



## HR&OD MANAGEMENT BRIEF

July 2019

Our commitments as part of the [Hallam Deal](#) relate to the environment and culture we want to create for our staff whilst making it clear what we expect in return to become the world's leading applied university.

We said we would provide you with regular updates on progress and detailed below are some key pieces of work that we have delivered in support of the deal. We also want to provide you with updates in relation to other activity across HROD. Please cascade this within your teams.

### FOR ACTION

#### New Policy & Guidance Developments

We have introduced and updated a number of HROD policies & guidance which you need to familiarise yourself with:

- **Voluntary Redundancy Scheme**

With effect from 1 August 2019 the enhanced financial package associated with the University's Voluntary Redundancy Scheme will reduce. Increasing financial pressures make the current enhanced VR payment of 6 month's salary no longer affordable.

The new scheme will operate as follows:

- An employee with **less than 2 years'** service on their termination date, whose application for Voluntary redundancy has been approved shall receive a lump sum payment equivalent to 3 months' salary at the employee's substantive or protected grade .
- An employee with **more than 2 years'** service on their termination date shall receive a statutory redundancy payment made in line with government guidelines on statutory redundancy pay.(subject to the employee meeting the statutory eligibility criteria for a statutory redundancy payment) PLUS a lump sum payment equivalent to 3 months' salary at the employee's substantive or protected grade .

**This change does not affect those staff in scope of the PSOM change process.**

- **Domestic Abuse Guidance**

We have developed [domestic abuse guidance](#) to support employees who are experiencing domestic abuse, as well as their line managers. The guidance covers advice to line managers on how to recognise, respond, and support employees with domestic abuse issues, as well as details of specialist support services available to employees.

- **Career Break Policy**

As part of our commitment to support work-life balance we have introduced a new [Career Break policy](#) that offers employees an opportunity to take an extended period of unpaid time away from work for a variety of personal reasons, during the course of their employment.

- **Academic Probation Policy**

A new [Academic Probation policy](#) has been introduced that confirms an academic probation period for all new contracts for permanent and fixed-term Academic and Research employees up to and including Grade 10. This applies to all contracts issued from 19<sup>th</sup> June 2019. Training for managers will be provided.

If you have a new member of staff starting and are unsure whether the academic probation period applies please contact [! HR Admin](#)

- **Paternity Leave Policy**

In order to support more parents to be involved in supporting their partner around the time of their child's birth or the adoption of their child, all employees are entitled to up to 2 working weeks [Paternity Leave](#) at full pay.

- **No Smoking Policy**

Sheffield Hallam University has committed to being a smoke-free University by 1 September 2019 and a [new policy](#) will come into force on that date to improve the wellbeing of our staff and students.

Part of the University's commitment under the [Hallam Deal](#) is to create a positive culture with a focus on staff engagement and wellbeing. Also, in line with our ambition to enable healthier lives, we want to work towards cleaner air around campus and prevent the normalisation of smoking for younger people - this includes both tobacco and electronic cigarettes (vaping). The new policy is designed to protect everyone on campus from the effects of passive smoke inhalation and create a more pleasant environment.

There has been a very positive response to this from both staff and students. Thank you to everyone who has given advice and suggestions about the support we need to provide to introduce this.

A number of ideas came out of the focus groups and survey responses which we are looking into:

- Access to QUIT advice - both face-to-face and online
- Clear signage so people know where the smoke-free zones are
- Communication and literature about being proud to be smoke-free
- Pop-up green spaces with temporary plants, seating, and banners about the benefits of clean air and a smoke-free campus
- a group of ambassadors to receive specific training around championing our smoke-free commitment, be involved in helping to create pop-up green spaces and understand the support we can provide to anyone who wants to stop smoking

We have started to enlist the ambassadors and will be starting the training very soon. If you would like to be part of this group or understand more about what it involves, please contact Trevor Cooper for more information.

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[Follow this link](#) for more information and to see the revised **No Smoking** policy, to be implemented on 1 September 2019.

## Performance & Development Review (PDR)

Hopefully you have found the Performance & Development Review (PDR) process and toolkit useful in supporting meaningful conversations between you and your staff throughout the last year.

We have continued to ensure that the approach supports the [Hallam Deal](#) which sets out the University's commitment to staff and what the University expects in return. The PDR supports that two-way commitment, through recognising achievements and setting out clear and focused objectives.

There are a few updates in relation to both the academic and professional services approach:

### 1. Embedding the Academic Careers Framework (ACF) into PDRs

The Academic Careers Framework (ACF), which has been revised following staff feedback, has been further embedded into Academic Performance and Development Review (PDR). Both are now published on the intranet.

- [Academic Careers Framework \(ACF\)](#)
- [Performance and Development Review \(PDR\) toolkit](#)

Both are aimed at providing the basis for discussing objectives, as well as clarifying and sharing expectations with colleagues and identifying and providing support to meet them. There is a clear and supportive link between the framework and the development review which is now reflected in the process, and an updated toolkit outlines how the ACF can and should be used within the PDR. The indicators can, as example, now be used as a basis to reflect on contributions, review progress against objectives and agree new ones, and discuss personal and professional development plans, support requirements and arrangements as well as career ambitions. The timescale for completing PDRs is the end of September.

All academic managers in HWB, SBS and SSH (i.e. PDR reviewers) should now have attended the Essentials of Leadership and Management Skills. Module 1 covers the new PDR process using the ACF. If you haven't managed to attend a session we have scheduled two further sessions on the 13<sup>th</sup> August and 4<sup>th</sup> September and you can book onto this course using [Core Portal](#).

Please advise all reviewees (i.e. those who don't line manage other colleagues) who would like to understand more about the ACF and PDR to book onto one of the following briefing sessions:

- [23/07/19, 14:00 - 15:00 \(City Campus\)](#)
- [05/09/19, 10.00 - 11.00 \(City Campus\)](#)

If you have any questions please email ! **Performance and Development Review**

## 2. Embedding the Professional Services Capability Framework into PDRs

Over the last 12 months we have further embedded the [Professional Services Capability Framework](#) into the PDR to support and inform performance, development and career planning conversations. The Professional Services Capability Framework sets out how we want Professional Services staff to work and has been created as part of our ongoing commitment to individual's personal and professional development.

We have embedded this into the form which is used to structure the conversation, so it should support staff to identify and develop the knowledge; skills and behaviours most appropriate to their current and future roles and help them achieve their own goals alongside achieving the ambitions of Transforming Lives. It should help constructive performance discussions with team members and support them with their development.

Professional services managers should re-familiarise themselves with the toolkit and supporting materials (including the new 19/20 form) which can be accessed [here](#). Please ensure that PDR meetings are being scheduled in the diary.

If you haven't previously attended the 'effective conversations (PDR support for reviewers)' you should book onto via [Core Portal](#). These sessions are based on supporting you to have meaningful conversations centred on, for example, motivating individuals, enabling confidence and supporting insight about achievements as well as being clear about expectations.

If you have any questions please email ! **Performance and Development Review**

## Mandatory Training

We require all staff to complete the following mandatory training:

1. **Equality Essentials & Unconscious Module 1 & 2** - We require all staff to complete 2 modules - 'Equality Essentials' and 'Unconscious Bias 1' and in addition managers should complete 'Unconscious Bias 2'.

Please be aware that you will **not be able** to participate in any recruitment and selection activity unless you have completed modules 1 & 2 of the Unconscious Bias training. Managers are asked to remind staff of the need to complete this training asap.

Our [Equality Objectives](#) 2017–2020 set our vision to be recognised as a University that adds value to the futures of all our students, staff and partners by drawing on their unique and diverse talents

and providing an environment that allows everyone to flourish and succeed. The modules seek to support these objectives by raising awareness of individual responsibilities around equality and unconscious bias. The modules are located on [Shuspace](#), which can be accessed using your standard network username and password to login. They are displayed under 'HROD People Development (2017/18)', which can be found on the list of organisation sites at the top left of the page (once you have logged in). If you have any questions please do not hesitate to contact the People Development team on ext. 3948.

- 2. Fire and Display Screen Equipment** - These eLearning modules are mandatory and enable staff to be safe at work. Most people complete the refresher training on time with little need for reminders; however it is important that all staff are up to date with completion of both modules.

*Why is the training important?*

**Fire** - Recent fires have highlighted the importance of fire safety in all buildings. It is important that staff know how to eliminate fire hazards and respond quickly if a fire breaks out in order to protect themselves and others.

**DSE** - People sometimes say that working with DSE equipment is low risk, so why does it need such attention. Many don't realise, until it happens to them, that incorrect use of DSE or poorly designed workstations/environments can have numerous implications. The module helps staff to set up their workstations to reduce the risk of for example aches and pains. It enables them to access eye tests and glasses where required for the distance the screen is viewed at.

All staff receive a reminder email when their refresher training is due. If they have misplaced or deleted this then they can log onto the Awaken Be-online eLearning module at [link](#). Log on with their SHU logon details and use the My Training tab to select the training that is required. Managers are asked to ensure all their staff have completed these mandatory courses and keep their own training up to date.

- 3. Launch of Refresher Training on the Prevent Duty** - The Sheffield Hallam Refresher Prevent training provides an overview for staff on the [Prevent Duty](#) and focuses on maintaining general awareness of Prevent amongst all staff. Staff need to complete training on Prevent every two years. The training will be delivered in two ways - via an e-learning module and via a workshop. The material in the e-learning module and the workshop is the same, so staff won't need to complete both.

Staff that completed the E Learning module over two years ago will be automatically allocated the refresher module. We will also work with teams that attended workshops over two years ago, to deliver the refresher workshop.

The refresher workshop is also now available for any member of staff to book on. Places on the 'Sheffield Hallam Refresher Prevent Workshop' can be booked via [CORE Portal](#).

Please contact [Bespoke Development Requests](#) with any queries

## Staff Diversity Information

### Your diversity information can make the difference

We know that at Sheffield Hallam we're not as diverse as we'd like and this affects both staff and students. **But diversity data can make the difference to help us take action** because it helps us gain better insight and understanding of our different experiences of working here. [This 2 min video takes you through how](#)

Updating your information is simple and quick via 'My Profile' in [Core Portal](#), with more detailed instructions available via the video link above. Managers are asked to encourage staff to check their diversity information is up-to-date, especially as diversity categories have been updated recently. Recent monitoring has shown that there has only been a very small increase in disclosure of diversity information since the start of the campaign. Managers are asked to remind staff to complete this information.

**We can all challenge ourselves to make equality, diversity and inclusion a priority in our work.**

# FOR INFORMATION

## Staff Engagement Survey

The University ran its first staff engagement survey for some time this spring using our new partner HIVE. The University level results are available [here](#), and give us a range of insights into staff perceptions across the University. Work is already in hand in teams, directorates and departments, and the HROD team has been working with leaders and managers to understand the results so they feel confident about responding effectively. There is a lot of positive feedback in the survey results alongside areas where we all need to do better.

The University Leadership Team have discussed the results on a number of occasions and have agreed a number of areas for follow up work at cross-University level. Task and finish groups have been established for each priority area. which will be led by a senior member of staff as follows:

- **Communication, Engagement and Metrics** – Tom Russell [Head of Strategic Insight and Data]
- **Systems and Process** – Dr Niamh Downing [Head of the Department of Humanities]
- **Bullying and Harassment** – Toni Schwarz [Deputy Dean, Faculty of Health and Wellbeing]
- **Performance and Development** – Dr Emma Martin [Head of the Department of Service Sector Management]
- **Working Together** – Prof Jon Wheat [Assistant Dean for Research, Faculty of Health and Wellbeing]
- **Confidence in ULT** – Nicola Rawlins [Group Director, Recruitment, Communications and Marketing]

The leaders will provide focus for this work and will seek to listen and understand the staff experience and to ensure we creatively identify ways in which we can improve. We have already identified some areas of interest for each of the groups and they will focus on seeking insight into the key changes we need to make that will make the University a better place to work; and for ways in which we can complement work already in hand. Each group will complete its work before the end of September. Watch out for further communication shortly.