

EMPLOYMENT LIFECYCLE STAGE	KEY TOPICS	Roles and responsibilities	Key <a href="#">HR web page</a>	<a href="#">Ordinance</a> (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 (Staffing Request), or change a position (Change-in-Hours)</li> </ul>	<p>Line Manager holds conversations and obtains appropriate agreement-in-principle from relevant authorisers and stakeholders (including senior manager/budgetholder if change is within budget, and DVC/COO if not within budget).</p> <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>	Staffing Request form in <a href="#">MyERP</a> > Forms  Change in Hours form in <a href="#">MyERP</a> > Forms	<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	<a href="#">Writing Effective Job Descriptions</a>	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>Existing, unoccupied positions, plus those where a vacancy is already registered are shown in: MyERP &gt; Reports &gt; My Staffing &gt; My Vacancies &gt; My Vacant Positions, up to point of successful applicant being migrated over from E-recruit.</p> <p>School/Section Manager, HR and Finance approve (within MyERP) all Staffing Request Forms.</p> <p>Line Manager sends advert and 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. Recruiting Line Manager ensures a diverse shortlist and interview panel and circulates briefing sheets on unconscious bias to all involved.</p> <p>Line Manager co-ordinates members of panel for selection and liaises with HR Adviser to coordinate any reasonable adjustments that may be required for disabled applicants. (TSS for all temporary or casual worker needs, and agency temp agreements).</p> <p>Recruiting Line Manager makes verbal offer to successful candidate and notifies HR Adviser / Administrator who updates E-Recruit and migrates successful candidate into MyERP. HR Adviser or Administrator raises and issues contract. (MyERP report Vacancy Recruitment Details shows contract issued date to Line Manager and higher managers).</p> <p>When signed contract returned, HR Adviser or Administrator convert candidate to Resource in MyERP. (My ERP report 'My Starters' shows Line Managers and higher managers a confirmed new starter). MyERP triggers welcome and new starter notification emails to individual, line manager and local induction co-ordinator.</p>	<a href="#">Resourcing</a>  <a href="#">Temporary Staffing Service (TSS)</a>	<a href="#">Redeployment</a>	<a href="#">The Resourcing Guide</a>	<a href="#">E-recruit</a> (also known as TalentLink; <a href="#">previous system</a> was BORIS)  <a href="#">MyERP</a> > Reports > My Staffing > My Vacancies > My Vacant Positions and Vacancy Recruitment Details	Staffing Request form in <a href="#">MyERP</a> > Forms	Any staff involved in recruitment and selection processes must attend <b>mandatory Successful Recruitment and Selection</b> training	KnowHow resources on <a href="#">Recruitment and Selection</a>

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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 (Officer or Manager), with advice from EDI team as needed, to ensure that any reasonable adjustments are in place prior to start date.</p> <p>Line Manager coordinates all induction with help of local induction co-ordinator and induction check list. (MyERP sends e-mail reminder prompts before start date, and 4 and 8 weeks after start date). Line manager or Induction Co-ordinator to log induction complete confirmation at c. week 8 (in MyERP &gt; Competence Entry).</p> <p>Line manager responsible for ISR activities and ensures completion of Essential Training (online or within MyReview)</p> <p>HR Administrator receives MyERP automatic reminder of ISR midpoint and final ISR reviews, and sends review form to Line Manager within MyERP c.2 weeks before review date. Line managers complete ISR review form in MyERP and submits for School/Section Mgr approval, who then submits onwards to HR for logging outcome date and confirmation letter. Line managers reminded by MyERP automatic email 1 week after any ISR review date if no outcome yet logged by HR Administrator.</p> <p>Line Managers should raise any concerns or problems during ISR with HR Officers as early as possible, and prior to the usual end-date of ISR period. (Marking the MyERP ISR form as 'Further discussion'.)</p>	<p><a href="#">New staff Welcome Fair</a></p> <p><a href="#">Induction</a></p> <p><a href="#">ISR</a></p>	<p><a href="#">Initial Service Review Ordinance 26</a></p>	<p><a href="#">Manager's Guide to Initial Service Review Ordinance 26</a></p> <p><a href="#">Induction checklist</a></p>	<p><a href="#">MyERP</a> Induction Competence Entry and receipt of ISR forms</p> <p><a href="#">MyReview</a></p>	<p><a href="#">MyERP</a> Receipt and completion of ISR forms</p>	<p>SD offerings include <a href="#">New Staff Webpages</a> <a href="#">The UoB Manager Induction Programme</a></p> <p>Managers must ensure that <b>all staff</b> undertake all <b>mandatory online training</b> at induction:</p> <ol style="list-style-type: none"> <li>Information security</li> <li>Equality &amp; diversity</li> <li>Safety &amp; Health</li> <li>Supporting Student Mental Health</li> </ol>	<p>KnowHow resources on <a href="#">Effective Induction</a></p>
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> </ul>	<p>Line Managers notify HR Administrator (either at contract issue stage or on day 1) of Work Schedule for logging on MyERP (how many hours on which days of week). Agreement on specific start, finish and break times only held locally.</p> <p>Line Managers agree TOIL/overtime locally, in advance.</p> <p>Line Managers agree and record annual leave locally.</p> <p>HR Administrators can be asked to advise on part-time annual leave calculations, and local departmental Absence Co-ordinators for MyERP have a 'Bookable Annual Leave' report they can check calculations of part-time leave against. Line Managers responsible for doing the calculations.</p> <p>HR Advisers can advise on all types of leave or family-friendly policies.</p> <p>Line Managers – liaising with HR Officers as appropriate - are responsive to flexible working requests (made through MyERP workflow form) and requests for family-friendly leave. HR Administrators or HR Advisors document and record.</p>	<p><a href="#">Terms and Conditions of employment</a></p>	<p><a href="#">Adoption Leave</a> <a href="#">Maternity Leave</a> <a href="#">Parental Leave/ Shared Parental Leave</a></p> <p><a href="#">Career Break Scheme</a></p> <p><a href="#">Child Care costs in relation to training</a></p> <p><a href="#">Compassionate &amp; Dependents' Leave</a></p> <p><a href="#">Flexible Working</a> <a href="#">Jury Service/Public Duties</a> <a href="#">Volunteering</a></p>			<p>Flexible working application form within <a href="#">MyERP</a>&gt; Forms</p> <p>Forms for other types of <a href="#">family-friendly/flexible types of leave</a>:</p>	<p><a href="#">Maternity / Paternity coaching sessions</a></p> <p><a href="#">Effective Job Sharing</a></p>	<p>KnowHow resources on <a href="#">Maternity</a> and <a href="#">Time management</a></p>

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Staff Communication, Review and Development (SR&D)	<ul style="list-style-type: none"> <li>1-2-1s</li> <li>Team briefings</li> <li>Staff 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 communication and ensuring that appropriate review and development activities take place. HR Officers can be asked for best practice advice on this.</p> <p>Finance &amp; HR Systems team can be asked any technical queries about how the MyReview system works.</p> <p>HR Managers co-ordinate the specific academic processes of Progression and Promotion and can also signpost to any specific coaching requirements. Staff Coaching Service offers leadership coaching to those on Senior Leaders courses, careers coaching (primarily to research staff) and maternity/paternity careers coaching.</p>	<p><a href="#">Staff Review and Development</a> (SR&amp;D)</p> <p><a href="#">Staff Development (Professional Services)</a></p> <p><a href="#">Academic Staff Development</a></p>	<p><a href="#">Policy</a> on support for professional courses, fees and study/exam leave</p>	<p><a href="#">SR&amp;D guide (Professional Services)</a></p> <p><a href="#">SR&amp;D guide (Academic staff)</a></p>	<p><a href="#">MyReview</a></p>	<p><a href="#">Study Leave</a></p>	<p>(New) line managers must attend the <a href="#">2-day Line Managing@UoB programme</a> which includes SR&amp;D training.</p> <p><a href="#">Staff Development also offer workshops and programmes</a> on people management skills &amp; competencies</p>	<p>KnowHow resources on <a href="#">Developing Team Members, Managing Different Generations &amp; Team Management</a></p>
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>	<p><a href="#">EDI LGBT+ glossary</a></p> <p><a href="#">Professional Behaviours</a></p> <p><a href="#">Staff Counselling</a></p> <p><a href="#">Safety and Health Occupational Health</a></p> <p><a href="#">Acceptable Behaviours</a></p>	<p><a href="#">Acceptable Behaviour Policy</a></p> <p><a href="#">Health and Safety Policy</a></p>	<p><a href="#">Staff Wellbeing resources inc. Wellness Action Plan</a></p> <p><a href="#">Employee Assistance Programme</a></p> <p><a href="#">Mental Health Awareness training</a></p> <p><a href="#">Work related Stress Policy</a></p> <p><a href="#">Guidance and Risk Assessment</a></p>		<p><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.</p>	<p><a href="#">Wellbeing and mental health training courses</a> include:</p> <ul style="list-style-type: none"> <li>- Wellbeing in the Workplace</li> <li>- Mental Health First Aid / for Managers</li> <li>- Mindfulness sessions</li> <li>- Building Resilience</li> </ul> <p><a href="#">Staff Social</a></p> <p><a href="#">Personal Financial Planning</a></p>	<p>KnowHow resources on <a href="#">Wellbeing and Work-Life Balance</a></p>
Absence Management	<ul style="list-style-type: none"> <li>Reporting in</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 for certification and Payroll purposes via MyERP. The employee is responsible for self-certifying own sickness on MyERP.</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>	<p>Terms and Conditions of employment (<a href="#">section 7 Sickness</a>)</p>	<p><a href="#">Capability (Ill Health) Ordinance 31 plus Ill Health Policy</a></p>	<p><a href="#">Sickness Absence Guidance for Managers</a></p> <p><a href="#">Capability (Ill Health) Ordinance 31 Manager's Guide</a></p>	<p><a href="#">MyERP&gt; Absence Entry module</a> (Line Manager and Absence Co-ordinators).</p>	<p><a href="#">MyERP&gt;Forms&gt;Sickness Self-Certificate form</a> or Sickness Absence Notification</p> <p>(Individuals' Self-certificate, for all sickness absence even where a GP note is also required)</p>	<p><a href="#">Managing Health &amp; Absence</a></p> <p><a href="#">Strategies for Managing Performance</a></p>	<p>KnowHow resources on <a href="#">Performance Management</a></p>

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<b>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> <p>HR Adviser raises and tracks Fixed-term Contracts (FTC) needing review triggering MyERP form to Line Manager for decision - and Open-ended (fixed-funding) coming to an end (email enquiry to Line Manager). Line Managers and higher managers also have MyERP Reports on Fixed term contract for Review and Salary Funding Ending. School/Section Mgr approves decisions on review. HR Adviser, supported by HR Officer, tracks consultation and notification letter needs resulting from decisions, also discussing in regular Workforce Planning summary meetings with School Managers as appropriate.</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="#">MyERP</a> >Reports >My Staffing> Fixed term Contracts for Review and  <a href="#">MyERP</a> >Reports >My Staffing> Salary Funding End dates.  [Future – <a href="#">MyERP</a> >Reports >My Staffing> My Main Staff will also show contract and funding end dates, for Line Managers and higher managers).	<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 Seminar</a>  <a href="#">Personal Financial Planning</a>	KnowHow resources on <a href="#">Redundancy and Dismissal</a>	