

EMPLOYMENT LIFECYCLE STAGE	KEY TOPICS	Roles and responsibilities	Key <a href="#">HR web page</a>	Ordinance (formal policy)	HR guide	Computer system <a href="#">MyERP How to Guides</a>	Forms <a href="#">MyERP Forms</a> <a href="#">Non-ERP HR forms</a>	Staff Development (SD) opportunities	
								Training sessions & <i>example</i> workshops	'KnowHow' <a href="#">online resources</a>
Job descriptions and structures (defining or changing a role)	<ul style="list-style-type: none"> <li>University of Bristol Job Evaluation Scheme (UBJES)</li> <li>Authority to create a new post (Staffing Request), or change a position (Change-in-Hours)</li> </ul>	<p>Line Manager writes/edits job descriptions ensuring that it is inclusive by design, with HR Adviser or HR Officer advice (including advice on using or batching to existing job descriptions, and any university-wide generic job description frameworks such as Technical). HR Officer advises, checks and puts job descriptions through evaluation process.</p> <p>Line Manager raises (in MyERP), and School/Section Manager, Finance and HR Advisor receive and approve Staffing Request (for creating new positions) or Change-in-Hours (for re-configuring existing positions) form.</p>	<a href="#">Recruitment flowchart</a>  <a href="#">UBJES</a>  <a href="#">Obtaining Authorisation to Recruit / Change Contract / Managing Establishment</a>		<a href="#">How to Write a Job Description</a>	<p>Staffing Request form in <a href="#">MyERP</a> &gt; Forms</p> <p>Change in Hours form in <a href="#">MyERP</a> &gt; Forms</p>	<a href="#">New Role form / job description template</a>  Staffing Request form in <a href="#">MyERP</a> > Forms  Change in Hours form in <a href="#">MyERP</a> > Forms	Job description training offered by HR – dates TBC	KnowHow resources on <a href="#">Creating a Job Description</a>
Recruitment and Selection	<ul style="list-style-type: none"> <li>Approval to recruit</li> <li>Advertising (URP, internal, external)</li> <li>Selection</li> <li>TSS</li> <li>Contract offers</li> </ul>	<p>Head of Department, Finance and HR Manager sign Staffing Request Forms, even for like-for-like replacements. Line Manager drafts advert and provides recruitment job description to HR Adviser, who arranges advertising. HR Administrator guides Line Manager through use of e-recruit to view candidates, shortlist and arrange interviews.</p> <p>Line Manager ensures a diverse shortlist and interview panel and circulates briefing sheets on unconscious bias to all involved. Line Manager co-ordinates members of panel for selection and liaises with HR to coordinate any reasonable adjustments that may be required for disabled applicants.</p> <p>TSS for all temporary or casual worker needs, and agency temp agreements.</p>	<a href="#">Resourcing</a>  <a href="#">Temporary Staffing Service (TSS)</a>	<a href="#">Redeployment</a>	<a href="#">The Resourcing Guide</a>	E-recruit (also known as TalentLink)	Staffing Request form in <a href="#">MyERP</a> > Forms	Any staff involved in recruitment and selection processes must participant in Recruitment and Selection self-study on <a href="#">Develop</a> (tba Jan 2022)	KnowHow resources on <a href="#">Recruitment and Selection</a>
Induction and Initial Service Review (ISR)	<ul style="list-style-type: none"> <li>Induction</li> <li>ISR</li> </ul>	<p>Line Manager liaises with HR Team to ensure that any reasonable adjustments are in place prior to the start date.</p> <p>Line Manager coordinates all induction with help of local induction co-ordinator and induction checklist. Line manager responsible for ISR activities and ensures completion of essential training.</p> <p>HR Administrators will send out forms and remind once for the midpoint and final ISR reviews. Line Managers should raise any concerns or problems during ISR with HR Officer as early as possible, and prior to the usual end-date of ISR period.</p>	<a href="#">New staff Welcome Fair</a>  <a href="#">Induction</a>  <a href="#">ISR</a>	<a href="#">Initial Service Review Ordinance 26</a>	<a href="#">Manager's Guide to Initial Service Review Ordinance 26</a>  <a href="#">Induction checklist</a>	<a href="#">MyERP</a> Induction Competence Entry and receipt of ISR forms	<a href="#">MyERP</a> Receipt and completion of ISR forms	SD offerings include <a href="#">New Staff Webpages</a> ; <a href="#">The UoB Manager Induction Programme</a>  Managers must ensure that <b>all staff</b> undertake all <b>mandatory online training</b> at induction – the <a href="#">6 modules are housed in Develop</a>	KnowHow resources on <a href="#">Effective Induction</a>
Working Time	<ul style="list-style-type: none"> <li>Hours</li> <li>Rest breaks</li> <li>TOIL/overtime</li> <li>Annual leave</li> <li>Time off – including family friendly</li> <li>Flexible Working Requests</li> <li>Blended Working Trial</li> </ul>	<p>Line Managers agree specific start, finish and break times locally. Line Managers agree TOIL/overtime locally, in advance (for grades I and lower only).</p> <p>Line Managers agree and record annual leave locally. HR Administrators can be asked to advise on part-time annual leave calculations. Line Managers responsible for doing the calculations.</p> <p>HR Advisers can advise on all types of leave or familyfriendly policies. Line Managers – liaising with HR Officers as appropriate - are responsive to flexible working requests and requests for family-friendly leave. HR Administrators or HR Advisors document and record.</p>	<a href="#">Terms and Conditions of employment</a>	<a href="#">Parental Leave/ Shared Parental Leave Career Break Scheme</a>  <a href="#">Compassionate &amp; Dependents' Leave</a>  <a href="#">Flexible Working</a>  <a href="#">Jury Service/Public Duties</a>  <a href="#">Volunteering</a>	<a href="#">Blended Working Trial</a>		Flexible working application form within <a href="#">MyERP</a> > Forms  Forms for other types of <a href="#">family-friendly/flexible types of leave</a> :	<a href="#">Maternity / Paternity coaching sessions</a>  <a href="#">Thriving in a Part Time Role</a>	KnowHow resources on <a href="#">Maternity and Time management</a>

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Staff Communication, Development Reviews	<ul style="list-style-type: none"> <li>1-2-1s</li> <li>Team briefings</li> <li>Development Review</li> <li>Staff Development training courses</li> <li>Support for professional courses, fees and study/exam leave</li> <li>Careers, Progression and Promotion.</li> </ul>	<p>Line Manager is responsible for all staff communication and ensuring that appropriate development activities and reviews take place. HR Officers can be asked for best practice advice on this.</p> <p>Staff Development team can be asked any technical queries about how the Develop system works for course bookings or Development Review forms.</p> <p>HR Managers co-ordinate the specific academic processes of Progression and Promotion and can also signpost to any specific coaching requirements.</p> <p>Staff Coaching Service offers leadership coaching to those on Senior Leaders courses, careers coaching (primarily to research staff) and maternity/paternity careers coaching.</p>	<a href="#">Development Review</a>  <a href="#">Staff Development (Professional Services)</a>  <a href="#">Academic Staff Development</a>	<a href="#">Policy</a> on support for professional courses, fees and study/exam leave		<a href="#">Develop</a> learning management system	<a href="#">Study Leave</a>	(New) line managers must complete the <a href="#">induction programme</a>  Staff Development also offer workshops and programmes on people management skills & competencies	KnowHow resources on <a href="#">Developing Team Members, Managing Different Generations &amp; Team Management</a>
Staff Experience, Wellbeing and Mental Health	<ul style="list-style-type: none"> <li>Equality, Diversity &amp; Inclusion (EDI); Acceptable Behaviour Advisors; Professional Behaviours; Positive Working; Staff Counselling.</li> <li>Safety &amp; Health, DSE, stress resources and Occupational Health</li> <li>Staff Social</li> </ul>	<p>Line Manager is responsible for encouraging an inclusive working environment where staff feel valued and supported and where unacceptable behaviours are challenged.</p> <p>Line Managers, using HR Managers, HR Officers or the EDI Manager or local Safety Advisor for advice and guidance.</p>	<a href="#">EDI</a>  <a href="#">Acceptable Behaviours</a>  <a href="#">Staff Counselling</a>  <a href="#">Safety and Health</a>  <a href="#">Occupational Health</a>	<a href="#">Acceptable Behaviour Policy</a>  <a href="#">Health and Safety Policy</a>	<a href="#">Staff Wellbeing resources inc. Wellness Action Plan</a>  <a href="#">Employee Assistance Programme</a>  <a href="#">Mental Health Awareness training</a>  <a href="#">Work related Stress Policy</a>  <a href="#">Guidance and Risk Assessment</a>		<a href="#">Safety and Health</a> – variety of risk assessment guidance, checklists and forms; in particular note DSE, manual handling, stress, lone working, home working, night working, pregnant workers.	<a href="#">Wellbeing and mental health training courses</a> , including Personal Financial Planning  <a href="#">Staff Social</a>	KnowHow resources on <a href="#">Wellbeing and Work-Life Balance</a>
Absence Management	<ul style="list-style-type: none"> <li>Reporting</li> <li>Certification, sick pay</li> <li>Communication during absence (including home visits)</li> <li>Occupational Health &amp; reasonable adjustments</li> <li>Capability Ill-Health Ordinance and Ill Health Policy</li> </ul>	<p>Line Managers and/or departmental absence coordinators ensure absence is reported to Payroll.</p> <p>Line Managers ensure reporting in and communication with employee during absence is appropriate.</p> <p>Line Managers liaise with HR Officers for access to medical advice including Occupational Health, and for general absence case (either frequent short-term or long-term) advice.</p> <p>Line Manager liaise with HR Officers to implement any reasonable adjustments for disabled members of staff and coordinate phased returns where appropriate following long-term absence.</p>	Terms and Conditions of employment ( <a href="#">section 7 Sickness</a> )	<a href="#">Capability (Ill Health) Ordinance 31 plus Ill Health Policy</a>	<a href="#">Sickness Absence Guidance for Managers</a>  <a href="#">Capability (Ill Health) Ordinance 31 Manager's Guide</a>	<a href="#">MyERP&gt;</a> Absence Entry module (Line Manager and Absence Co-ordinators).	<a href="#">MyERP&gt;Forms&gt;Sickness Self-Certificate form or Sickness Absence Notification</a>  (Individuals' Self-certificate, for all sickness absence even where a GP note is also required)	<a href="#">Strategies for Managing Performance</a>	KnowHow resources on <a href="#">Performance Management</a>

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<b>Performance and Employee relations</b>	<ul style="list-style-type: none"> <li>Trade Unions</li> <li>Dispute cases – Conduct, Capability Performance or Grievance Ordinances</li> <li>Workforce planning (review of contract or funding)</li> </ul>	<p>Line Managers and HR (Managers or Officers) are jointly responsible for notifying and working with TUs in relation to group change projects, restructures and collective redundancies.</p> <p>Heads of Divisions and HR Managers/Assistant Directors are responsible for JTUs.</p> <p>In individual cases of dispute or redundancy, the employee is responsible for engaging their own representative if they wish.</p> <p>Line Managers liaise with HR Officers for guidance on employee relations or dispute cases and are jointly responsible for following Ordinances/Procedures. HR Officers can be asked for advice, support meetings, and provide template or standard documentation.</p>	<a href="#">Unison</a> <a href="#">Unite</a> <a href="#">UCU</a> <a href="#">Dispute cases</a>	<a href="#">Capability Performance Ordinance 29</a> <a href="#">Conduct Ordinance 28</a> <a href="#">Grievance Procedure</a>	<a href="#">Manager's Guide to Capability Ordinance 29</a>  <a href="#">Manager's Guide to Conduct Ordinance 28</a>  Manager guidance on Grievance currently under construction		<a href="#">Strategies for Managing Performance</a>	KnowHow resources on <a href="#">Employee Engagement</a>	
<b>Exits</b>	<ul style="list-style-type: none"> <li>Resignation process</li> <li>Exit interviews</li> <li>End of FTC – cover (SOSR)</li> <li>Redundancy (e.g. end of project, end of funding)</li> </ul>	<p>Line Manager notifies HR Administrator of resignation, who notifies Payroll, Finance and Pensions.</p> <p>Line Manager notifies Payroll direct in relation to annual leave accrued but untaken at leave date.</p> <p>HR Advisors and Officers remind managers and guide them through the process for end of fixed-term contract or redundancy.</p> <p>Line Managers can conduct exit interviews, or ask HR Officers to conduct.</p>	<a href="#">Resignations</a>	<a href="#">Fixed term Contracts Policy</a> <a href="#">Redundancy Ordinance 27</a>	<a href="#">Leaver Guidance and Checklist for Line Managers</a> (link part-way down)  <a href="#">Manager's Guide to Redundancy Ordinance 27</a>	Employee Exit questionnaire in <a href="#">MyERP</a>	<a href="#">Retirement Seminars</a>  <a href="#">Personal Financial Planning</a>	KnowHow resources on <a href="#">Redundancy</a> and <a href="#">Dismissal</a>	