working Policy
Special Leave Policy
Emergency Time off for Dependants
Family Leave Policies
Staff Health and Wellbeing Hub

6.1. Reporting Requirements for sponsored staff on a sponsored visa e.g. Tier 2/5 Visa, Skilled Worker or Temporary Worker

Whilst all staff should use People and Money to record planned absences from the workplace (e.g. holidays, conferences, and other work-related travel), this is especially important for those on a sponsored visa. Additionally, as part of the conditions of sponsoring a member of staff, the University must comply with reporting requirements listed below. A report must be made by the University to the Home Office within ten working days. Please ensure that you notify your College/Professional Services Group HR team as soon as possible if any of the following occurs:

- A new member of staff does not arrive to start work on the first day of employment, and the reason is known (e.g. a missed flight).

Please note: if a staff member starts working abroad on their first day of employment i.e. the start date on their Certificate of Sponsorship (CoS), please request your College/Professional Services Group HR team reports a location change. When the individual enters the UK, a right to work check must be carried out before they do any work and a location change report must again be made.

- The work location of a member of staff changes, i.e. they are working outside the UK for a number of weeks. Please note it is necessary to keep a record of hybrid working arrangements.
- A member of staff is absent without authorisation for more than ten consecutive working days. If an individual is absent without authorised leave you should attempt to contact them for an explanation. If you are unable to do so, or the explanation is inadequate, you must tell your College/Professional Services Group HR team immediately (this is good management practice and applies to ALL staff).
- Significant changes to a member of staff's employment are being planned or considered. For example, change of role, job title, duties, hours or salary (except for annual increments and cost of living) or TUPE. Depending on the change, we may have to notify or seek approval from the UKVI **before** it can take place.
- A member of staff's salary is being reduced for a reason other than an exempt reason, e.g. sick leave, parental leave, industrial action.
- The University is no longer required to sponsor the employee. For example, because:
  - Their contract of employment has been terminated for any reason (including resignation)
  - They wish to take more than 4 week's unpaid leave in total in any calendar year, unless an exception applies e.g. sick leave, parental leave, industrial action.
  - They have changed immigration status (for example, obtained indefinite leave to remain, acquired British Citizenship or moved to an immigration status that does not require a Sponsor).
- The individual loses a professional registration or accreditation which is required for their job.
- Any suspicions that the employee is breaching the conditions of their leave to live in the UK.

If your team includes people who are sponsored, please ensure that they are aware of the above reporting requirements.

If you, as the line manager, will be absent (e.g. on leave or work travel) for an extended period you must ensure that someone else (a senior member of your team, or a colleague) is given responsibility to identify and report any unexplained absences.

7. Managing Misconduct and Grievances

Disciplinary matters should be dealt with promptly and appropriately. Potential disciplinary offences should initially be raised by or reported to the manager of the employee concerned. You should, where appropriate, carry out an initial fact-finding investigation to ensure that there is substance to the allegation being made.

You should decide whether the misconduct could be dealt with informally. This will usually be where it is a minor issue of misconduct, and there have been no other recent similar issues with the employee concerned. Where you believe the issue should be dealt with formally, you should talk to your HR Partner to agree how the matter should be handled.

Employees may raise a grievance with you, or a member of their College/Professional Services Group HR Team. In the first instance, efforts should be made to encourage the employee to resolve their grievance in an informal way. This could mean you need to arrange for discussions with the employee concerned, and any other employees involved in order to find a solution and to bring the matter to a satisfactory conclusion.

Mediation is often a useful tool to resolve an issue between staff. It is a process that aims to help two or more parties to resolve their differences and find solutions which enable them to move forward positively. An impartial third party, 'the mediator' helps the parties through the process which is confidential and entirely voluntary. Mediation works best when it is used as early as possible in any conflict.

If, following an initial discussion, it becomes clear that the employee does not wish to take an informal approach, or where an informal approach hasn't previously worked, the formal grievance process should be followed.

You should always seek advice from your College/Professional Services Group HR team.

Relevant webpages:
Disciplinary Policy & Guidance
Mediation
Grievance Policy & Guidance

8. Redundancy/End of Employment

There is a formal process for handling the end of any employment contract which all line managers should be aware of, particularly if you have staff on a fixed-term contract of employment covered by restricted funding.

Five months prior to the expected end of the contract the employee will receive a formal letter from HR notifying them that they are at risk of redundancy. The employee will be offered the opportunity to attend a consultation meeting with you (as the line manager) to discuss the potential redundancy and any opportunities for continued employment in the same role (e.g. if a funding renewal is pending) or redeployment into a different role. The employee will also receive advice on how to make themselves available for redeployment, e.g. through placing their details on the University's Redeployment Register.

If no alternatives to redundancy have been found, a second letter will be sent with formal notice of redundancy. HR Operations will be responsible for monitoring contract end dates and producing the letters.

Relevant webpages:
Managing Redundancy
Support for Staff at Risk of Redundancy

9. Management Development

You are responsible for your own personal and professional development to support individual and organisational requirements. The University is committed to providing resources and opportunities to support your development.

You should reflect regularly on your management practice and behaviours and consider seeking opportunities to learn from others and from experience. In addition, the University provides a range of programmes, courses and resources to help you develop your leadership and management skills, knowledge and behaviours.

Relevant webpages:
Leadership and Management Programmes
Courses and Resources