

Guidance for Managers on the Engagement of Temporary Workers

You may often find it necessary to determine how best to respond to temporary short term, work needs. For example due to short term absences, peaks in demand, seasonal variations, one off events or to gain specialist skills/knowledge. In determining how best to respond to such situations it is essential that via a thorough review of the needs of the work, you gain a clear understanding as to what these needs are and the best way to meet them. A key aim being to respond cost effectively to these needs internally, where possible.

Stage One: Determining Your Needs

In order to explore and determine your needs, and if they can be met internally, you should consider a number of questions, such as the below: (when considering the most appropriate way forward you may wish to discuss your needs with your customary HR Adviser):

- Is it essential, operationally and/or strategically, that this activity be undertaken or do objectives need to be reviewed?
- Can forthcoming periods of annual leave be planned for, e.g. identifying essential activity required over the period of absence and ensuring alternative plans are put in place to address these?
- Can the need for the work be removed/reduced by reviewing existing systems?
- What sort of skills, experience and attributes will you need to fulfil the work?
- Can aspects of the work be reallocated to other appropriately graded roles? Have you considered all options of offering existing colleagues aspects of the work as part of managing talent and succession planning in your area?
- If this can be achieved, consider if any of the recipients' activities needs to be changed/removed to accommodate this new work, with any ultimate recruitment requirement being at the lower level of responsibility
- If this need is likely to reoccur, depending upon its predictability, can it be scheduled into future planning activity e.g. departmental strategic plans, SRDS objectives?
- Do existing staff have the necessary skills to undertake the work? If not, how quickly/easily could this be developed? Or are there others potentially in the University who could contribute the necessary skills to meet the need e.g. via a short term secondment etc?
- Would the role be 'suitable alternative employment' for anyone in your department or related departments who are at risk of redundancy and seeking redeployment?

Stage Two: Managing the Delivery of these Needs

If the outcome of your assessment is that it is necessary to bring in additional temporary staff, then you will need to consider which of the below engagement relationships would best reflect your needs and the management of them. To assist you in this you may wish to discuss your needs with your customary HR Adviser. Further guidance is also available at www.shef.ac.uk/hr/guidance/contracts/relationships/stage1.html, and at the below web links, which provide a summary as to key features, recruitment process, contractual provisions etc.

- Fixed Term Contract Employees
(<http://www.shef.ac.uk/hr/guidance/contracts/relationships/toolkit/section3/summary.html>)
- Bank Workers via a 'Registration Agreement for the University Bank'
<http://www.shef.ac.uk/hr/guidance/contracts/relationships/toolkit/section4/summary.html>
- Self Employed via an 'Agreement for Service'
<http://www.shef.ac.uk/hr/guidance/contracts/relationships/toolkit/section5/summary.html>
- Agency Workers
<http://www.shef.ac.uk/hr/guidance/contracts/relationships/toolkit/section6/intro.html>

Engagement of University of Sheffield Students

The University is committed to providing appropriate work opportunities for its own students to improve their employability and assist in their financial provisions. They are also a potential pool of flexible workers, that may be able to meet a variety of role requirements, potentially under any of the employment relationship types identified above, depending on the nature and management of the work involved.

The Student Union 'Jobshop' and Careers 'My Vacancies' (previously known as the Careers Vacancy Service), offer central advertising facilities, through which posts can be placed. If the work involves handling confidential student or staff records it may not be appropriate for this to be undertaken by a University of Sheffield (UoS) student. For guidance on managing the relationship of UoS students who are engaged/employed by the University please go to: <http://www.shef.ac.uk/hr/guidance/contracts/relationships/students.html>

Stage Three: Gaining Relevant Authorities

For all types of employment/worker relationships, it is essential to have the correct authorisations (i.e. Financial and Eligibility to Work [ETW]) in place in advance of an individual commencing work at the University. For further information on how to check the ETW please refer to: <http://www.shef.ac.uk/hr/recruitment/eligibility.html>

Contract Type	Funding Source	Financial Authorising Body	Responsibility for ETW checks
Fixed Term Contracts	Internal	Finance/Faculty PVC or R&S	Manager or departmental nominee
	External	Subject to each Faculties internal processes	Manager or departmental nominee
Bank Workers	Internal/External	Prior approval from HOD.	Manager
Self Employed	Internal/External	Prior approval from HOD. Follow procurement process.	Manager or departmental nominee
Agency Worker	Internal/External	Budget Holder. Follow	Agency Supplier

		procurement process	(subject to terms of contract)
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