FACULTY OF HUMANITIES PROFESSIONAL SERVICES WELLBEING LINE MANAGER PRINCIPLES AND GUIDELINES

Context

The Professional Services (PS) wellbeing guidelines and principles below have emerged from discussion at the Faculty of Humanities Wellbeing Working Group, and Professional Services Leadership Team (PSLT) meetings and conversations, and from engagement with colleagues.

They also reflect feedback from Humanities People Partners and the University Wellbeing team. They will be shared with Faculty of Biology, Medicine and Health (FBMH) and Faculty of Science and Engineering (FSE) Executive Directors of Faculty Operations and Wellbeing Leads to ensure consistency of approach across the University.

No single approach works to create good workplace wellbeing. It requires a whole systems approach, for example identifying which processes may be impacting on work demands and how can these be resolved to improve wellbeing. In practice, this means thinking about wellbeing from the perspective of individuals, groups and teams, and those leading people, leading change and leading the University.

Individuals have a responsibility for their own wellbeing, and line managers and the University for supporting teams and creating conditions where colleagues feel supported to work well, in line with business needs and evolving circumstances and internal and external factors.

Principles and guidelines

Line managers should:

- Include and embed wellbeing in all 1-2-1 and quarterly Excelling at Manchester meetings with direct reports, and where appropriate embed in team meetings. Discuss along with work priorities, objectives and tasks, and development and career planning, to ensure it is a priority and an integral part of conversations.
- Normalise conversations about workload, tasks, priorities, and wellbeing. Evidence shows that by encouraging direct reports to discuss their work, wellbeing and stress factors early, it can help address any issues before they escalate. Line managers should understand HSE guidelines on work related stress and attend appropriate people leaders Focus on stress management training.

- Know your team – understand individual working styles, motivators and triggers/activators;
- Try to keep language around wellbeing simple and easy to understand and digest. Avoid jargon and ensure it is part of everyday discussions and at the forefront of manager and team members' minds.
- In line with the above, acknowledge and celebrate individual and team successes.
- Encourage use of Microsoft Viva Insights (embedded in Teams) and new Copilot tools as an integrated employee platform to enhance communication, engagement, learning, wellbeing and productivity.
- Encourage colleagues to take an active role in their wellbeing, supported by managers who role-model healthy working practices and help to create the conditions for people to work well.
- When recruiting into a role, commit to providing feedback to internal applicants and ensure the diversity of panels, where appropriate including colleagues from other teams or functional areas to provide a balance and foster greater inclusion.

The Faculty of Humanities Health, Safety and Wellbeing Committee should:

- Ensure the Humanities wellbeing page on StaffNet is regularly updated and includes wellbeing links from a variety of sources. This will avoid duplication of School resources and align with University policy and practices.
- Publish and publicise the University Wellbeing Champions Network, including names, roles and responsibilities to clarify this in relation to each manager's role and responsibility. Ensure line managers are aware of PS Wellbeing Champions in their areas and their remit, including the boundaries of their roles.
- Increase communication and networking amongst line managers to further ensure consistency of approach and sharing of good practice via School teams, and functional groups e.g. Teaching, Learning and Student Experience (TLSE) and Research and Business Engagement (RBE).

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