

# Queen Mary University of London - What I need to do as a manager of staff



# Introduction from our Chief Officers

As a staff manager at Queen Mary University of London, you play a vital role in delivering plans in support of Strategy 2030 and in creating an environment where you and your colleagues deliver objectives and flourish. To support and empower you in your management role, this document outlines key expectations and highlights the resources available to support your success.

A successful manager supports delivery of objectives alongside development of their teams. Good management means stronger collaboration, higher engagement and better outcomes for our students, staff, and wider community. By being the best manager you can be, you help shape our culture, uphold our key values and deliver our mission.

At times of change, focusing on being the best people manager you can be is vital. We encourage all who are managers of people to refresh their skills using this guide.



**Dr Sharon Ellis**  
Chief Operations Officer



**Karen Kroger**  
Chief Financial Officer



**Jonathan Morgan**  
Chief Governance Officer

# How this guide can help

This guidance is for all staff with line management responsibilities - no matter your role or grade. It brings together good practice and practical tools to help you manage, support, and develop your team effectively.


There are other resources ([Queen Mary Values](#) and the [Leading Together Framework](#)) that can support your understanding of managers responsibilities.

You'll find examples and guidance helping you build a workplace where colleagues feel led, supported, valued, and empowered.

In using this guide, reflect as you read on:

- Which expectations do you already meet consistently? How do you demonstrate that?
- Where and how could you strengthen your approach?
- What's the action you will take this month to improve your management practice?

# Navigating the expectations:

The expectations are divided into six central themes. You can click on the links to explore practical guidance and examples. You can return to the index page by clicking 

Performance and Development	<a href="#"><u>Enable performance</u></a>	Set clear, measurable objectives and behavioural expectations aligned with Queen Mary Values. Address development issues that arise - drives accountability and focus.
	<a href="#"><u>Develop yourself and your team</u></a>	Develop team members to achieve objectives and build skills for career progression - builds capability and strengthens retention and engagement.
Engagement and Delivery	<a href="#"><u>Communicate effectively and build engagement</u></a>	Ensure regular and timely communication - fostering clarity, alignment and a shared sense of purpose.
	<a href="#"><u>Deliver effective service</u></a>	Collaborate across the university to provide high-quality services and drive continuous improvement - promotes a culture of shared accountability.
Culture	Lead with integrity	Create an environment where team members feel safe and motivated and able to perform at their best, whilst addressing performance issues that come to light.
	Champion Equality, Diversity and Inclusion	Foster an inclusive working environment.

# Enable performance

- **Set clear expectation** objectives linked to delivery plans and behaviours aligned to Queen Mary Values.
- **Review progress** against objectives regularly through one to ones, providing guidance and feedback. You should meet with your direct reports on a monthly basis as a minimum.
- **Identify obstacles** to achieving objectives and develop options to support delivery.
- **Address performance issues promptly** following Queen Mary policies and seeking support from your line manager. The Employee Relations team are available to provide early advice.
- **Recognise and reward positive performance** Show appreciation for good work and celebrate achievements.

# Develop yourself and your team

- **Take time to understand** each person's strengths and development needs as well as their career plans and identify opportunities to support them show the impact of their work (e.g. by connecting them with peers, projects or cross-University initiatives).
- **Protect time for development** and embed learning into your management conversations.
- **Role-model continuous learning** by actively developing your own skills and keeping your knowledge up to date.



## Useful links



- [Management toolkits](#)
  - [1:1 toolkit](#)
  - [Performance management toolkit](#)
- HR [Capability policy](#)
- [PS Grading profiles & Academic Career Framework](#)
- [MyRewards](#)

## Useful links



- [Career development toolkit](#)
- [CPD Training](#)
- Development options – All staff [OPD](#) & Educators and Researchers [QMA](#)



# Communicate and build engagement

- **Ensure a regular flow of information** from senior colleagues/university communications to support the team's understanding of priorities e.g. share university updates in team meetings, encourage involvement in town halls.
- **Encourage and model citizenship activities** supporting team members involvement in Mentoring, Communities of Practice, connecting your team with others across the University to build shared purpose.
- **Encourage team feedback** that contributes to School/Institute/Directorate/team plans.

## Useful links



- [Induction checklist](#)
- [Performance Management Toolkit and workshops](#)
- [OPD webpages](#)
- [Staff survey action plans](#)

# Deliver effective service

- **Be clear about your team's accountability** for work and decisions and avoid micromanaging. Develop and monitor measures that demonstrate achievement of objectives (e.g. use SMART objective setting).
- **Make the best use of university resources** and where possible drive process improvement initiatives.
- **Guide and empower colleagues** to adapt to and embed workplace changes by explaining benefits and authentically involve your teams in shaping change where possible.
- **Adopt and promote a 'whole university' mindset** by taking a collaborative approach to problem solving.

## Useful links



- [Strategy 2030 resources](#)
- [Process Improvement hub](#)
- [Financial regulations](#)
- [University Policies](#)



# Lead with integrity

- **Build trust** and strong relationships by being approachable, sharing information transparently, following through on commitments and addressing conflict or difficulties early.
- **Support wellbeing** by setting realistic objectives, monitoring workload and modelling a reasonable work-life balance.
- **Address** incidents of discrimination, bullying and harassment, and support others who challenge.

## Useful links



- [Wellbeing webpages](#)
- [Attendance policy](#)
- [Toolkit – Bullying and Harassment](#)
- [HSE signs of stress](#)
- [QM Bystander](#)

# Champion equality, diversity and inclusion

- **Ensure team members are involved in decisions and that diverse voices and opinions are heard** (e.g. rotating chairing team meetings and encouraging input from all team members).
- **Recruit inclusively**, ensure fair, accessible recruitment practices.
- **Equip colleagues with the skills to challenge inequality and discrimination**
- **Make reasonable adjustments where applicable** (e.g. due to disability) or other accommodations around caring responsibilities and religious practices.

## Useful links



- [Flexible working](#)
- [Staff Networks](#)
- [Introducing Inclusion](#)
- [EDI webpages](#)
- [Recruitment and Selection policy](#) and [training](#)

# People manager timelines

Recruitment / Onboarding	Ongoing	Offboarding
<ul style="list-style-type: none"><li>Follow the <a href="#">recruitment policy</a>, create a clear and accurate job description to set role expectations from the beginning</li><li>Use the <a href="#">induction checklist</a> to help your new starter understand the organisation and how their work sits within it.</li><li>Use the <a href="#">probation</a> process to set clear objectives and provide the support they need</li></ul>	<p><b>Monthly</b> Hold one to one meetings (at least) monthly and regular team meetings</p> <p><b>Quarterly</b> Review for your team:</p> <ul style="list-style-type: none"><li>○ <a href="#">Mandatory training completion reports on CPD training</a></li><li>○ <a href="#">Annual leave balances</a></li><li>○ <a href="#">Review appraisal objectives including development</a></li><li>○ <a href="#">Fixed term contracts</a> – check when contract end date is approaching and diarise time for reviews</li></ul> <p><b>Yearly</b> <a href="#">Conduct appraisals</a></p>	<ul style="list-style-type: none"><li>With leaving colleague - confirm the status of projects/work and ensure all relevant files, documentation, and learnings are shared with the team.</li><li>Follow the <a href="#">exit process</a>, including <a href="#">exit interview</a>, and informing <a href="#">ITS</a></li></ul>

## Indicative timelines for Queen Mary manager activities



# Reflection

If you would like to check whether you are meeting the expectations of being a manager at Queen Mary, asking for feedback and self reflection are good places to start:

- Asking for feedback from your direct reports and stakeholders. This [OPD guide](#) could help.
- Self reflection. These [OPD Connected pages](#) could help.

# Leadership and Management development



If you would like to develop further as a people manager and leader, review the [Leading Together](#) self-assessment and [Pathways to Leadership](#) and Management development courses on CPD Training.

## Expectations at different levels

The Manager Expectations document aims to be universal. You may wish to refer to the [Queen Mary Expectations](#) guide for additional guidance on expectations at different levels.