



**EFFECTIVE COMMUNICATION AND ENGAGEMENT**

Our staff communicate and engage effectively with internal and external stakeholders for the benefit of the University.

GENERAL PRINCIPLES/ BEHAVIOURS:	SENIOR LEADERS ARE EXPECTED TO:	ALL MANAGERS ARE EXPECTED TO:	ALL STAFF ARE EXPECTED TO:
<p>Our communications are clear and concise.</p> <p>We use the most appropriate method of communication for the purpose and audience we are engaging with.</p> <p>We are comfortable giving and receiving constructive feedback.</p> <p>We are professional and courteous at all times, whoever we are communicating with.</p> <p>Communication and engagement are a part of everybody's job.</p>	<p>Identify key messages relating to the University and College Strategy and ensure that these are cascaded effectively.</p> <p>Promote a culture of two-way communication, where feedback is used to shape what we do.</p>	<p>Convey messages to teams in the most appropriate manner and act as a conduit for feedback and questions.</p> <p>Ensure there are regular and timely communications to their teams.</p> <p>Enable and encourage staff to engage fully with fora where new messages are likely to be shared.</p> <p>Ensure staff access and keep any information on the One Stop Shop up to date.</p>	<p>Take an active role in communications and engagement. This means taking time to read messages and newsletters, accessing the intranet pages and attending team, Department/School, College and University events.</p> <p>If any member of staff feels unable to participate that they raise this with their manager to explore ways to overcome barriers.</p> <p>Contribute to the maintenance of the College One Stop Shop.</p>





**MANAGING CHANGE AND CONTINUOUS IMPROVEMENT**

GENERAL PRINCIPLES/ BEHAVIOURS:	SENIOR LEADERS ARE EXPECTED TO:	ALL MANAGERS ARE EXPECTED TO:	ALL STAFF ARE EXPECTED TO:
<p>We are willing to do things differently and try new approaches.</p> <p>We don't reinvent the wheel; instead we share and learn from good practice.</p> <p>We are proactive and take responsibility for making positive changes.</p>	<p>Provide the vision and motivation for change. Lead by example.</p> <p>Allocate appropriate resources to a change process and set realistic timescales.</p> <p>Plan and monitor each change process, and ensure clarity in relation to desired outcomes, particularly measures of success.</p> <p>Ensure that appropriate engagement with those affected takes place, and encourage genuine participation from all staff.</p> <p>Encourage continuous improvement and recognise good practice. Share good news stories and achievements.</p>	<p>Actively seek to understand the need for change, garner staff support and encourage teams to consider and suggest new ideas.</p> <p>Identify the resource implications of changes and raise these appropriately with senior colleagues.</p> <p>Understand the likely response to change and work through these positively with staff.</p> <p>Use effective communication skills and methods to keep staff up to date on changes.</p> <p>Recognise staff for their efforts. Promote good work and encourage sharing of practice.</p>	<p>Actively suggest changes and improvements to their own work and the broader work area.</p> <p>Seek and take opportunities to engage with change processes.</p> <p>Be proactive in providing constructive feedback during changes.</p> <p>Use student or other feedback to make a case for improvements.</p> <p>Share good practice and contribute to communities of practice within the College, institution and wider sector, as appropriate.</p>





**PERSONAL AND CAREER DEVELOPMENT AND PROGRESSION**

Development in this context refers to both “in role” or sideways moves as well as that undertaken for possible upwards career progression.

GENERAL PRINCIPLES/ BEHAVIOURS:	SENIOR LEADERS ARE EXPECTED TO:	ALL MANAGERS ARE EXPECTED TO:	ALL STAFF ARE EXPECTED TO:
<p>We keep the skills relevant to our job roles current.</p> <p>We take responsibility for our own development.</p> <p>Our processes relating to development are transparent, fair and consistent.</p> <p>We use the College One Stop Shop as a source of guidance for career development and progression, processes and opportunities.</p>	<p>Proactively support the career development of staff through line managers.</p> <p>Facilitate the flexible use of professional services staff in the College.</p> <p>Encourage succession planning by line managers. Ensure a consistent approach to induction, probation and PDR across the College</p> <p>Require line managers to identify developmental needs and opportunities collaboratively with staff.</p> <p>Set and provide a budget for development opportunities and ensure staff know how to access this.</p> <p>Develop a College-wide training needs analysis that helps to inform strategic decisions and the development of appropriate programmes with POD.</p>	<p>Actively encourage and support employees in their personal and career development.</p> <p>Proactively plan for succession by ensuring staff are developed.</p> <p>Deliver a structured induction experience for new staff. Ensure that they are supported in developing and settling in to their new role.</p> <p>Treat PDR as an ongoing process, with objectives that are reviewed throughout the year.</p> <p>Collate training requirements and feed into the College-wide training needs analysis.</p> <p>Carry out induction, probation and PDR consistently as defined by the College.</p> <p>Ensure own training is up to date in order to most effectively execute induction, probation and PDR processes.</p>	<p>Identify career development opportunities.</p> <p>Participate in at least one developmental activity a year.</p> <p>Take advantage of opportunities that are available.</p> <p>Actively prepare for, and take part in, key processes from induction through to PDR.</p> <p>Prepare for training courses and CPD events and share learning with colleagues following the event.</p>





**WORKING TOGETHER TO DELIVER CORE ACTIVITY**

GENERAL PRINCIPLES/ BEHAVIOURS:	SENIOR LEADERS ARE EXPECTED TO:	ALL MANAGERS ARE EXPECTED TO:	ALL STAFF ARE EXPECTED TO:
	<p>Lead by example and work flexibly and collaboratively.</p> <p>Set clear expectations for direct reports and ensure they cascade to all staff through line management structures.</p> <p>Ensure appropriate organisational structures are in place to facilitate the optimum, flexible deployment of staff across the College.</p> <p>Ensure committee and decision making structures are transparent to enable effective input from broader staff groups.</p> <p>Maintain a focus on delivering excellence and putting the student experience at the centre of our activities.</p>	<p>Lead by example and work flexibly and collaboratively.</p> <p>Set clear expectations with staff relating to their specific roles and working environment and review performance against these.</p> <p>Work with staff and other managers across the College to plan for peaks in activity and to put in place reciprocal cover arrangements with staff.</p> <p>Agree a schedule of regular team meetings and one to one meetings with staff according to need.</p> <p>Encourage a team ethos.</p> <p>Address performance issues constructively, in conjunction with the University's HR guidance.</p>	<p>Operate flexibly and embrace opportunities to work in another School or Department</p> <p>Agree and work towards specific expectations and objectives relevant to job role and working environment with line manager.</p> <p>Prepare for, attend and participate in team meetings and one to ones.</p> <p>Support colleagues informally (e.g. through offering to help during a particularly busy period) and formally (e.g. through offering to mentor or train a colleague).</p> <p>Ask for support from colleagues and/or line manager when needed.</p>

