Proposal for a European Cancer Trust project

LOUIS KITCHENHAM

Sainsbury Wellcome Centre, 25 Howland Street, London W1T 4JG

Correspondence: louis.kitchenham@kcl.ac.uk

Based on a IAT Education programme Level 6 project

Abstract

This project describes a hypothetical proposal for the establishment and staffing of a new animal facility. The Fenland Cluster and the Cancer Trust are the products of the author's invention. The proposal deals with the difficulties of transferring animal care staff who are exhibiting problems of poor attendance, low morale etc into a new facility. It also proposes methods of instilling an improved Culture of Care for both animals and personnel. The roles, in particular those of the Establishment Licence Holder and Named Persons and the legislative requirements given, are those required under the current Animals (Scientific Procedures) Act 1986 (ASPA). The project describes management strategies, budgeting and roles of individuals within the hierarchy.

Keywords: Culture of Care, management, recruitment, training

Introduction

The European Cancer Trust (ECT) is a new facility built to utilise the most innovative and ground-breaking technologies in Cancer research. It will be centred within the Fenland Cluster in the UK; a hub of likeminded scientific facilities, all studying a wide-ranging variety of research disciplines, making it Europe's largest concentration of technological facilities.[1]

We must ensure that we instil an overarching theme of respect and integrity for our staff and also the animals we accommodate. This is known as a Culture of Care; a foundational philosophy which entails respect and care for our animals being paramount to our work and a structure which aids our staff to perform to the highest of their capabilities. This report will allow us to conduct a thorough analysis of our current staffing situation, evaluate the staffing needs of the ECT, while settling on some recommendations to instil this Culture of Care and ensure a positive working environment.

Establishment structure

The structure I used for the ECT's rodent unit was a hierarchical system with a clear chain of command and influence of responsibility filtering down from Senior Management to the most junior technicians. Within this structure, I considered the senior management group to include the Establishment Licence Holder (ELH), the Facility Manager (FM) and the Named Persons as specified in the Animals (Scientific Procedures) Act 1986 (ASPA). They carry the liability for the legal requirements specified under ASPA for the operation of any UK animal facility; ensuring all work stays within the boundaries of the licences issued under ASPA and ensuring that the desired Culture of Care is disseminated throughout the establishment.

The potential issue regarding this structure is a communication breakdown between senior management and the rest of the staff which can lead to disharmony and a feeling of 'Them and Us'. As such, the Senior Animal Technologists and Named Animal Care and Welfare Officers (NACWO) become incredibly important within this structure to help to mitigate these issues.

I suggested that NACWOs were chosen from within the pool of experienced Senior Animal Technologists. They are partially responsible for guidance of those staff lower in the hierarchy than themselves and play an important role as mentors; encapsulating and
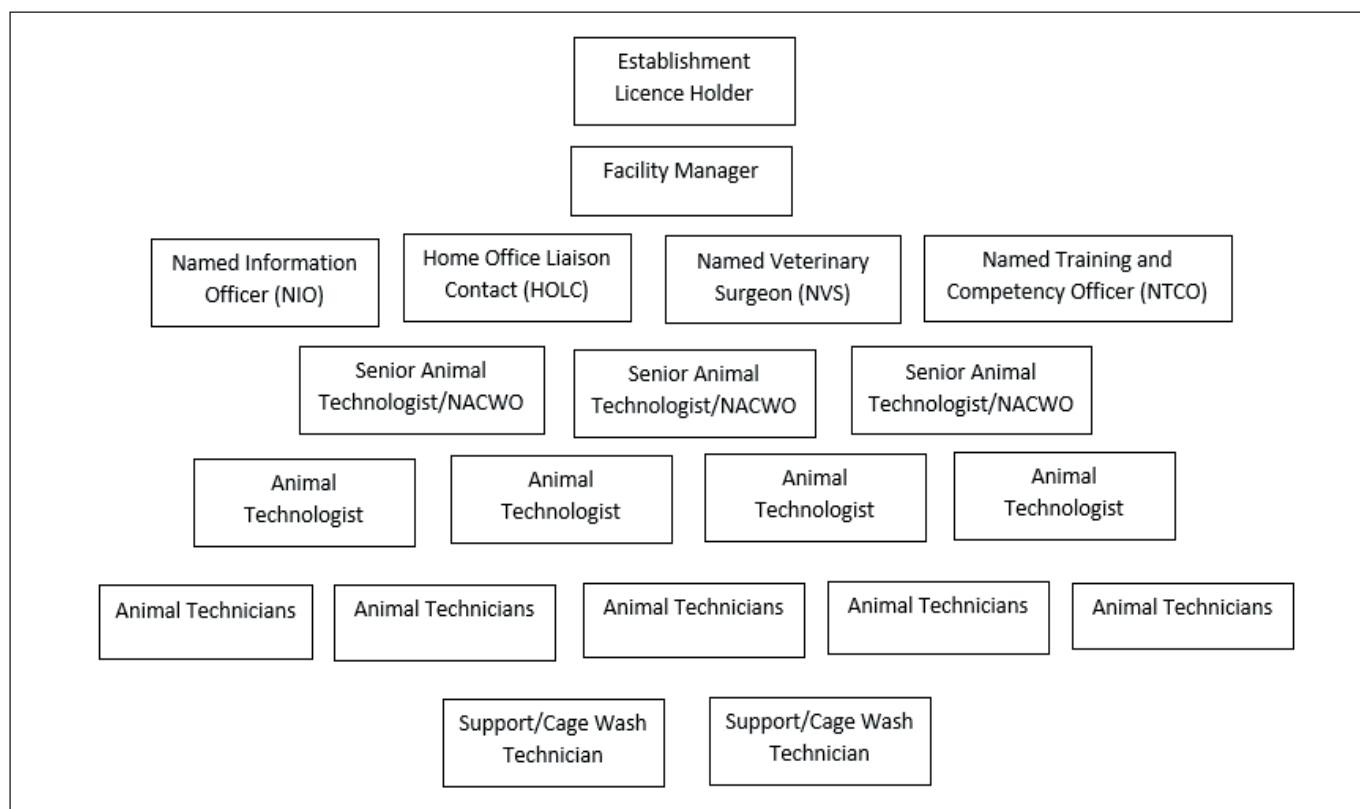
Figure 1. European Cancer Trust (ECT) Hierarchy

Establishment Licence Holder – Responsible for the facility and the animal work which is undertaken. Answerable to the Home Office in matters of legality and is responsible for ensuring the facility has processes which abide by the governmental legislation.

Facility Manager – Responsible for the day-to-day operations of the animal unit, including budget control, implementation of policy, staffing and appointments while promoting and maintaining a Culture of Care.

Home Office Liaison Contact (HOLC) – Administrative management position to act as the central point of communication with the Home Office and facilitate the smooth running of the licensing system.

Named Veterinary Surgeon (NVS) – Designated veterinarian with expertise in relevant experimental animal medicine, charged with advisory duties in relation to the wellbeing and treatment of the animals.[3]

Named Training and Competency Officer (NTCO) – Responsible for ensuring that staff are adequately educated and continuously trained and that they are supervised until they have demonstrated competency.[3]

Named Information Officer (NIO) – Responsible for ensuring that staff dealing with animals have access to information specific to the species housed in the establishment.[3]

Named Animal Care and Welfare Officer (NACWO) – Responsible for overseeing the welfare and care of the animals in the establishment.[3]

Senior Animal Technologist – Responsible for further roles within the facility such as; interacting with researchers, line-managing other Animal Technologists and ensuring daily routines are undertaken to the required standards.[4]

Animal Technologist – Responsible for working closely with the researchers to support the day to day planning of research project tasks and performing regulated procedures.[4]

Animal Technician – Familiar with the care, welfare and day to day husbandry of the laboratory animal species within their facility. They will have experience with the day-to-day routines involved in experimental or breeding facilities.[4]

Support/Cage Wash Technician – Specialised role with main focus on that of working in the cage wash. May be called upon in necessary situations to support the animal care staff.[4]

Figure 2. Hierarchy duties of role.

embodying the Culture of Care filtered down from senior management. They are the eyes and ears of those in senior management, ensuring that all work is carried out effectively and to a high standard and reporting any issues or problems that need solving. Working with the Named Training and Competency Officer (NTCO), they would also participate in the training of new and junior members in all aspects of animal work.

The last three tiers of the hierarchy chart are more directly focussed on the day-to-day animal care. This group must be given ample and achievable opportunities for progression up the ECT hierarchy, alongside adequate training. This will help to encourage a desire to advance through hard work, as they see opportunities for promotion, in itself a valuable motivational tool. Mentoring is important here and the Animal Technologists must take the lead for the Animal Technicians; helping, guiding and offering advice and experience.

Focussing on the internal recruitment process first, I suggested that we had a departmental communication programme, working in conjunction with the Human Resources (HR) department, which outlined all of the new positions, initially concentrating on the lower echelons of the structure. Clear job descriptions must be given, including roles and responsibilities with the intention of asking all existing staff members whether they would be comfortable accepting this new position. If in agreement, the transfer could be made. Short interviews would be conducted for all prospective employees to be transferred, to ascertain whether they are both willing, and suitable, to move over to the new facility. Alongside this, we must have in place an opportunity for these existing staff members to have access to the descriptions of the more senior positions with the intention that they should be given the opportunity to make an application. These applications could then be factored in to any external recruitment campaign for these positions, and so they could be interviewed for the post.

Following this, we also analysed some of the existing problems with the current staffing structure. There has been a high level of staff sickness; according to HR statistics, with an average of 14 days and we need to ensure this was at least halved in the new facility. In doing so, this had significant implications for future recruitment needs. Reducing the amount of sick leave taken will reduce the amount of staff needed to cover the shortfall in staffing, improving both attendance rates and significantly lowering our budget. Coupled with this, we will also be able to analyse employees who are displaying a higher number of sick days, using this as an opportunity to question why this is happening and if necessary, take measures to ensure these habits, and indeed these people, do not move over to the new ECT site.

Furthermore, there is also a widely held view that the current staff are not participating or showing interest in training opportunities offered to them, which had resulted in a stagnation of many of the staff. Once more, the move over to the new facility will give us an opportunity to evaluate which staff have the potential of translating their negativity and poor working culture into the new building. Diligence in our questioning during the interview process was essential to ensure that it is made clear that training opportunities are crucial to this new facility. Continuing Professional Development (CPD) is a necessity for all staff and this culture where stagnation is accepted could not be allowed to continue if we want to be successful with our new project.

Staffing numbers, roles and organisational structure

Considering the organogram, I felt this structure would give us a solid platform to build on in respect to our animal work and guarantee that we had the necessary Culture of Care at the ECT. We rely on a sense of leadership and experience from those in the senior positions to filter down to the more junior staff, to ensure all are aware of their legal and ethical responsibilities. A close working relationship was needed and encouraged between all levels of staff, to achieve a harmonious and reciprocal workplace whereby employees can rely on each other. This is one of the reasons why mentoring and guidance is so important. As seen in a study conducted by the University of East London, mentoring can indeed 'be a meaningful experience, enhancing work-related fulfilment' and that becoming a mentor 'might be one effective way of experiencing meaning at work' (Lomas, 2015).[5]

A theoretical model of motivation was developed through this study; a combination of Self-Determination and Self-Reflection, with Self-Determination being a well-established motivational theory, developed in 1985 by psychologists Edward Deci and Richard Ryan.[6] The main challenge for this structure would be a 'disconnect' between senior management and the junior staff. This potential pitfall only serves to highlight the importance of these mentoring programmes as a tool for instilling the Culture of Care, alongside providing motivation. I suggested that this mentoring system and the inherent training which came with it, was our best weapon to combat these issues.

When considering the current staffing situation, it was considered prudent to evaluate firstly which positions and roles could be filled through an internal process, whether this be moving staff over indirectly translatable roles from the existing facility or offering the opportunity for progression into a higher position. Once this had been established, external recruitment processes could be then enacted to fill any gaps in the staffing structure or where the existing staff were unsuitable for the role.

There was a notable distinction between external and internal recruitment; the internal recruitment would be simpler, as we have established technicians who would fulfil the same roles within the new facility. As such, it would be an easy process to transfer their positions over if they are deemed suitable. In terms of an approximated timescale, this process can be completed within 7-9 weeks.

The external process is both more complicated, and more time-consuming; a typical recruitment drive for these external applications can take 12-15 weeks before a new starter begins the role. However, this will allow us to be more specific with our choices and can tailor our recruitment drive to the positions we knew needed more attention. Considering this, I anticipated that this external drive would focus on the more senior roles with our attention then turning to the more junior positions in instances where the existing staff were unsuitable or unavailable. The estimated cage numbers for the new facility were 9,000 cages with a typical workload of 500 cages per technician. A simple equation would mean that we will need to employ or transfer from the existing facility, a minimum of 18 technicians to cover the basic animal work. At the existing facility, we had 15 technicians employed, meaning we would need to recruit externally at least 3 new technicians, regardless of whether some of the existing members did not want to move into one of the more senior roles, or some being not being suitable to being transferred.

INTERNAL RECRUITMENT PLAN		TIMESCALES
Preparation	Analyse current staffing levels and ascertain how many staff are needed in the new facility. Assess any potential employees who are not meeting standards and may not be suitable for the new facility. Create recruitment pack for each position. Create detailed job descriptions for new positions and roles.	One week
Job details	Ensure all current staff have access to job descriptions – internal website or noticeboards – ensure this is compulsory. Draw up an 'ideal candidate' and what we want from the employee. Write advertising outreach plan and agree any budget for activity with HR. Discuss with HR department for salaries and other relevant aspects.	One week
Advertising	Post advertisements within the framework of the ECT workplace and ensure all are aware of them – compulsory. All staff must receive an email directing them to these jobs – all staff must fill out an 'Expression of interest' form. Advertise in staff-wide email chains and relevant newsletters. Give timescales and deadlines for responses to the advertisements. Offer the chance to apply for high positions or promotion. Highlight the benefits of moving to the new ECT.	Two weeks
Analysis and Shortlisting	Assess and evaluate all prospective employees based on suitability to create shortlist – can then organise interviews. All employees applying to move over must be interviewed to ensure they are suitable and one of those who we want at the new ECT facility.	One week
Interviews and Selection	Interviews conducted over a three week period. Senior Management to discuss and analyse all applicants against set criteria related to their past performance, likely future performance, any sickness records or disciplinary issues and willingness to progress and take up training and CPD opportunities. A shortlist of those to be immediately moved over was created.	Three weeks
Outcomes	Successful candidates offered the position, whether this be a promotion or directly translatable position. Those with issues are reminded of their responsibilities and given the chance to reapply if they wish under the guidance that they follow the qualities and responsibilities for the new facility.	One week
Induction	Arrange initial meeting with Senior Managers and an induction to the new facility can take place. Guided tours and opportunity to also answer any questions offered.	2-3 days

Figure 3. Programme for Internal recruitment.

EXTERNAL RECRUITMENT PLAN		TIMESCALES
Preparation	Analyse current staffing levels following the internal hiring process – ascertain which positions are still needed to be filled. With management team – evaluate the organogram and begin to piece together where these new staff will fit in the structure of the team. Create recruitment pack for each position – more detail than the basic packs created for existing positions. Create detailed job descriptions for new positions and roles – more detail than the basic roles which were needed to transfer existing staff.	Two weeks
Job details	Discuss with HR department to create job roles and descriptions which will allow for the 'best in class' to be appointed. Structure the job details so that all aspects of management qualities and senior level experience are included for these higher positions. Personality, characteristics and experience are most important. Analyse any promotional applicants (existing staff) in the same manner as external – do they fit the criteria we need? Draw up a job description and the 'perfect candidate' for each role which can then be used as a yardstick to help measure applicants.	Two weeks
Advertising	Liaise with HR department to discuss potential routes for advertising in industry magazines. Industry recruitment companies may be useful, but are more focussed on lower tier roles. Headhunting from existing companies and employee's in current positions may also be an option. Offering the chance to work at an existing new facility may be a draw for the best people. The key positions to be recruited for are Senior NACWOs, NIO, NTCO and a new Facility Manager. Due to this, we will need to be specialised and focussed in our advertising. Working again with HR, we must ensure our salaries are as high as possible to entice staff who may already be in position, or have to relocate to the ECT. Emphasise the best aspects of working for us, with staff benefits and opportunities maximised.	Four weeks
Analysis and Shortlisting	Assess and evaluate all prospective employees based on suitability to create shortlist – can then organise interviews. All employees applying for potential promotion must be interviewed to ensure they are suitable and candidates who we wanted at the new ECT facility and are as capable and enticing as external applicants.	Two weeks
Interviews and Selection	Interviews conducted over a three week period. Senior Management to discuss and analyse all applicants against set criteria, 'perfect candidate model', past experience, likely future performance, any sickness records or disciplinary issues and willingness to progress and take on the responsibility needed for these higher positions. Can they handle the pressure, and fulfill what is necessary to establish the Culture of Care and environment we are striving for?	Three weeks
Outcomes	A shortlist of those we feel are the best candidates, following interview, can then be drawn up. Along with Establishment License Holder and Senior Management consensus can be agreed as to who to hire or promote from original ECT facility. Successful candidates offered positions, whether this be a promotion or external hiring process. May need to wait for notice periods, delaying process of induction.	Two – Six weeks (notice dependent)
Induction	Staff given reasonable start date and induction is completed by Senior Management for the ECT.	One week

Figure 4. Programme for external recruitment.

Training and Staff Development

It was essential that implementation of the Culture of Care must begin from the induction stage and training and development of staff must continue for as long as anyone was employed by our facility. A qualified NTCO must be appointed or recruited to ensure all Personal Licence Holders (PILs) and relevant staff were trained appropriately and that we were fulfilling our legal requirements under ASPA in regard to competency. CPD is important, and opportunities must be given for progression and learning attainment. A training and competency network is essential and will give structure to our training and allow us to track the competencies of our staff, and ensuring that everyone is up to date with their records and also that we are fully aware of the procedures each member is competent in.

When entering the animal facility, a new staff member must be given training in the general handling of the animals and how to meet what is legally and ethically required of them. The mandatory probationary period of 6 months can be interspersed with regular monthly meetings with line managers and mentors to ensure progress is being made with training and any gaps in their knowledge can be focussed on for the next month to ensure a well-rounded technician. The organogram can help us to organise the various subjects for training and development which will be needed for all levels. For example; the junior levels will need more training on the day-to-day tasks which is required in their work to provide the animals with necessary standard of care. The technologists above them will have mastered these tasks and will be looking to expand their knowledge further and training should be tailored for this progression the Institute of Animal Technology (IAT) HE modules, Royal Veterinary College (RVC) Accredited Assessors Course or the NACWO training course, all being good examples. Moving further up, the senior management teams may need further training in the management of people and staff; a totally new set of skills which they may need to hone. I would suggest investment in some specialist courses related to the personnel management for new managers, as we may be promoting currently inexperienced staff into senior positions; this could include conflict resolution programmes or dealing with unruly employees.

Most importantly, I would argue that we needed to direct our focus on one of the main problems which have manifested in our facility; negative attitudes toward training and development. HR have provided us with some worrying statistics which indicate that under 20% of our animal technical staff have applied for training in new techniques since last year, and that our online CPD records are either totally or partially unfulfilled. This is unacceptable and must not continue. However it would be better to find a way to encourage staff into accepting new training opportunities, as opposed to forcing them. If there is already resistance to these developments, that may not be helped by enforcing new rules. When analysing this, I researched a theory and strategy, to enable change in a more sensitive fashion which may be useful to employ; The Nudge Theory. Developed by economists Thaler and Sunstein in 2008,[5] this is not directly a Change model but a theory which "…encourages indirect techniques to influence the behaviour instead of giving direct instructions", with small suggestions, influential ideas and encouragement nudging people towards change in a more effective manner than traditional means (Tahir, 2020).[7] We could attempt to employ subtler ways to navigate 'Change' and encouraging our staff to take on new training opportunities; offering progression with the completion of training, positive reinforcement or a bonus when each section of CPD has been filled out, removing any bureaucratic obstacles in the way

of completing an online form or freeing space within their rota and work day to coincide with a particular course which would be useful for their development. These are small, practical examples of methods we could employ in order to reverse this trend of not participating in training and ensure that our staff are as trained and developed as we can afford within our constraints, with this in turn having a positive effect on our workforce.

Implementation of systems to establish positive cultural change

To establish positive cultural change, we must provide detailed and all-encompassing guidelines regarding standards at work and what is expected. The first method which can help to do this is through the creation of Standard Operating Procedures (SOPs), ensuring there are clear working guidelines for all staff, giving direction and focus on what is needed. These policy documents provide security for the management team; well written SOPs ensure that management have a contact point in instances whereby these standards are not being met. Alongside this, staff also have a document which they can refer to in times of uncertainty and use for guidance, helping to minimise any mistakes or missteps which may be taken. A user's guide was also compiled.

We must ensure we alter our general policies to establish positive change. Alongside SOPs, clear rules and regulations for day-to-day working practices are essential for staff. These can be wide ranging; start and break times, an estimation as to how long each task will take, sick leave and absences, animal room weekly tasks, what must be completed and minimum standards for the condition in which to leave an animal room. A morning meeting of the animal staff, to discuss that day's work, is advantageous and will help to provide good planning and structure for employees.

Furthermore, weekly work schedules and rotas, whereby work is allocated to staff on a day-to-day basis, are paramount in ensuring no work is forgotten; a key component given the legalities related to Home Office requirements for checking animals, etc. Alongside this, the minimum standards in relation to Animal Welfare must also be stated from the inception of the unit. This specific section needs to be led by the senior animal technical staff, most particularly the Named Veterinary Surgeon (NVS) and the designated NACWOs. These staff are responsible, along with the PIL holder, for the welfare of the animals and, it is from these people that we must take guidance and leadership. A short summary, during the induction process for new staff of the Home Office regulations and the steps needed to ensure good welfare, would be a sensible starting point. Furthermore, to guarantee this translates into

real-life action these will require to be continuously monitored and promoted to establish the positive culture changes that we need. This showed the importance of timescales to our project, and that this will be a gradual process. We cannot expect to see signs of true change within the first few weeks but we may be able to monitor changes in attitudes which will be indicative of change taking effect. It might be prudent to take a stock of how many unauthorised leaves of absences are taken within the first month, as an example. Or if any of the staff have signed up for new training opportunities or are showing interest in new roles. It could also be useful to analyse the frequency of mistakes or disciplinary actions which are noted and evaluate whether these trends are changing. It is difficult to put a true time-point on each but I thought an evaluation after the first and third month of the new ECT facility would be a sensible option to consider.

Change can be a very disconcerting thing for many people and this is especially prevalent in the workplace. Employees and staff are at their most productive when they are sure of their roles and responsibilities and feel they can execute their tasks effectively. With an upheaval such as the movement to the new facility, it can cause stress and anxiety for for those who are still unsure as to how they will adapt to the new environment and the changes which will inevitably come. Change consultant William Bridges developed a theory on 'Change' coined as the Transition Model;[7] one which was developed to help guide people through large changes in their work environment. His theory can be surmised that 'Change', in and of itself, is inherently stressful for people, as there is a sense of powerlessness for the recipient; change is something that happens to you, whether you want it to or not. (Bridges, 1991).[7] Analysing this small detail itself, it could be applicable to the ECT; our staff have not chosen to move to a new facility, they are being told they must move and the decision is being taken out of their hands. It may be useful then to encourage the staff to view it differently, which is the basis of the theory. Viewing the 'change' instead as 'transition' will allow the staff to process the change in their minds and travel through the three stages Bridge's identified; losing and letting go of the old, moving to a neutral point of view and a feeling of scepticism for what is to come but without the sadness and loss, into a new beginning, seeing opportunities and a renewed commitment to the cause. (Tools, 2020).[8] The management team must help to guide staff through these stages, specifically the first and second whereby a drop in productivity can be expected alongside feelings of resentment. These must be monitored to ensure they do not affect both the welfare of the staff and the reputation of working practices of the ECT. Through support and guidance through this change, we can help to bring our staff into stage three; excited about what the ECT has to offer, with a sense of vigour, a willingness to improve and an openness to learning.

Identification of and implementation of methods of rewarding and acknowledging positive behaviours, addressing less positive behaviours and improving attendance rates

There had been a palpable sense of disengagement with the existing facility over the last few years. This is demonstrable with some of the factors and issues we have already identified. We, as the senior team, must find methods we can utilise to re-establish the ethical and legal responsibilities of the work and re-emphasise its importance. Through doing this, it may help to restore a lost sense of pride in the work for the animals which may be a motivation in and of itself to help improve the culture. We needed to maximise the motivational factors which would in turn, increase satisfaction within the workplace and give a more positive outlook for our staff. We must ask the broader, existential questions related to happiness and a sense of worth within the environment we created; do the staff feel valued, and that their efforts are recognised? Do they feel stunted within their roles and would like more responsibility to reflect their contributions? These were the deeper questions we needed to address and we must put into place methods of reward and acknowledging positive behaviours to promote this positive culture. Even simple things, such as team building exercises, or giving the animal care staff a thorough tour of the new building with a presentation in the conference facilities and lunch in the new restaurant, will allow them to feel a part of the new ECT project. Animal care (and the roles that they fulfil) is a difficult and unglamorous job but they cannot be shunted out and made to feel 'other'. They must be encouraged to feel as though they are as big a part of the facility as anybody else because indeed they are.

The question of satisfaction at work and motivational theory is a highly studied topic and one which is imperative to a company or institution which strives to create a successful working environment. This is encapsulated within Frederick Hertzberg's Dual-Factor Motivational Theory,[9] which attempted to discover the 'factors in the workplace that either cause job satisfaction or dissatisfaction' and in turn, would affect the motivation of the staff,[9] while discovering that there are 'two factors that an organisation can adjust to influence motivation in the workplace'.[10]

Hertzberg argued these motivational factors are imperative for satisfaction at work and are more directly focussed on the intrinsic aspects of the job itself and how they affect the employees more emotional and psychological needs; factors which I had identified as the broad and existential questions related to happiness at work. The dissatisfiers, or 'Hygiene Factors', are
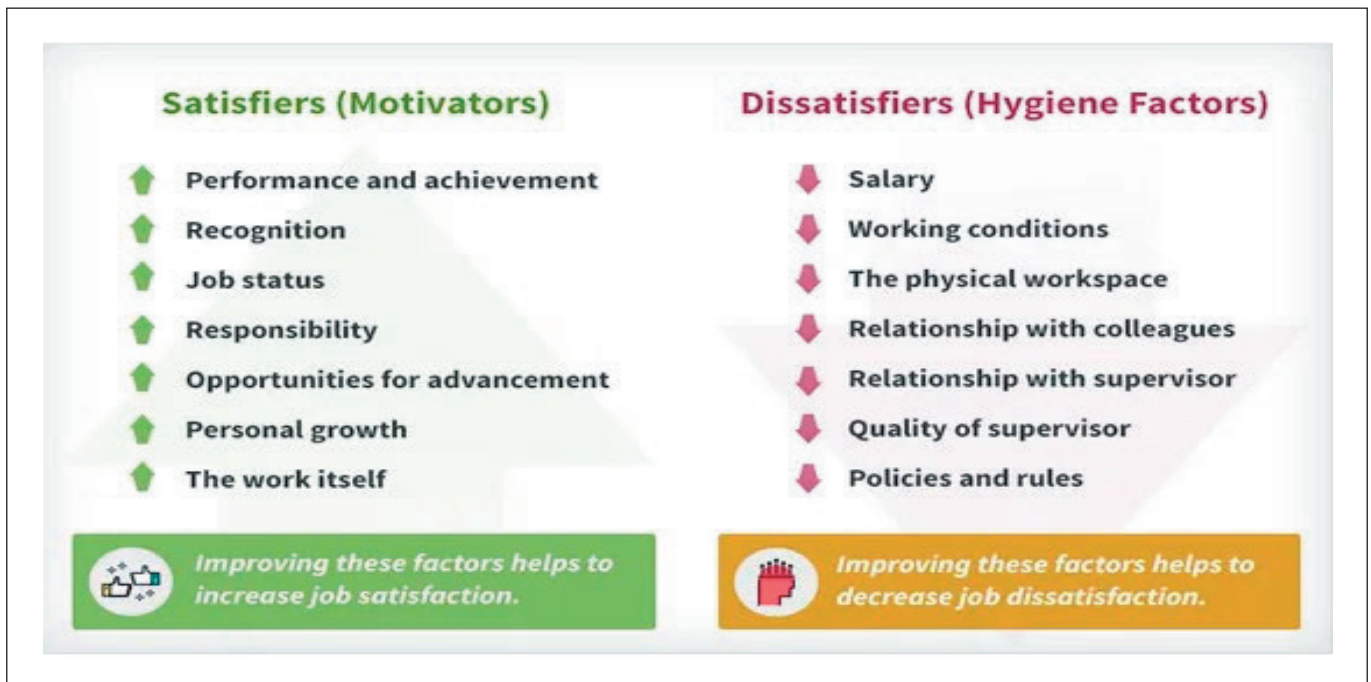
Figure 5.

arguably more superficial or more materially based but are no less important for the individual; salary and colleague relationships being the most prevalent among them. Put simply, motivators encourage the staff to work harder, while 'Hygiene Factors' will cause staff to become unmotivated if they are not present. When looking from the perspective of the ECT and our approach, it would seem simple; dampen down the dissatisfiers within our workplace and promote the satisfiers as much as possible.

Practical strategies to improve the motivators could include: recognition for outstanding performers, a 'Technician Month' to acknowledge their hard work, a change in job title or responsibility to recognise improvement and opportunities for progression. Practical strategies to improve the 'Hygiene Factors' are methods that potentially could be solved through finances or more locally, on the ground changes. Examples of these could include new contracts with higher salaries, changing a policy with consensus from employees, changes to working environments and the procurement of new equipment.

Acceptable and unacceptable behaviours must be addressed and communicated effectively, with clear guidelines and a rule structure in place to ensure compliance with policy. Supporting documents such as SOPs for the agreed culture are crucial in the implementation and maintenance of these standards. The employees displaying negative behaviours, such as bullying, poor attitude or below standard health checking of animals, must be reminded of their responsibilities by their line manager with reference to relevant SOPs and minimum standards, with disciplinary actions to follow if necessary. Managers will be, arguably, the most important part of this section, as they will be responsible for addressing the negative behaviours and instilling the correct methods of working from the outset. I recommended an 'Open Door Policy' for all managers to ensure staff feel that they are able to communicate with their seniors and illustrate any problems they may be facing. This particular point is also a crucial 'Hygiene Factor' related to the relationship between an employee and their supervisor as identified within Hertzberg's work.[9] This is again indicative of why our recruitment policy and strategy, particularly for these higher positions, was so crucial for our success.

The final problem to tackle for the ECT will be to improve the poor attendance rate and high levels of sickness. I suggested we begin with a collation of all current information for our animal technical staff, specifically focussing on the employees who had an above the UK average for sickness days. According to UK statistics, the average sick days in 2020 was 5.8 per year per employee. (Dale, 2021).[11] I suggested we began to identify those employees who have exceeded this, analyse and evaluate their data to look for causes and trends and also conduct interviews with said employees to ascertain the reasons for sickness, e.g. was there any factor at work which was contributing and what steps could we take to help alleviate these issues. It may be the case that these sickness leaves are actually spurious; in these cases, we must work closely with the HR department to ensure we are fulfilling our legal requirements without being accusatory but taking the necessary action if unacceptable behaviours continue. The Health and Safety Executive has created a web page which can be useful for the managers who need

advice and assistance with managing these issues. (HSE, 2021).[12] As such, adequate cover and a rota for emergency cover in the event of sickness leave should be created to manage the shortfall in these instances. I would then set a timescale of two months to benchmark how sickness rates have progressed following these steps of data analysis, interviews and reminding staff of responsibilities. Further evaluation will then determine whether the steps we have taken have had an effect and whether we need to continue to manage certain staff whose attendance rates have failed to improve.

References

[1] **University of Cambridge** (2022). *The Cambridge Cluster*. Retrieved from University of Cambridge: https://www.eastofengland.admin.cam.ac.uk/cambridge-cluster#:~:text=Development%20of%20the%20Cambridge%20cluster&text=39%20new%20companies%20were%20formed%20between%201960%20and%201969.&text=Today%2C%20Cambridge%20is%20Europe's%20largest,of%20over%20%C2%A

[2] **Animals (Scientific procedures) Act 1986** Animals (Scientific Procedures) Act 1986 (legislation.gov.uk)

[3] **Laboratory Animal Science Association** (LASA) (2016). *Guiding Principles for Named Persons*. Retrieved from LASA: https://www.lasa.co.uk/wp-content/uploads/2018/05/Guiding-Principles-for-Named-Persons-2016.pdf

[4] **Cubitt, S.** (2022). Career Development Handout.

[5] **Cherry, K.** (2021). *Self-Determination Theory*. Retrieved from Edward Deci and Richard Ryan: https://www.verywellmind.com/what-is-self-determination-theory-2795387

[6] **Tahir, U.** (2020). *What is Nudge Theory?* Retrieved from CMI: https://changemanagementinsight.com/nudge-theory-in-change-management/#:~:text=A%20nudge%20refers%20to%20principle,instead%20of%20giving%20direct%20instructions

[7] **Bridges, W.** (1991). Managing Transitions. https://www.mindtools.com/pages/article/bridges-transition-model.htm.

[8] **Tools, M.** (2020). *Bridge's Transition Model*. Retrieved from Mind Tools: https://www.mindtools.com/pages/article/bridges-transition-model.htm

[9] **Nickerson, C.** (2021). *Hertzberg's Dual Factor Theory*. Retrieved from Simply Psychology: https://www.simplypsychology.org/herzbergs-two-factor-theory.html

[10] **Expert Programme Management** (2018). *Hertzberg's Dual Factor Theory*. Retrieved from Expert Programme Management: https://expertprogrammanagement.com/2018/04/herzbergs-two-factor-theory/

[11] **Dale.** (2021). *Average sick days per year*. Retrieved from HR Toolkit: https://www.myhrtoolkit.com/blog/average-employee-sick-days-2020

[12] HSE. (2021). *Managing sick leave and return to work*. Retrieved from Health and Safety Executive: https://www.hse.gov.uk/sicknessabsence/