OVERVIEW

1.01.01 ALL MANAGERS IN THE UNIVERSITY ARE RESPONSIBLE FOR PERSONNEL MANAGEMENT.

1.01.02 Management of people is a most important aspect of leadership, good management and service delivery. It contributes to the University's goals by ensuring that the right people are in the right place, at the right time, at the right cost.

1.01.03 The Charter of the University, Statutes and Ordinances, and Standing Orders of Council deal with the general management of the University, including matters such as appointments; roles and functions of certain offices; administration; discipline and some other staffing matters.

REFERENCES

*Personnel Management Handbook see 'Contents' Section 0.03*

POLICY

1.01.04 Traditionally, the personnel management function has been seen only as record keeping, form processing and other housekeeping activities. The emphasis now must be on developing strategic personnel management systems, policies and practices that enable managers in the University to attract, motivate, manage, reward and retain the right people.

1.01.05 Each part of the University's structure, each policy and each aspect of management behaviour needs to fit with the University's goals and with each other.

1.01.06 Increasingly, the responsibility for personnel management is becoming the responsibility of managers. This means that managers now must have a greater role in, and responsibility for, things such as:

- Job design and redesign/reclassification and the specification of duties;
- Recruitment, selection, appointment, induction, and probation;
- Training and development;
- Promotion and progression;
- Discipline;
- Equal employment opportunity and the prevention of all forms of harassment;
- Staff appraisal and performance management; and
Occupational health and safety.

Employee relations

1.01.07 It is managers who, generally, have the responsibility for directly implementing personnel policy. The contribution of managers to the University's effectiveness can be improved if they:

- work closely with the Personnel Office and the Registrar seeking advice and assistance from them in putting policy into practice;
- communicate their needs as managers;
- are prepared to be accountable for personnel management decisions that they take.

PROCEDURES

Organisation and Job Design

1.01.08 An appropriate structure is essential for effective operation of a Section. There is no one right structure for all circumstances, rather there are a number of options. The appropriate structure will depend on, for example, the size of the Section, the type of work being done and the environment. Managers need to recognise that the structure will affect output and productivity.

1.01.09 Work Design and a greater focus on service provision will lead to the development of organisations with fewer levels of management. This usually means that staff has more responsibility, authority and accountability. Jobs must be redesigned accordingly and attention given to University goals as well as to the provision of jobs which are meaningful, rewarding and challenging and which allow for skill acquisition. Chapter 05 sets out the principles of Work Design.

Recruitment and Selection

1.01.10 Merit must be the basis for all recruitment and selection decisions. (See Section 2.02)

1.01.11 Managers must take an active part in the recruitment and selection of their staff, to ensure that the best person for the job is always selected. It is up to the manager to ensure that there is an appropriate and adequate mix of skills in the budget unit in order to get the job done as effectively as possible.
Induction

1.01.12 An effective induction program will help new staff become productive as soon as possible. The Personnel Office will co-ordinate induction programs (see Section 10.01). However, managers will need to provide additional information to new staff members, which is specific to their area. The induction process could include familiarisation with the unit's work plan and relevant references to the performance management system and the University's Code of Conduct.

Performance Management

1.01.13 All managers have a responsibility to provide constructive feedback to staff as to their performance. A performance management system enables managers to evaluate and develop staff members' work performance so that the University's goals and objectives can be achieved. Staff members benefit through recognition, performance feedback, provision for their work needs and receiving career guidance (see Section 20.01, Performance Management Systems).

Training and Development

1.01.14 Managers must ensure that staff is adequately trained to carry out the work that they are required to perform. The type of training needed will depend on the type of work done and it is up to the manager to decide what is appropriate. The Personnel Office can advise on the availability of training.

1.01.15 Training, in house or external, is often costly in terms of time and money and managers need to carefully consider what options are available to ensure that value for money is achieved.

1.01.16 Attending courses, seminars, etc., is one type of training. However, opportunities which might be provided by job rotation, secondment and acting in other positions are also very effective ways of increasing skills.

Leave Management

1.01.17 Planning and monitoring are the keys to successful leave management. Sick leave should be strictly monitored and managed in accordance with the University's policies.

1.01.18 Managers should maintain a roster to plan for absences on recreation leave. This will help to ensure that the Section's work is not disrupted at peak demand times.
1.01.19 Development opportunities through job rotation and acting in higher positions for temporary periods are often available as a result of absences on leave and these may be used to increase the range of skills available in the Section.

**Industrial Relations**

1.01.20 Industrial Relations is about the behaviour and interaction of people at work. It particularly concerns the employment relationship between the management and staff of the University.

1.01.21 All managers are responsible for ensuring good industrial relations in their workplace.

1.01.22 The focus of industrial relations is shifting to the workplace and greater emphasis is being placed on dealing with industrial matters at the local level. Increasingly, managers are becoming involved in the prevention and settlement of industrial disputes.

1.01.23 Effective industrial relations requires managers to involve staff in decisions affecting them and to ensure proper consultative processes are followed in implementing decisions.

1.01.24 Sound industrial relations at the workplace provide for improved efficiency, productivity and harmony.

**Grievance Management**

1.01.25 Prompt, sensitive and appropriate grievance management is the responsibility of all managers. The University has specific policies and procedures developed to assist managers in this process and all managers should be familiar with them. Effective grievance management will improve staff morale and encourage a workplace which is supportive and free from conflict.

1.01.26 Grievances can arise over the work environment, work organisation or distribution; the behaviour of peers, supervisors or subordinates; or access to opportunities such as training, equipment, job regrading and promotion or higher duties. The manager’s role in grievance handling should be restricted to dealing with work-related problems. However, serious personal problems can sometimes surface during the grievance resolution process. It is important in such cases that managers refer staff to the Personnel Manager, or University Counseling Service and not attempt to deal with the problem(s) themselves (see Section 2.03).
Safety in the Workplace

1.01.27 All managers have a responsibility for ensuring a safe and healthy working environment through appropriate Work Design, the provision of necessary tools, equipment, training and supervision. Managers should ensure that staff are aware of procedures for reporting workplace accidents, injuries, suspected injuries or illness. Managers should also ensure the smooth operation of safety exercises, such as fire drills (see Chapter 25).

Conduct and Ethics

1.01.28 Managers should be familiar with the University's Code of Conduct and ensure that staff also understand the Code and are aware of its implications (see Section 22.01). They also have a responsibility to lead by example in the demonstration of ethical behaviour and conduct.

Accountability

1.01.29 Most managers welcome the flexibility that devolution of responsibilities brings. With increased devolution has come accountability and managers must be prepared to be accountable for the personnel management decisions that they make.

1.01.30 As the level of delegation for personnel management decisions varies, managers should know the delegations, which are available to themselves and other staff in their budget unit.

Planning and Policy Development

1.01.31 Managers are responsible for implementing personnel management policy. Their experience is valuable in the University planning, work force planning and personnel management policy development processes in the University. They should bring deficiencies in policies and procedures to the attention of the Personnel Office.

Personal Development

1.01.32 Managers should not neglect their own training and development needs and must keep up to date with advances and changes in personnel management. Managing in a rapidly changing environment means that skills may need to be developed in areas such as managing change, leadership, communication, team building, conflict resolution and problem solving. It is also important to keep up to date with changes in respect to equal employment opportunity, anti-discrimination and occupational health and safety legislation.
Exit Interviews

1.01.33 The exit interview is an opportunity for collecting information on staff turnover. Information gained from people leaving either the budget unit or the University can be used to help improve policies and procedures. The Personnel Office can arrange exit interviews on request and managers should use the information passed on to them as part of the continuing process of review.

SOURCES OF INFORMATION

1.01.34 For further information, contact any member of the staff of the Personnel Office.