Senior Academic Leader Development Pathway

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The SAL Role

The SAL role varies across our Disciplines. It is important that you understand your department's expectations, which can be clarified by your Head of Department.

Generally, SALs have line management responsibilities for allocated academic staff with a focus on:

- Creating a supportive and compassionate environment for staff to thrive, that is
  - Inclusive, promotes equality and supports diversity,
  - Prioritises well-being, and is
  - Underpinned by effective systems and procedures that are implemented, actively managed and monitored within the Departments.
- Supporting the Head with recruitment, induction, probation, PDR and promotion procedures.
- Work closely with the Head and Departmental Thematic 'Directors of' to ensure appropriate targets are set and meaningful and timely feedback is given.
- Identify performance concerns, acknowledging these directly with the member of staff, and seeking assistance from the Head of Department to resolve them, if needed.
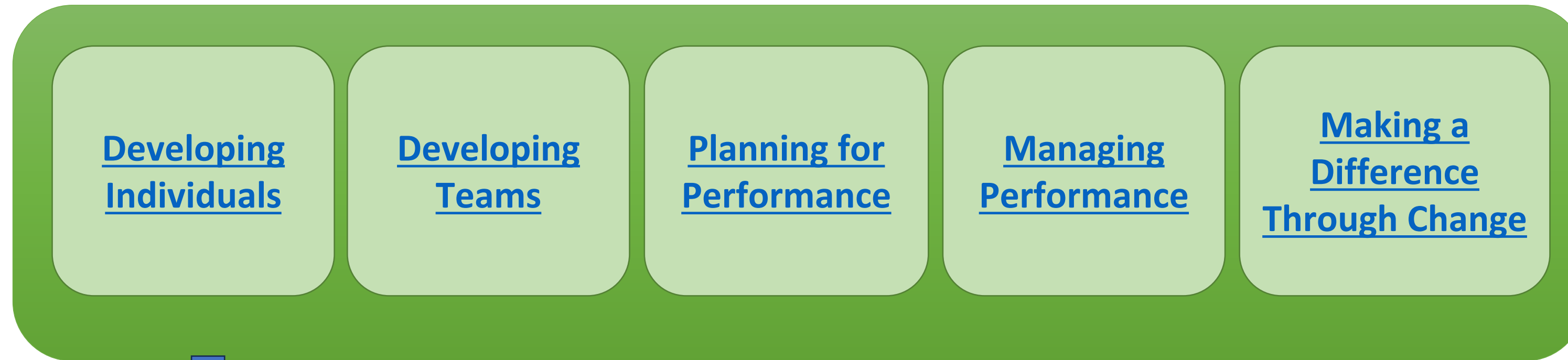
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Fuller list of activities can be found at:
https://www.exeter.ac.uk/staff/exeteracademic/help/academicleadershipmanagement/

Core Training

In this document you will find details of the 'Senior Academic Leader development pathway', our suggested route through training for those in the role of Senior Academic Leader, or those identified in succession planning.

Within First Month

Within First 3 Months

Within First year

Induction Information for New People Managers (Inc onboarding Checklist)

Academic Developmental Conversations (PDR, 1:1s and Promotions)

Supporting the mental wellbeing of your team

Having Difficult Conversations

Managing Performance
Contact HR Advisors

Managing Sickness and Absence
Contact HR Advisors

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Further Options

Other People Management and Leadership courses are particularly pertinent to the role of Senior Academic Leaders and include the following:

| **Developing Individuals** | **Developing Teams** | **Planning for Performance** | **Managing Performance** | **Making a Difference Through Change** |

Leadership Difference, our strategic leadership programme, is attendance by nomination from DPVCs/Heads of Service. It is for people who are comfortable with day-to-day management and covers the following areas:

| Leader As Coach | Leading Self | Leading Systems | Leading Teams |

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Prior Experience and Pre-Requisites

All of our Exeter Leaders have diverse backgrounds and previous leadership experience. If you feel any of these topics would be useful to you for the first time or as a refresher:

The Role of Manager

Effective Communication

Coaching and Mentoring

Introduction to Cross-Cultural Awareness

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Webinar details

Induction Information for New Managers

As a new manager there are areas that you should be aware of and others that you should discuss with your Line Manager, in-order-to understand the University's approach and processes.

A SharePoint site with the information you need to know from across the University, as well as an Induction checklist, for you to use with your own manager as part of your onboarding.

This checklist list, which contains some mandatory elements, is to be completed, in addition to the generic staff induction checklist, where new members of staff are embarking on a role that has leadership, management, supervisory, team leader or staff oversight responsibilities.

+ Chacklist

Anytime Access: Induction Information for New Managers Sharepoint Site

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Supporting the Mental Wellbeing of Your Team

This online module raises awareness and understanding of the importance of positive mental wellbeing in the workplace and your role in supporting this.

It aims to increase awareness of signs and symptoms of poor mental wellbeing and stress and to give practical tools and strategies to support themselves and team members with their mental health and wellbeing.

As a result of completing this online module, you will be able to:
- Understand responsibilities associated with supporting the mental wellbeing of your team.
- Develop awareness of leader and manager behaviours found to be effective in the prevention or reduction of stress at work.
- Recognise and respond to stress in team members.
- Understand the tools and resources available to support
- Understand methods to look after your own mental wellbeing

Presenter(s): Created by Clinical Psychologists and Wellbeing Professionals

Duration: approximately 60 minutes with further reading and resources

Dates: Anytime Self-Access

Enrol: Login to LearnUpon, self-enrol onto the course (title as above)

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Managing Sickness and Absence

This workshop is designed to identify proactive and supportive steps to manage absence and provide guidance on the practical steps required by you as a manager in line with University Policy & Process.

As a result of attending this course, you will be able to:.
- Gain an understanding of the University absence trigger points.
- Understand and have confidence in the practical steps to take to support an individual with frequent short-term sick absence or long-term sick absence, in line with the University's policy and process.
- Understand the role of Occupational Health when managing absence and ill-health.

Before the course:

Please take some time to read the code of practice linked below:

https://www.exeter.ac.uk/staff/employment/leave/personal/sickness/managing/

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Presenter(s): HR Advisors

Dates: By Request Contact HR Advisors

Managing Performance

This workshop is designed to identify proactive and supportive steps to manage performance and provide guidance on the practical steps required by you as a manager in line with University Policy & Process.

As a result of attending this course, you will be able to:.
- Be aware of the potential causes of and how to spot poor performance.
- Understand and have confidence in your responsibility when managing performance.
- Know how to approach managing performance conversations in line with the University's policy & process.

Before the course:

- Please take some time to read the linked document: Guidance Notes to the Capability/Performance Procedure.

Presenter(s): HR Advisors

Dates: By Request Contact HR Advisors

Having Difficult Conversations

This course is designed to help managers feel freer to speak up in line with strategy 2030: We will trust and empower our colleagues and students to use their voices to challenge, improve and be creative and we will champion freedom of speech.

This virtual workshop aims to help managers develop and enhance your capability and confidence in preparing for and handling difficult and sensitive conversations.

Scenarios of this kind may include giving feedback or saying no to others, dealing with difficult behaviour, delivering messages people do not want to hear and more.

Learning Outcomes:

- Build capability to have effective internal/external conversations, acquiring tools for effective 'speaking up' and 'listening'.
- Encourage constructive conversations and open dialogue.
- Prepare for and confidently handle difficult conversations.
- Explore coping strategies for managing your own emotions in the face of challenging conversations.
- Effectively deal with resistance and pushbacks, including heightened emotions.

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Presenter(s): People Development

Book: https://www.exeter.ac.uk/staff/learning-and-development/courses/coursedetail/index.php?code=10864