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Human Resource Management at The University of Nottingham

Peter McCracken

Deputy Director of Human Resources

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- Current Staffing Environment
- Recruitment
- Selection
- HR Policies
  - Grievance
  - Disciplinary
  - Absenteeism

University of Nottingham
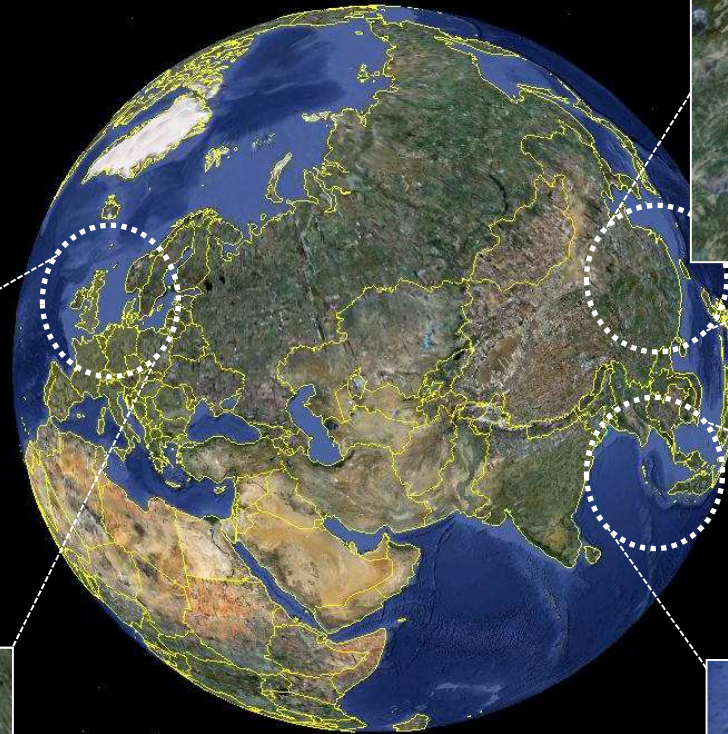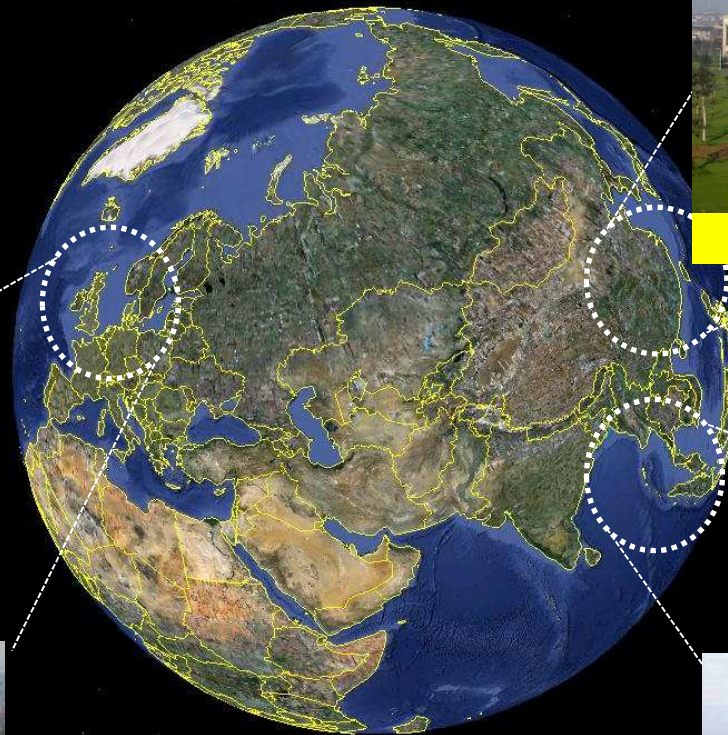
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University of Nottingham Ningbo

University of Nottingham UK (1928)

University of Nottingham Malaysia (2000)

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Current Staffing Environment

- Staff = 7263, FTE = 6406

- HR Team = 69, FTE = 62
  (at February 2014)

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Staff Costs

TOTAL EXPENDITURE: £535.5m
PAY COSTS   £295.2m
              year ended 31/07/2013

£243.3m,
46%

£285.2m,
54%

■ Staff costs
■ Non staff-costs

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FTE split by job family

Pie chart: FTE split by job family

- 47% — R&T
- 12% — O&F
- 9% — TECH
- 30% — APM
- 2% — MED
- 0% — CCS

Legend:
- R&T — Research & Teaching
- O&F — Operations & Facilities
- TECH — Technical
- APM — Administrative, Professional & Managerial
- MED — Medical
- CCS — Childcare Services

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Research & Teaching Job Family

1%

37%

50%

12%

- Research
- Teaching
- Research & Teaching
- Research & Teaching Support
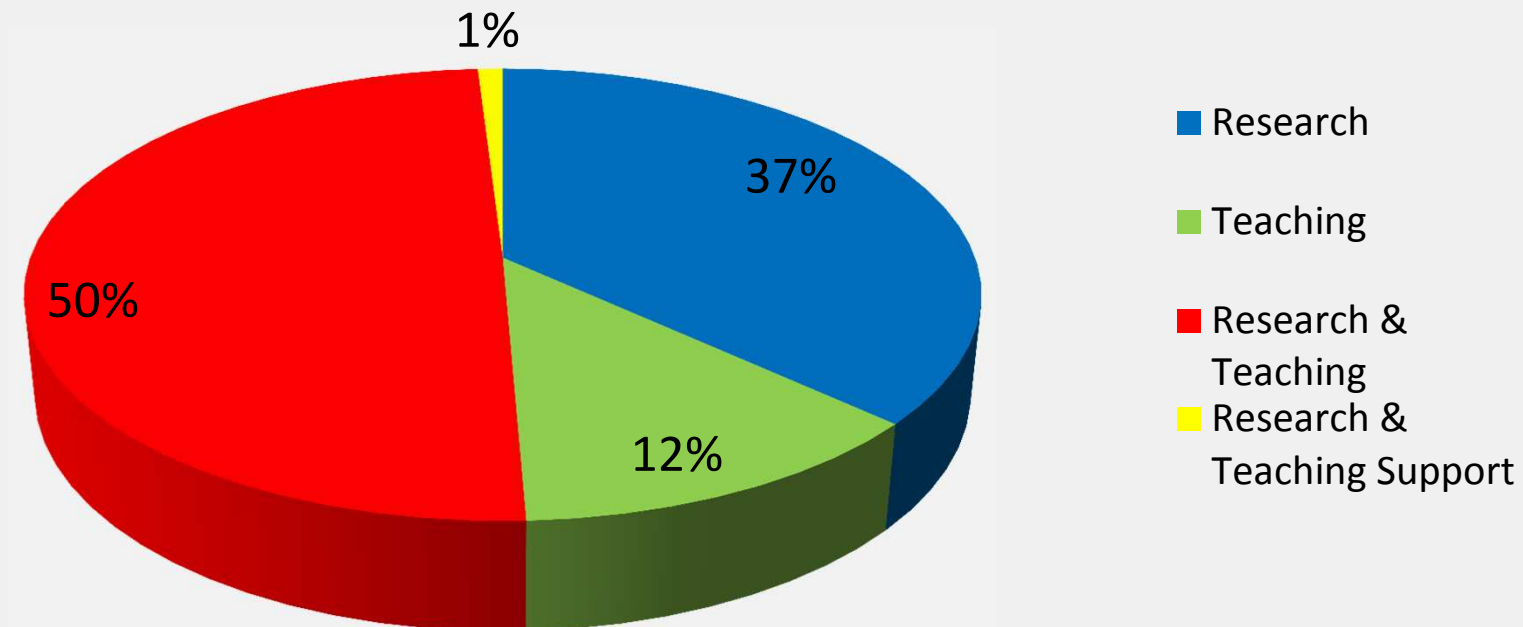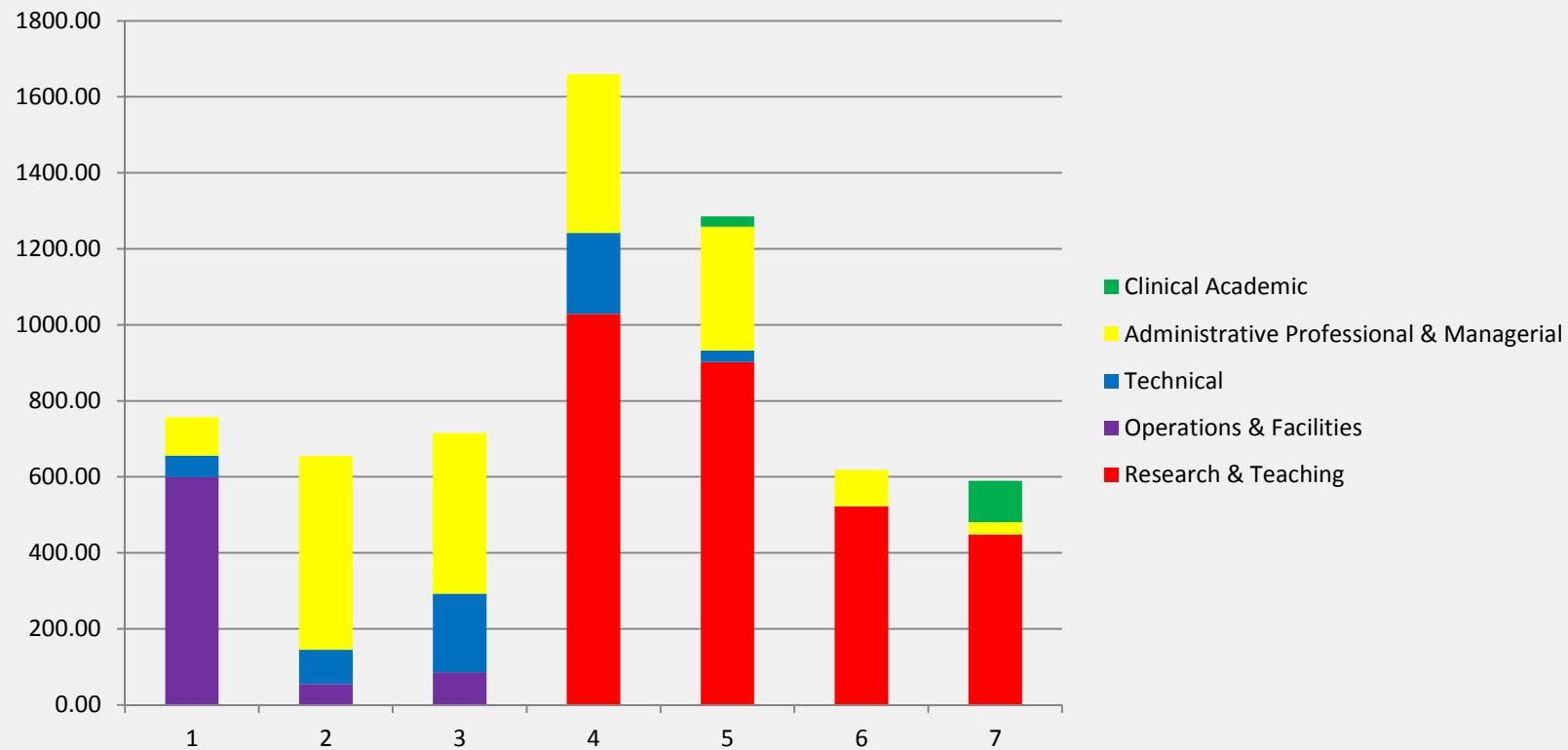
Human Resources Department

HR Senior Team

- Director of HR
  - PA to Director of HR
  - Head of HR Policy, Projects, Systems
  - Head of HR Strategic Partnering
  - Head HR Employment Services
  - Director of Professional Development
  - Safety Officer
  - Director of Legal Services

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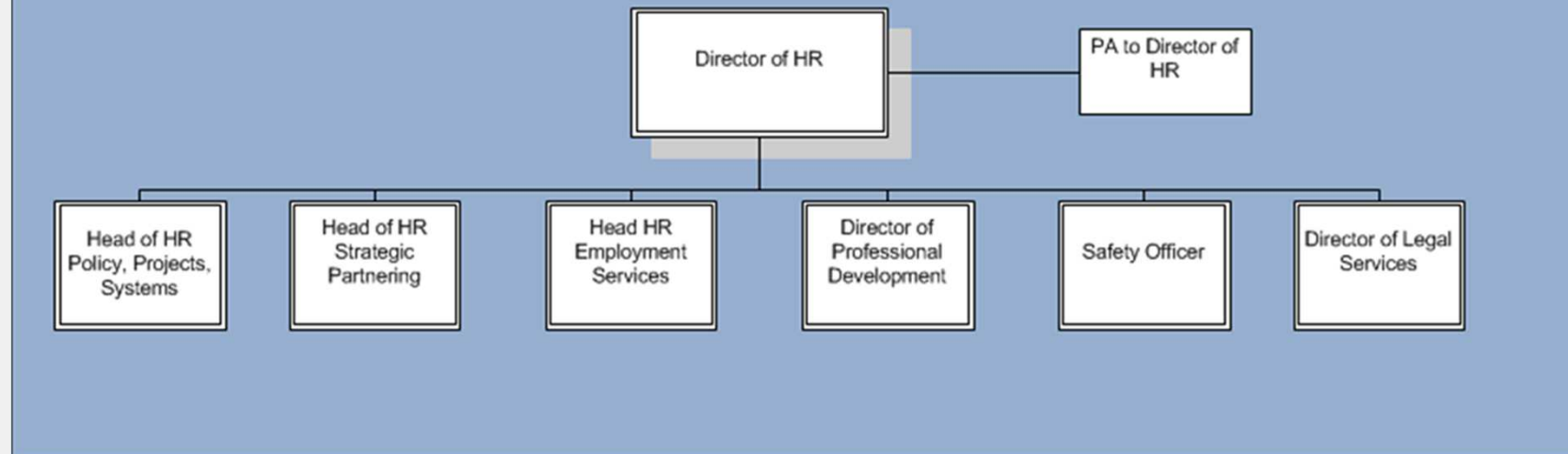
HR Vision and Values

**As part of an international University
focused on education, research and engagement...**

Our Vision is:

To

- Enable and drive the delivery of the University plan through people.
- Attract and develop a highly talented and motivated international workforce.
- Create a culture in which our people thrive.

Through

- HR expertise and professionalism
- Working in partnership
- Business focused solutions
- Driving and facilitating change
- Developing and empowering leaders and managers
- Effective systems, policies and processes

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Our **Values** are:

- Trust
- Integrity
- Responsiveness
- Customer-Focus

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Recruitment

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Recruitment

- Identifying a vacancy

- Obtaining authorisation for a vacancy

- Sourcing candidates/advertising

- Shortlisting

- Interviews, assessments and selection

- Making an offer

- Induction

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Recruitment – Identifying a vacancy
Creating a Role Profile Form (e.g. Lecturer)

	Main Responsibilities
1.	To take the lead on, plan, develop and conduct individual and/or collaborative research objectives, projects and proposals either as an individual or as part of a broader programme.
2.	To establish a national reputation and regularly disseminate and explain research findings through leading peer-reviewed national publications (on a sustained basis), conferences and other appropriate media.
3.	To generate income by developing and winning support for innovative research proposals and funding bids. Where appropriate undertake consultancy projects where there is a demonstrable benefit to the University and academic unit.
4.	To deliver teaching across a range of modules or within a subject area, providing curriculum leadership within own area of expertise
5.	Be responsible for the design of course modules and/or programmes of study in specialist area and for their quality. Where appropriate identify the need for developing the content or structure of existing modules and make proposals on how this should be achieved.
6.	To supervise and examine Post graduate, Masters and PhD students.

Recruitment – Identifying a vacancy
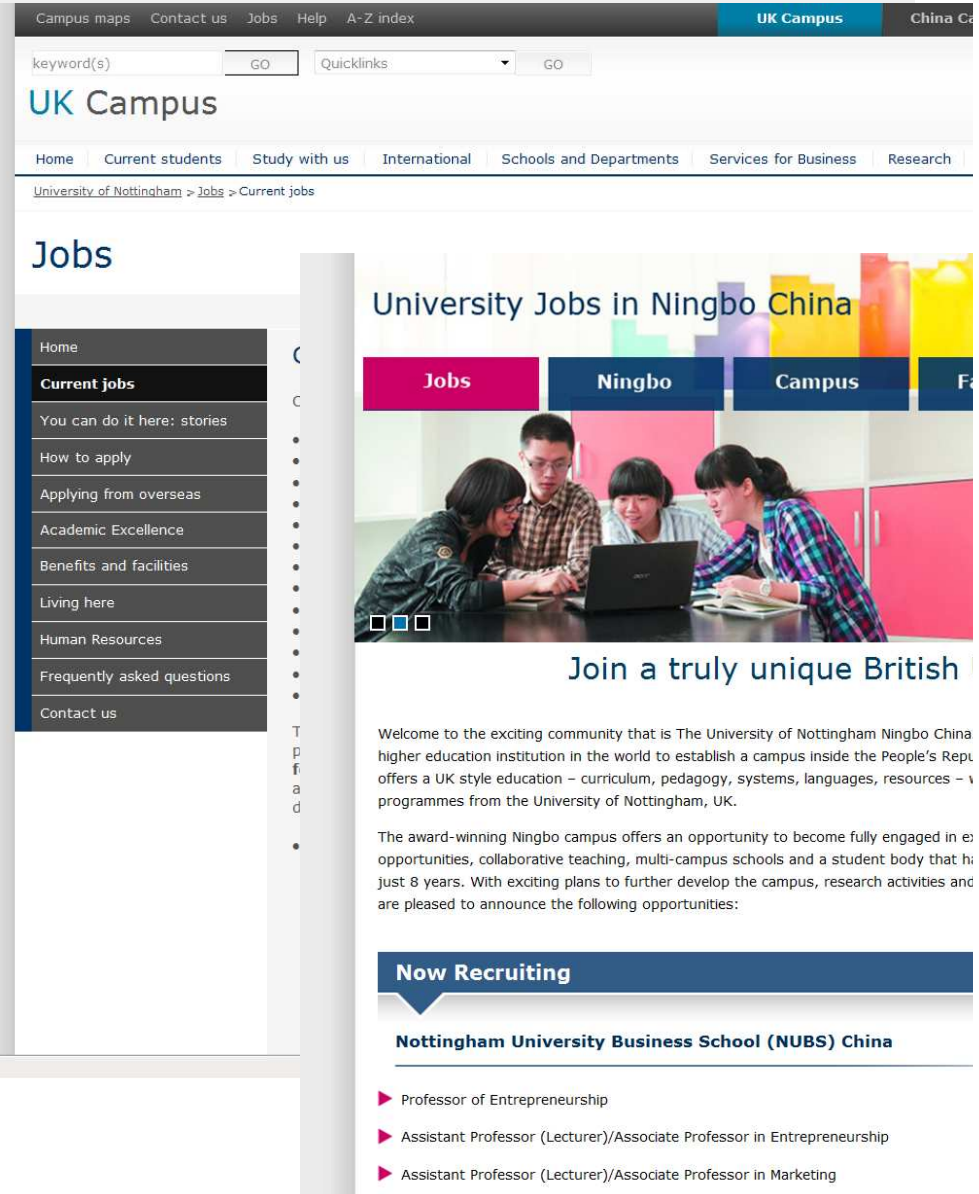## Creating a Role Profile Form (e.g. Lecturer)

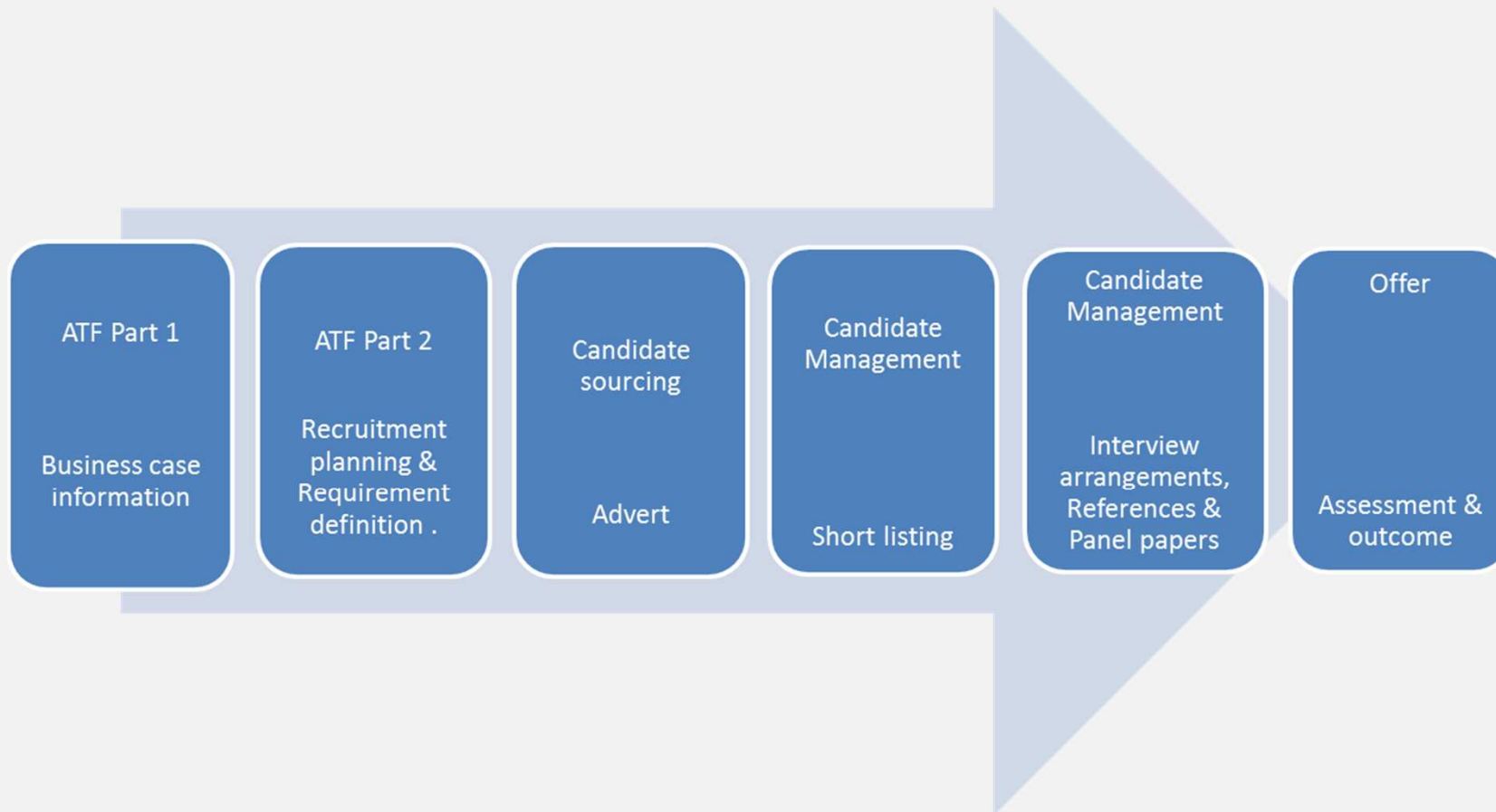|	Essential	Desirable
Qualifications/ Education	PhD or equivalent in relevant subject area.	Higher Education teaching qualification or equivalent. Membership of a professional body where appropriate.
Skills/Training	Excellent oral and written communication skills, including the ability to communicate with clarity on complex and conceptual ideas to those with limited knowledge and understanding as well as to peers, using high level skills and a range of media. Sufficient breadth or depth of specialist knowledge in the discipline to develop research programmes and methodologies.	
Experience	Experience of developing research methodologies and devising models, approaches, techniques, critiques and methods. Research experience within subject specialism. Experience and achievement in chosen field, reflected in growing and consistent national reputation.	International reputation in specialist field which continues to grow. Experience, achievement and growing reputation in the discipline, reflected in relevant national committee memberships, and/or involvement in national research events.

3/19/2014

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Essential Criteria

Sourcing Candidates?

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The e-recruitment process

ATF Part 1

Business case
information

ATF Part 2

Recruitment
planning &
Requirement
definition .

Candidate
sourcing

Advert

Candidate
Management

Short listing

Candidate
Management

Interview
arrangements,
References &
Panel papers

Offer

Assessment &
outcome

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Selection

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Selection – Shortlisting

- Seek evidence of essential criteria via electronic application.
  - Criteria A: What evidence?
    - None 0; Weak 1; Some 2; Strong 3
  - Criteria B: What evidence?
    - None 0; Weak 1; Some 2; Strong 3
  - etc.

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Selection – Interviews & Assessments

- Competency based interviews

- Presentations/Seminar

- Work simulation exercises
  - In Trays
  - Analysis/Case Studies
  - Scenario based interview

- Aptitude tests (verbal, numeracy, etc.)

- Personality Questionnaire

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Selection
(criteria-based assessment design)

Criteria	A	B	C	D
Application	X			
Interview	X			X
Presentation		X		X
Aptitude test			X	
Seminar		X		

Policies

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Policies

- Grievance
- Disciplinary
- Absenteeism

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Policies – Grievance

(NB. Separate "Dignity" policy for allegations of bullying and harassment)

- **Principle**: Grievances should be addressed speedily to promote productive and harmonious working conditions.

- **Informal**: As many grievances as possible will be resolved informally at an early stage.

- **Mediation**

- **Formal**: Statement of Grievance

- Right to be **accompanied**.

- Director of Human Resources nominates a **Manager** to deal with the grievance

- Meetings → Report

- Right of **appeal** (to panel of 3)

Policies – Disciplinary
(1 of 2)

- **Purpose**: to encourage improvements in the conduct or performance of staff

- Right to be **accompanied**

- **Informal**: Cases of minor misconduct are usually best dealt with by a manager informally, and without delay.

- **Allegations** of misconduct should be referred to the appropriate line manager for initial consideration

- **Suspension** may be appropriate for alleged **gross misconduct** (illustrative examples are listed)

- **Investigation**: Before any disciplinary hearing is convened, there will be an investigation into the circumstances

- Appointment of an **Investigating Officer**

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Policies – Disciplinary
(2 of 2)

- **Process**: Interviews → Report to Manager
- Possible **outcomes**
  - No case to answer
  - Options to resolve the problem without recourse to the disciplinary procedure
  - to arrange a **disciplinary hearing**
- **Disciplinary Manager** / Documentation shared/ Witnesses called / Investigating Officer presents report at hearing.
- **Occupational Health** involvement (where required)
- **Sanctions**: Formal Oral Warning, Formal Written Warning; Formal Final Written Warning; Dismissal.
- Right of **Appeal** → Panel.

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Policies – Absenteeism
(Sickness Absence)

- **Principle**: the University assumes that ill health is genuine unless there is evidence to the contrary, the reason for taking action will therefore relate to the capability of an employee and will not be because of their illness.

- **Purpose**:
  - assist employees back to work as quickly as possible
  - reduce the impact on other work colleagues
  - secure the attendance of employees in order to minimise the cost and to maximise operational efficiency.

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Policies – Absenteeism
(Sickness Absence)

- **Notification.**
- **Triggers**: (number and length of sickness absences) result in a review.
  - **Short term absence**: three periods of absence in a rolling 12 month period or 8 working days or more within the same period.
  - **Long term absence**: a continuous period of absence for six weeks or more
- **Return to work**: Self certification form
- **Occupational Health Service**
- Formal **Attendance Review** Meeting → Attendance Review period (guide: min 3 months – max 9 months) → may lead to investigation → disciplinary (not misconduct but ongoing capability).