



NHS GREATER GLASGOW AND CLYDE

SUPPORTING THE WORK-LIFE BALANCE (FAMILY FRIENDLY POLICIES)

This policy document is also available in large print, or other alternative formats / languages as requested.

SUPPORTING THE WORK-LIFE BALANCE

<u>CONTENTS</u>	<u>PAGE</u>
1. INTRODUCTION	2
2. POLICY FRAMEWORK	2
2.1 Flexible Working	2
2.2 Special Leave	3
2.3 Adverse Weather	3
2.4 Parental Policies	4
3. GRIEVANCE PROCEDURE	4
4. MONITORING AND REVIEW	5
<u>PROCEDURE, POLICIES AND GUIDANCE</u>	
(A) FLEXIBLE WORKING POLICY	A1
(B) JOB SHARE POLICY	B1
(C) CAREER BREAK POLICY	C1
(D) REDUCED WORKING YEAR POLICY	D1
(E) HOME WORKING POLICY	E1
(F) PHASED RETIRAL POLICY	F1
(G) SPECIAL LEAVE POLICY	G1
(H) ADVERSE WEATHER POLICY	H1
(I) MATERNITY LEAVE POLICY	I1
(J) PATERNITY LEAVE POLICY	J1
(K) POLICY ON BREASTFEEDING	K1
(L) PARENTAL LEAVE POLICY	L1
(M) ADOPTION AND FOSTERING LEAVE POLICY	M1

SUPPORTING THE WORK-LIFE BALANCE (FAMILY FRIENDLY POLICIES)

1. Introduction

Greater Glasgow Health Board (NHS Greater Glasgow & Clyde) is committed to equal opportunities and the promotion of flexible, employee friendly, working practices for all employees. By implementing this set of Work-Life balance policies, the Board aims to create an environment that will allow all employees to utilise their skills, talents and experience and thereby allow it to both recruit and retain a well-motivated and committed workforce.

Throughout their career, individuals will face differing demands on their time and energies at home as well as at work. "Work-life balance" is a concept that applies to all employees - male and female, full-time and part-time - who are seeking to achieve a balance between these differing demands.

In the application of these Policies employees have a right to seek advice and be represented by their trade union/professional organisation.

2. Policy Framework

The Board seeks to balance the needs of their employees with the requirements of delivering high quality services for patients. Detailed here are a number of policies, agreed between the Board and the recognised Trade Unions/Professional Organisations, which aim to support staff achieve a work-life balance.

2.1 Flexible Working

Flexible working encompasses a range of options as listed below:

- **Flexible working and self-rostering** and, where employees can choose their own start and finish time around fixed core hours, or use periods of work of differing lengths within an agreed overall period, or compress longer working hours into a shorter working week ((A) Flexible Working Policy - appendix A1 page A6 and appendix A2 page A8).
- **Annualised hours**, where employees work a specified number of hours each year, with the hours unevenly distributed throughout the year (A) Flexible Working Policy - appendix A3 page A13).

- **Job sharing**, where two or more employees share the responsibilities of one or more full-time posts, dividing the hours, duties and pay between them ((B) Job Share Policy - page B1).
- **Career break policy**, which details provision for employees who wish to have longer periods of time off without giving up employment ((C) Career Break Policy - page C1).
- **Reduced working year**, where people work during fixed periods such as the school term and/or during school hours but not during school holidays ((D) Reduced Working Year Policy - page D1).
- **Home working**, where employees work from home for all or part of their hours ((E) Home Working Policy - page E1).
- **Phased retiral**, where an employee nearing retiral can agree a schedule of reducing hours ((F) Phased Retiral Policy - Page F1).

2.2 Special Leave

NHS conditions of service provide for staff entitlement to compassionate leave and special leave. The Special Leave Policy ((G) - page G1) encompass:

- provision to allow a carer to meet their responsibilities for a relative, partner or dependant;
- arrangements for time off when there is for example a serious illness or death of a close relative or dependant;
- arrangements for time off for essential civic and public duties; and
- arrangements for time off to deal with domestic or unforeseen crises.

2.3 Adverse Weather

Where employees are unable to report for duty due to adverse weather, short notice annual leave may be granted where appropriate.

2.4 Parental Policies

- **Maternity leave policy**, which details provision for antenatal care and maternity leave ((I) Maternity Leave Policy - page I1).
- **Paternity leave**, which details provision for time off for antenatal appointments and paternity leave ((J) Paternity Leave Policy - page J1).
- **Breastfeeding policy**, which details provision of breastfeeding facilities for mothers returning to work ((K) Policy on Breastfeeding - page K1).
- **Parental leave policy**, which details provision for time off work to look after a child or make arrangements for a child's welfare ((L) Parental Leave Policy - page L1).
- **Adoption and fostering guidance**, which details provision for employees who are adopting or fostering children ((M) Adoption and Fostering Leave Policy - page M1).

As an employer the board will seek to support any request submitted under "Work Life Balance". We will continue, where possible, to accommodate the employees' requests in line with the conditions as set out in the individual policies

3. Grievance Procedure

Any employee aggrieved by the operation of the Work-Life Balance Policies may pursue a formal grievance in accordance with the Board's Grievance and Disputes Procedure. The exceptions being Adverse Weather and those flexible policies where the appeal procedure applies ((A) Procedure for Managing Flexible Working Requests - page A1, (C) Career Break Policy - page C1), a formal grievance in these matters will be limited to issues of process only.

4. Monitoring and Review

The application of these Policies will be monitored jointly by the Director of Human Resources and the Area Partnership Forum to ensure equitable treatment of all employees.

The Board is required by Law and under the European Union Employment regulations, to gather monitoring information relating to ethnicity, religion and

faith, sexual orientation, age, disability and gender for all aspects of employee relations.

You may be asked for information relating to the above in connection with this policy.

You do not have to give the monitoring information if you do not wish to. However, for some of the above diversity strands it is a legal requirement that we ask you for it, and good practice to ask for monitoring information for all diversity strands.

Any equalities monitoring information will be held separately and not used to inform any proceedings that occur in relation to this Policy.

The operation of these Policies will be regularly reviewed by the Area Partnership Forum to ensure its continued effective operation, and formally no later than 30th June 2009.

SUPPORTING THE WORK-LIFE BALANCE

(A) Flexible Working Policy

1. Introduction

Greater Glasgow Health Board (NHS Greater Glasgow & Clyde), being an employer committed to the principles of work/life balance, recognises that, as one of a range of options, Flexible Working arrangements gives employees some discretion in their starting and finishing times each day. This Policy details the procedure for requesting flexible working, and describes three types of flexible working:

- Flexi-time; (see appendix A1)
- Self-rostering; (see appendix A2)
- Annualised Hours (see appendix A3)

Other types of flexible working that may be used (but not referred to in this policy) include voluntary hours and the compressed working week.

2. Right to request flexible working

All employees who meet the eligibility criteria outlined in Section 2.2 below have the right to request flexible working.

2.1 Scope

Eligible employees are able to request:

- a change to the hours they work;
- a change to the times when they are required to work; and
- a change to the place they are required to work.

An acceptance of an employee's request for flexible working will result in a permanent change to that employee's terms and conditions of employment (unless otherwise agreed). The employee has no right to revert back to the previous working pattern.

2.2 Eligibility

To be eligible to make a request, the employee must:

- have been continuously employed by the NHS for at least 26 weeks at the date of application;

- not be an agency/bank worker; and
- not have made any application to work flexibly under the right during the previous 12 months. This does not preclude a manager agreeing with an employee that their request can be sanctioned within that time period in circumstances where the request was originally refused, but the work environment can now sustain the change requested.

2.3 Application

An employee can only make one application for flexible working in any 12-month period from the date on which any previous application was made.

All individual applications for flexible working must be made on the Flexible Working Application Form attached at appendix A4. The completed form should be submitted to the employee's line manager. This application should be acknowledged in writing by the line manager (see appendix A5).

There are two exceptions to this: the procedure for women returning from maternity leave who wish to job share is described in the job share policy, and the procedure for introducing annualised hours described within the annualised hours guidance.

3. Submitting a Flexible Working Application Form

The following procedure must be followed:

3.1 Initial Meeting

The line manager will hold a meeting with the employee to discuss the application within 4 weeks of the date on which the application was received. Where the circumstances warrant it, this period can be extended by mutual agreement.

3.2 Communication after Initial Meeting

The manager will inform the employee of their decision in writing within 2 weeks of the date of the initial meeting.

3.3 Request accepted

If the request is accepted, the line manager must confirm this in writing to the employee, specifying the new working pattern and the

date from which it will take effect. The line manager must also complete a Notification of Change Form for Payroll Department.

3.4 Request unsuccessful

Non-acceptance of an application for flexible working can only be for valid and objective service/operational reasons and the line manager must, therefore, confirm these reasons in writing to the employee (see appendix A6).

The employee should also be provided with details of the formal appeal procedure.

It may be preferable, before progressing to appeal, for the manager and the employee to seek advice on resolving the matter from an appropriate member of Human Resources and a senior trade union/professional organisation representative. This approach will not preclude the employee's right to raise a formal appeal in the event that they consider that the matter has not been satisfactorily resolved.

4. Appeal Procedure

Employees can appeal against the decision to refuse their application by submitting a Notice of Appeal form (appendix A7) to Human Resources within two weeks of receiving written confirmation that their Application for Flexible Working has not been successful. The notice of appeal must be dated and clearly set out the grounds of appeal.

4.1 Appeal Hearing

A hearing will be held to discuss the appeal within two weeks of the Notice of Appeal form being received by Human Resources. The Appeal Panel will consist of a senior manager (i.e. Clinical Service Manager or equivalent) who is at a more senior level than the manager who made the original decision and Human Resources, neither of whom should have been involved in making the original decision.

N.B. A hearing will not be required where, within 2 weeks of the Notice of Appeal form being received by Human Resources, the matter has been satisfactorily resolved informally as outlined above.

4.2 Notice of the Decision

The employee will be informed, in writing, of the outcome of the appeal within 2 weeks of the hearing.

Where the appeal is upheld, the notice of the decision will specify the new agreed working pattern and the date on which it will take effect. The line manager must also complete a Notification of Change Form for Payroll Department.

Where the appeal is unsuccessful, the notice of the decision will state the grounds for the decision and an explanation of the reason that these grounds were found to apply.

The Appeal Panel may refer the matter back to the line manager for reconsideration if it is felt that new factors that need to be taken into account have emerged.

4.3 Extension of time limits

The above times can be extended but only if both parties agree in writing to an extension

4.4 Representation

Employees are entitled to be represented by a trade union/professional organisation representative (including full-time Trade Union Officers), or accompanied by a fellow member of staff, or a friend or relative not acting in a legal capacity, at all stages of the procedure.

4.5 Service Reasons for Refusing a Request

An application can only be refused for valid and objective service/operational reasons where it is considered that a change to the employee's work pattern would:

- create an unacceptable additional burden of cost;
- have a detrimental effect on the Board's ability to meet a service demand;
- have a detrimental impact on service quality;
- have a detrimental impact on the performance of either the Service or the employee;

- result in an inability on the part of the Board to re-organise the work of other staff;
- result in an inability on the part of the Board to recruit additional staff; or
- include periods where there would, regularly, be insufficient work for the employee to undertake.

In addition, there may be occasions where planned organisational changes, or government legislation, might make it impracticable for the Board to accede to an employee's request for flexible working.

4.6 Withdrawal of Application

The Board will treat an application as withdrawn if the employee has:

- notified their manager in writing that their application is being withdrawn;
- failed, without reasonable cause, to attend a meeting/Appeal Hearing convened under the procedure on more than one occasion; or
- refused, without reasonable cause, to provide information which the Board considers necessary to assess whether the employee's request to work flexibly should be granted

The withdrawal of the application will be confirmed in writing to the employee.

Flexi-time Guidance

1. Hours of Duty

Core working time falls between [enter time] each [enter days of week] with a minimum of 20 minutes and a maximum of two hours lunch break, taken between [enter times].

Employees have discretion within agreed limits to work at times of their choosing but all services must endeavour to have adequate staffing levels during the working day.

Any balance outstanding must be worked within the hours of [enter times for morning and afternoon core times]. The period between [enter earliest and latest times for start and finish] is known as the bandwidth. Employees will normally work their contracted hours during this bandwidth, and working outside this bandwidth will only be allowed if authorised by direct line manager [or other named person].

2. Personal Appointments

Employees making appointments with GPs, dentists or opticians etc are expected to ensure that wherever possible these take place outwith core times.

On occasions it may be necessary to take these appointments during core time as hospital appointments, for example, may not be within the control of the individual. These appointments will be regarded as time on duty but must nevertheless be authorised by the departmental manager and recorded as 'absent on business'.

If the appointment is likely to be for more than half a day, it should be discussed and authorised by the individual's departmental manager.

3. Settlement Period

The settlement period will be four weeks and there are 13 such periods in a year.

Debit or credit up to [enter number of hours] may be carried forward to the next settlement period. During the settlement period a whole day or two half days may be taken off in lieu of credit accumulated or in anticipation of credit to be accumulated during the settlement period.

Prior notice of time off in lieu is needed in order that staffing levels can be maintained.

4. Record of Hours Worked

Each employee will use a form to record the time when starting and leaving work, including lunch breaks. At the end of each day an employee should enter the total time worked.

At the end of each week/month a copy of the flexi recording sheet should be submitted to the appropriate line manager or other named person.

5. Treatment of Authorised Absences

Absences through sickness, attendance at courses, annual leave and other leave of absence with pay will be regarded as [x hours x minutes] per day. The hours of authorised absence should be entered on return. For the purpose of recording, a half-day will be defined as [x hours x minutes].

6. Leave

For annual, compassionate, sick leave etc, time will be credited on the record sheet on the basis of one full day or half day of the working week.

7. Overtime

Employees who are required by their manager to work more than their full time hours (or the full time equivalent for part-time employees) will be entitled to overtime rates. Any time off in lieu resulting from overtime not taken after three months should be paid as overtime, in line with NHS terms and conditions of service.

8. Earnings

Any intention to alter pay through the introduction of flexi-time should be negotiated through the normal channels, to avoid rejection of a system that would suit both employees and the Service.

9. Part-time Employees

This agreement will also apply to part-time employees with the relevant changes to work times.

Self-rostering

1. Definition

Team-based self-rostering is a 'bottom up' approach to scheduling work, giving employees more control over the pattern of their working week. Parameters are set by agreeing in advance the levels of staff and skill mix required hour-by-hour throughout the working day. Employees put forward the times they would like to work and times they would like to protect away from work. This information is then used to compile shift patterns that match individual preferences as closely as possible, whilst maintaining agreed levels of cover at all times. There may be no requirement for employees to work their 'contracted hours' on a weekly or indeed monthly basis. Self-rostering programmes can enable employees to 'bank' hours worked over or under contractual hours. Hours can then be taken back or extra hours borrowed as dictated by the personal circumstances of employees. Self-rostering can lend itself to all employee groups within the NHS, and works best in a large mixed team where there are a variety of personal circumstances among employees, and different preferences about work patterns.

2. Benefits of team-based self-rostering

Benefits for employees include:

- more control over the scheduling of their own working lives;
- a stronger voice in the planning of team activity;
- previously unrecorded extra time at work is noted and carried forward in a "time bank";
- linking start and finish times more efficiently to travel and family care arrangements;
- opting for fewer, longer shifts where appropriate (within the requirements of the Working Time Regulations);
- being able to attend appointments without losing a whole shift; and
- more discretion to be at work for significant events in patient care.

Benefits for the Service include:

- potential conflicts and tensions over shift allocation may be diffused;

- a better match between staffing levels and delivery of care;
- development of stronger team spirit;
- an opportunity to review the match between employee resources/care needs, and the potential for new care initiatives, such as evening and weekend clinics, extra theatre sessions etc;
- improved retention of employees (once employees have worked in a self-roster environment, very few want to give it up); and
- reduced reliance on agency/bank employees.

Benefits for patients and users include:

- better motivated employees ensuring better quality of care;
- more effective use of finite staff resources to deliver more care;
- improved access to care through extended work patterns.

3. Implementation Guidelines

There is no single way to structure a project to introduce self-rostering that will prove successful for all. However, the following critical success factors have been identified:

Ask the team

The first step is to assess the support of the employee group for team-based self-rostering. Although there are benefits to the service in implementing a successful scheme, its first purpose is to give employees more control over when they work. There may be differences of opinion among existing employees about how desirable this is. But the scheme's impact on future recruitment and retention should also be considered.

Explore the key questions

In discussions with employees the following questions may assist shaping the way forward:

- Would employees value more flexibility in their working lives?
- Will there be any effect on the delivery/continuity of patient care and how can a gain in quality of care be ensured?

- Will it help to retain existing employees and recruit new employees?
- Will it reduce absences and the need for bank or agency employees?
- Will it be fair to all?
- Could it impact on equal opportunities (diversity) policy?
- Will a computer system be required or will a manual system work?
- Will it affect overtime or unsocial hours earnings?
- How will handovers be managed when there aren't clear shift changes?

Set the parameters

Before a team-based self-rostering scheme can be introduced, principles and parameters must be agreed. These will include:

- agreeing minimum and maximum staff levels for each hour of the day;
- agreeing skill and grade hour by hour;
- agreeing "veto" hours and any "core" hours;
- the preferences for hours to be worked by each member of the team;
- protected time periods for each member of the team when they specifically do not want to work; and
- agreed limits as to how much time owed or time owing can accrue to each team member.

4. Compare agreed staffing levels with actual establishment

Is there a match between required staffing levels and staff available? If there is a mismatch, what steps can be taken to correct it, within available resources?

5. Select an operating system

The operating system that processes employees' requests and produces the rosters is a key element. This can be done manually with pencilled preferences input to a shift chart and then confirmed in ink. Various computer systems will automatically process the information from employees to produce recommended rosters.

However, computer programs may be difficult to program where complex skill mixes have to be achieved, and require basic keyboard skills from employees. Some form of manual system is probably desirable in the early phases of implementation, and for smaller or less complex teams.

Questions to consider are:

- Are all team members comfortable with using a computer keyboard?
- If not, what support or training can be given?
- Where the computer could be sited to give all team members access?
- Will it be possible to integrate the computer system into existing organisational IT systems?
- Is IT support available?
- Who will be responsible for putting in the time it takes to prepare a roster manually from information supplied?

6. Trial the system

A time-limited trial will give team members a taste of self-rostering. Evidence suggests that three months is the minimum period for the effect to be assessed; six months will provide a better picture of how well it works.

All members of the team should be given the opportunity to express their views during this trial. At the end of this period, the effect of the scheme can be assessed:

- What is the general team view?
- What has been employee's uptake of the scheme?
- Have patients expressed views?
- Are any individuals unhappy with the scheme and, if so, for what reasons?
- How has the service been affected?

It may be appropriate to trial the scheme with a "team within the team", but it should be large enough to make the trial a valid basis for assessment.

7. Implement and monitor

Given that problems identified in the trial can be resolved, the scheme can be carried forward, but it will be important to continue to monitor employees' attitudes to its operation. Do team members want it to

continue? Have patients or the service been affected? Are modifications needed? Communicate the initiative to other teams, if it is successful.

Self-rostering will work effectively where these factors are present:

- effective team working;
- sensitivity to individuals' working time requirements within the team; and
- managers with good leadership skills.

8. Earnings

Any intention to alter pay through changing shift patterns should be negotiated through the normal channels, to avoid rejection of a system that would suit both employees and the service. Increased flexibility may take some employees into periods that attract enhanced payments.

Some groups have not worked unsocial hours in the past and therefore not attracted additional payments, for example therapists. Increasing flexibility for those groups raises the issue of whether such additional payments should be made. If so, the pay budget could increase significantly.

9. Training

There may be a need for training for managers and employees in the following areas:

- an understanding of the concepts and cultural changes involved in self-rostering; and
- techniques for managers to assess the scope for flexibility balanced with the preferences of individual employees within the agreed parameters.

Each initiative will need to consider how to provide training in the self-rostering system and who should provide it. The starting point should be to contact the Learning & Education Team.

Annualised Hours**1. Introduction**

Annual hours systems provide a way of organising working time by contracting with employees to work an agreed number of hours per year rather than a standard number each week. The actual number of hours worked by an employee during the week will then be "flexed" to match workload requirements. As well as hours being varied week to week, they may also be varied seasonally and/or according to fluctuation of service demands. Annualised hours are used to match employee attendance to the periods when they are most needed by services.

Fluctuations in hours worked may be predictable or not reflecting the often uncertain patterns of demand for services such as in an acute hospital. Annualised hours working can offer a flexible and efficient way of deploying staff by matching staffing levels more closely with variances in workload. For employees, annualised hours working offers greater flexibility and the opportunity to better manage working hours to allow employees to tailor the time they spend at work and at home. For the Board, in time, annualised hours may lead to reductions in staffing costs through efficient allocation of staffing levels and the reduction of overtime costs or use of agency or bank employees.

Under more traditional working arrangements, the demand for services may result in overtime or premium rates of pay at busy times or overstaffing when demand is low. With annualised hours, a yearly employee schedule is drawn up in advance so that employees know when they are expected to work on a regular basis.

2. Benefits of annualised hours systems**2.1 Flexibility and employee and employer satisfaction**

This is one of the primary reasons for implementing an annualised hours system. For employees, annualised hours working can offer the opportunity to better meet the demands of working life with time at home better matched to individual need. The ability to vary hours of work across the day, week, month or year means that employers are able to match workload with staff availability.

2.2 Staffing/workload matching

Significant amounts of employee time can be lost as a result of mismatches between required and actual staffing. Traditional 9-5 work patterns or roster arrangements which may have rosters drawn up one month in advance may not match service demands on a weekly, monthly or annual basis. On wards, staffing rosters may have to be changed frequently in order to cope with unpredictable and fluctuating patient needs, resulting in disruption to employees and considerable nursing and management time spent on re-arranging rosters and trying to find bank or agency staff.

Mismatches of employee time to service demands tend to be less pronounced in wards or areas where patient or service demands can be predicted reasonably accurately, for example, in orthopaedics where generally it is known in advance how many patients would be booked in for treatments such as hip replacements. It is however more difficult to predict what demands will be placed on, for example, maternity units. Fluctuations in patient intake may lead to high fluctuations in overall workload of ward staff where the problem of mismatch between staffing and workload is highly evident. Difficulties of mismatches of employee time to workload are more widespread than solely in ward settings and annualised hours working may be beneficial in support services, administration and other clinical disciplines.

2.3 Reduction in use of bank or agency staff

Health service employers frequently have to approach bank or agency staff to fill staffing gaps for all types of clinicians. While bank or agency staff may offer relatively low costs, labour efficiency and the lack of sickness absence problems, other problems which may be major, may be experienced. Examples of these are that bank or agency staff may not be available when required either because they are not qualified to work in the area of need or because they are already working elsewhere or for other employers. Developing a more flexible approach, such as annualised hours systems, allows rostering which is more responsive to patient needs and enables flexible deployment of existing experienced staff to enable short-term fluctuations in activity to be serviced by meeting peak and troughs in workload.

2.4 Reduction of overtime and on-call costs

Where on-call systems are operated, they may be scheduled too far in advance to predict fluctuations in service demands and may not allow sufficient flexibility in meeting peaks of need. This can result in resources

being wasted and extra costs being incurred when employees are not needed or having insufficient staff on-call at times when there is an urgent need for them. Staff costs may be better controlled through the flexibility offered by annualised hours working by reducing the cost impact of staff deployment decisions particularly those associated with "inappropriate" use of bank or agency staff, overtime and time owed to existing staff.

2.5 Effective patient care

Evidence from the private sector suggests that productivity is better and performance more effective. For the NHS the use of annualised hours could improve the effectiveness of patient care and increase patient satisfaction by ensuring that appropriately qualified employees and services are available when patients want and need them and that those employees have higher satisfaction in meeting the needs of those patients as a result of being able to better meet their own needs to have an adequate work/life balance.

2.6 Organisational change

Annualised hours systems are sufficiently flexible to accommodate changes in working times and arrangements, and may be effectively introduced to redesigned and reconfigured services as well as to existing services, bringing benefits to both employees and patients. The system may be useful where an overall reduction of staffing is required.

2.7 Reductions in absenteeism

It has been documented that lower absenteeism and sickness have resulted due to improved flexibility for employees, affording them the opportunity to better match their hours worked/off to their home needs.

2.8 Simplified pay administration

Staff are paid the same monthly salary throughout the year regardless of the exact number of hours they work each month.

3. Drawbacks of annualised hours working

3.1 Development of an annualised hours system

The diversity of approach which comes with increased flexibility means that it is unlikely that any one model of annualised hours working can be offered as a blueprint. Employees, their representatives and managers in any one area or organisation will have to identify the best solutions to their own staffing requirements and tailor the design of their annualised hours system accordingly. It is unlikely therefore to offer an "off the shelf" policy for flexible working.

3.2 Removal of overtime payments

The removal of overtime payments may mean a cut in total pay for those employees that depend heavily on overtime working. Although some staff may earn less, most employers consolidate the value of overtime payments and other enhanced payments into the annual salary (see "Implementation" at section 4 below). In addition for many employees annualised hours working offers the security of a guaranteed amount of salary, reduced working hours, pre-set holidays and sensible breaks between the hours worked.

3.3 Developing the system

Developing the system requires accuracy and significant effort. Very accurate work scheduling is essential as absenteeism could lead to difficulties in service delivery. Therefore, adequate assessments need to be made before implementation of a scheme, of workflows, demand patterns and efficiency.

3.4 Staff, colleague and manager perceptions

Employees who do not fully understand the concept of annualised hours may have some suspicion of the scheme and for those participating in it. To this end it is essential that adequate briefing sessions and documents are provided to employees, representatives and managers explaining the purpose and working of the scheme.

4. Implementation

Annualised hours working can be a useful mechanism where:

- staffing levels do not match the level of patient activity and dependency;

- there are unforeseen peaks in workload;
- sickness absence cover has to be provided at short notice;
- employees are frequently asked to work extra shifts or hours at short notice;
- bank or agency staff are required to provide cover; or
- employees from other services are needed to "help out".

Annualised hours working may be appropriate in a range of other settings but the above circumstances describe where an annualised hours system may bring greatest benefit to both employees and managers in providing services. The above circumstances can lead to uncertainty and informal flexible working for employees, increased costs and decreased quality of patient care.

4.1 Starting the project

4.1.1 Partnership

It is essential that plans to introduce annualised hours working are developed in conjunction with trade union/professional organisation representatives from the earliest possible stages. Pilot areas for the introduction of the system should be identified and full briefings given to employees and managers on what the system involves, the benefits, drawbacks and anticipated outcomes. Full employee participation should be encouraged. Once pilot areas are identified a substantial data gathering and analysis exercise is required.

4.1.2 Gathering data

Information on both patients/service activity and workforce is required to allow the design of the annualised hours system. In terms of workforce, it will be necessary to collate information on an annual basis to assess how many staff are in post; how they are deployed; assess use of bank/agency employees; turnover; current shift patterns and rotas; absence rates and patterns; and employee costs.

If the example of a ward setting is used as the service provision unit, the information on patients that is required is monthly bed state over the period of a year; admissions patterns; discharge patterns; total patient days; numbers of day cases; and patient dependency levels.

4.1.3 Analysing data

To assess whether or not annualised hours would be appropriate, data should be checked to see whether or not there are peaks and troughs in activity; against the fluctuations of service demand over a 24 hour period/service provision time; the extent to which there are high levels of emergencies and when they occur; whether or not there are seasonal variations in activity/demand; and the extent to which employee costs may be unpredictable.

The data considered against these factors will help to inform as to whether or not the existing system of staff allocation is working well and supports decision making as to the need and desirability of proceeding to develop an annualised hours system.

From an employee perspective, an annualised hours contract may be requested by only one or two staff for whom such a system would provide the opportunity to have a better work-life balance. Operating the system for small numbers of people within a service area has been proven effective provided the analysis of service demands has been undertaken to inform the design of the working pattern.

4.2 Designing the system

It is recommended that annualised hours working systems are introduced on a pilot basis in a simple or small number of sites and that clear evaluation criterion are agreed at the outset. A steering or evaluation group may be useful and this should be constituted on a partnership basis. Pilots areas may have only a small number of employees on annualised hours contracts and need not necessarily involve whole teams.

It is essential that employees and their representatives are involved in working out the details of the system in order to capitalise on their knowledge and experience and to gain ownership and understanding of the system.

4.2.1 Calculating hours to be worked

Annualised hours contracts are equally appropriate for all grades of staff wishing to work full-time and part-time hours.

A full-time nurse, for example, would be contracted to work 1955 hours on an annualised hours contract (based on a 37.5 hour full-time working week for nurses). This number of hours will include annual leave and public holiday allocation appropriate to that employee.

Maximum and minimum working hours per week are also agreed within the 48 hours (set by the Working Time Regulations) as the norm for a maximum length of working week and a minimum to be agreed in line with service needs.

Over the course of a year the number of hours worked overall may vary by plus or minus an agreed number of hours, for example, 30 hours, which can be carried over to the next year. Employees and managers record the number of hours worked by each member of staff and the cumulative totals are regularly monitored to ensure the account will be kept within the prescribed limits at the end of the year.

4.2.2 On/off duty and on-call

Employee rotas should be planned to match service demands/patient need in line with the analysis undertaken. Where an employee wishes to take time off when they are scheduled to work, they must negotiate times with colleagues by agreeing to swap shifts with them. Work schedules include an on-call roster where appropriate.

Employees on-call may need only to be contactable, rather than be at home, and credit for on-call duty should be given in accordance with the appropriate NHS terms and conditions of service. While off duty and on-call requests should be met after the needs of the service, as much choice and self-rostering of on-call as well as normal working, should be given.

4.2.3 Stand down arrangements

Guidelines need to be developed appropriate to the service area to provide for standing down of employees where demand is low. Arrangements for how credit is to be given should be included in the guidelines for example, if an employee has worked two hours of their shift and is then stood down, they could be given credit for one hour (i.e. three hours in total). There is no benefit to standing staff down less than two hours before the end of their shift, as they would still be entitled to an hour's credit.

4.2.4 Salary arrangements

Where annualised hours systems have been implemented, arrangements for calculation of enhanced payments (for example 15% of salary) are consolidated into base salary. All such arrangements must be in keeping with current terms and conditions of employment. The total salary then becomes the annual salary for the employee and is paid in 12 equal monthly payments. Another mechanism that is used is that the enhancements are pulled into "flexibility payments" which are paid as an additional allowance to basic pay. In exceptional circumstances and in the interests of service delivery, an employee may agree with their manager to be paid an additional amount at their current rate of pay in order to "buy back" hours for their annualised hours schedule. This may be where an employee has had to work in excess of their usual contract due to unforeseen circumstances in their service area and it may be preferable to carrying forward a surplus of hours worked.

4.2.5 Sickness absence

Various arrangements are possible under annualised hours systems ranging from requiring staff to "make up" lost hours through sickness up to a certain cut-off point to paying all sick pay at basic rate of pay. Examples include:

- where an employee is rostered to work but are ill or absent without complying with normal procedures, they are paid for the hours but are required to work the hours lost;
- where employees are rostered to work and comply with the usual procedures, they received payment but are required

to subsequently work the number of hours they were absent up to a maximum of 10 continuous days per period of absence; and

- for longer term absences of 10 days or more, annualised hours recording is suspended and payment is made on the basis of sick pay.

4.2.6 Contracts of employment

An annualised hours contract should include confirmation of the duration of the pilot, and confirm the fact that an employees participation in the annualised hours system and the individual's right to revert to their original terms and conditions is voluntary. It should also outline basic pay and flexibility payments where there are any, detail a facility for buying back hours, where such a facility has been agreed, and include any revised sick pay arrangements. Flexible working conditions should also be detailed including arrangements for on-call and stand down and shift working on days/nights.

5. Evaluation

Ongoing evaluation of the pilot in order to effectively manage the system will be required. In addition, evaluation of employees and managers' experiences and of the effectiveness of the system should be undertaken in order to inform revisions to the system where necessary. Evaluation criteria should be established at the outset of a pilot and could include assessments of the effectiveness of communication of the scheme, the effectiveness of the partnership approach, the difficulties and opportunities experienced in running the scheme, the extent to which gaps between staffing and workload have narrowed, including pressures on staff, the effectiveness and quality of patient care, financial performance, the need for bank/agency staff.

Sample Guideline for Stand Down

- Stand down is credited with one hour plus the hours worked.
- Stand down can only be instigated by the manager in charge of the shift.
- Stand down should normally be given to the most appropriately graded staff member who is either over or level with target hours.
- Stand down arrangements will normally not apply less than two hours before the end of a shift.
- Stand down should not be given to night workers a) after 1.15am or b) at 9.15pm, unless the employee agrees.

Sample Guideline for On Call

- On call is rostered on the On Duty after consultation with the employee.
- On call should either be rostered or agreed between the manager in charge and employee with maximum notice, i.e. at end of shift for following 24 hours.
- On call should normally be given to the most appropriate graded member of staff who is either over or level with target hours.
- On call period may be for the period of a full shift. It must not exceed 12 hours.
- On call should if possible be used fairly amongst the employees working annualised hours, as it would have to be the most appropriate graded person.
- On call staff will need to agree with their managers a time they can be contacted regarding whether or not they are required to work.
- On call is credited for one hour plus the hours worked.
- On call person will carry a "bleep" and is responsible for returning it to the work area as soon as possible once call period is over.
- On call person should contact the work area as soon as "bleeped" to confirm the time required to work.
- On call can be worked on days off provided this is offered by the staff member.
- On call person is not required to stay at home - this is the reason why a "bleep" is supplied.

Flexible Working Application Form

1 Personal Details	
Name	Job title
Payroll number	Department/Ward
Base	Directorate/Partnership

2 Describe your current working pattern below, i.e. days/nights/hours /times worked:

3 Describe the working pattern you wish to work in future below, i.e. days/nights/hours/times worked:

4 I would like this working pattern to start from:

5 Impact of the new working pattern

Please give details of how you think the requested work pattern will affect the department

6 Accommodating the new work pattern

How do you think this can be managed/resolved?

I hereby apply to work a flexible working pattern that is different from my current work pattern and confirm that I meet the following eligibility criteria:

- I have been continuously employed by the NHS for at least 26 weeks at the date of application; and
- I am not an agency worker; and
- I have not made another application to work flexibly during the past 12 months; or
- I have made other applications to work flexibly during the past 12 months, but circumstances have changed which I have detailed in 5 above.

**Applicant's
signature**

Date

Confirmation of receipt of a Flexible Working Application Form
(To be completed by the line manager and returned to the employee)

Dear

I confirm receipt of your completed Flexible Working Application Form dated
_____.

I will arrange a meeting with you within 4 weeks of your application in order to discuss it with you. In the meantime you may wish to consider whether you wish to be accompanied at that meeting by a trade union/professional organisation representative, a colleague or a friend/relative not acting in a legal capacity.

Please let me know as soon as possible, if you will be accompanied in order that I can include your representative in the arrangements for the meeting.

Yours sincerely

Confirmation that a Flexible Working application has been unsuccessful
(To be completed by the line manager and returned to the employee)

Dear

Following our meeting on _____ at which we discussed your application for flexible working, I have now considered your application and regret that I am unable to accommodate your request for the following service/operational reason(s):

This (these) reason(s) apply in the circumstances because:

[The line manager should also explain here why any other patterns that may have been discussed at the meeting were appropriate.]

You have a right of appeal against this decision by completing the attached Flexible Working Appeal Form, clearly stating your grounds of appeal and sending this to

_____ (name) Head of Human Resources at
_____ (address).

Receipt of your Appeal Form will be acknowledged in writing and a hearing to consider your appeal will be held within two weeks of the receipt of the form.

You will be notified of the outcome of your appeal within two weeks of the hearing.

Yours sincerely

Flexible Working Appeal Form

1 Personal Details	
Name _____	Job Title _____
Payroll No. _____	Department _____
Location _____	

2 I wish to appeal against the decision not to allow my application for flexible working. I am appealing on the following grounds:

Please continue on a separate sheet if necessary.

**Applicant's
signature**

Date

Confirmation of Appeal

(To be completed by Human Resources and returned to the employee)

Dear

I confirm that I have received your Appeal Form in respect of the decision not to allow your request for flexible working on _____.

I will be arranging a hearing to discuss your appeal within two weeks of the above date. In the meantime you may wish to consider whether you wish to be accompanied at that meeting by a trade union/professional organisation representative, a friend/relative not acting in a legal capacity.

Please let me know as soon as possible, if you will be accompanied so that I can include your representative in the arrangements for the meeting.

Yours sincerely

A28

SUPPORTING THE WORK-LIFE BALANCE (B) Job Share Policy

1. Introduction

Greater Glasgow Health Board (NHS Greater Glasgow & Clyde) is committed to equal opportunities and the promotion of flexible, employee friendly, working practices for all employees. By implementing this job share policy, the Board aims to create an environment that will allow all employees to utilise their skills, talents and experience and thereby allow it to both recruit and retain a well-motivated and committed workforce.

This Board will actively promote job sharing by ensuring that all job advertisements state that applications will be welcomed from candidates seeking a job share opportunity.

Job sharing represents an opportunity for employees to work fewer hours while maintaining their career prospects and personal development.

Job share is designed to increase the variety and seniority of work available to those not seeking full-time employment, without reducing the number of full-time jobs in the organisational structure. It is intended to:

- increase the pool of labour from which the Board can draw staff;
- increase employment opportunities for people committed to caring for children, partners, or other relatives;
- make it easier for employees returning from maternity leave to cope with career and family, thus retaining the benefits of their skills and experience;
- enable existing employees to reduce working hours (e.g. for personal/domestic reasons; as a pre-retirement option etc);
- improve possibilities of career development for people who do not work fulltime;
- allow employees to broaden their experience and increase job satisfaction by undertaking a wider range of responsibilities at work; and
- allow employees to pursue outside interests.

2. How Job Share Might Arise

Job sharing can be introduced into a post in a number of ways:

- An existing employee formally applying to management for a job share arrangement to be agreed in respect of the post they occupy.
- An internal application being made by an employee to share a post.
- A joint internal application being made by two or more existing employees as a unit to share a post.
- An external application being made by a candidate to job share a post.
- A joint external application being made by two or more candidates as a unit to job share a post.
- Two or more separate applications being made, whether internal or external, which can be matched together to form a job share unit.

3. General Principles

3.1 Eligibility

The opportunity to request a job share is open to all employees, as well as to prospective employees, irrespective of the grade or level of the post.

3.2 Sharing of Duties

The sharing of the duties and responsibilities of a post may take several forms. The aim in all cases is to ensure the most efficient means of operation. Division of duties may be into projects, tasks, and clients or merely time, as the case may be.

Great care should be taken not to confuse working arrangements with the job description. Although the duties may be divided, the overall responsibility must be shared. One partner should not be able to monopolise the most prestigious areas of work.

The partners should always be in a position to claim that at some time each had fulfilled the duties and responsibilities of the whole post.

Hours should be organised to suit both the service and the employees. However, it is understood that the hours/days/weeks agreed with either job sharer should always be such that should a part vacancy occur, the working arrangement to be advertised will form a sufficiently viable package to attract new applicants.

3.3 Women Returning From Maternity Leave

Women returning from maternity leave particularly benefit from job sharing. It may enable them to adjust their work patterns to their changing lifestyle circumstances following the birth of the baby(s). It will mean that the Board will retain their services and the skills that may otherwise be lost. For those employees who are on maternity leave and who wish to job share the following procedure applies.

- An employee should notify their manager in writing at the earliest opportunity (but at least two months prior to the return to work date) given notice of their wish to job share. This notification requirement must be made clear to the employee before she commences maternity leave.
- If the job is felt to be unsuitable for job sharing the manager will seek to find an agreed alternative job share. Two months prior to returning from paid maternity leave the employee will receive copies of the organisation's Jobs Bulletin and can apply for job share vacancies.
- Pending return from Maternity Leave the employee may wish to consider the use of unpaid maternity leave to allow the manager more time to find a suitable job share. The requirement to return for three months to retain maternity pay applies equally to women returning from maternity leave on a job share basis and will commence at the date of return.

4. Terms and Conditions

The general spirit and intention of the scheme is that all terms and conditions of service should be applicable to job sharers on a pro-rata basis.

4.1 Contract of employment

Each partner to a job share will hold an individual contract of employment. The postholder's job title will be that given to the established post with the endorsement "(job share)" - for example: "Medical Secretary (job share)".

The hours to be worked will be individually stated for each partner to the job share.

4.2 Rate of Pay

Pay rate will be pro-rata to the salary grade for the number of hours worked. Commencing salary and increments will be determined in accordance with NHS terms and conditions.

4.3 Annual Leave

The standard annual leave entitlement under NHS terms and conditions of service will apply pro-rata to the number of hours/days worked.

4.4 Public and Extra Statutory Holidays

Public and statutory holidays will be agreed between the job share partners and their line manager to ensure that a pro-rata division is maintained and legislative entitlements honoured.

4.5 Sick Pay

Job sharers shall have applied to them the provisions of the appropriate NHS terms and conditions of service pro-rata to the number of hours worked.

4.6 Maternity Leave

Job sharers shall be entitled to the appropriate NHS terms and conditions relating to maternity leave. Payment will be applied on a pro-rata basis.

4.7 Changeover/Overlap Arrangements

Where continuity is regarded as an essential requirement of the job share, such arrangements must be achieved within the normal established total hours, subject to management discretion.

4.8 Car Allowances

Entitlement to car allowances will be determined according to the nature of the post. Full entitlement will be payable to each car user.

4.9 Car Leasing

Individual job sharers who are eligible can apply for a car under the Board's leasing scheme.

4.10 Superannuation

All job sharers will be able to join the NHS Superannuation Scheme. However, because job sharers are on reduced pay this also means that they will pay less into the fund and in turn will get lower pension benefits for the period of the job share. Jobs sharers should consult the Scottish Public Pensions Agency to discuss their particular circumstances.

4.11 Overtime

Overtime will be payable if an individual job sharer works more than the full time hours per week for the post (following management approval).

4.12 Training

Job sharers shall have access to training opportunities on the same basis as full-time employees with respect to day release qualification courses (e.g. if a course requires full day release, half a day shall then be credited to working time and half a day shall be taken in the job sharers own time).

In respect of work related training courses, job sharers will be paid only where attendance coincides with their normal working hours. However, where training takes place on a day when a sharer does not normally work they should be allowed time off in lieu.

4.13 Notice Periods

Normal notice periods will apply.

5. Selection Procedure

Where a job share request is approved, the post holder will continue at full time hours until a job share partner is found. If a job share appointment to the "part" vacancy cannot be made within three months from the day of the first advertisement, the post holder will remain at full time and the job share cannot be progressed. Under these circumstances, full consultation will take

place with the job sharer and his/her trade union/professional organisation representative and attempts will be made to redeploy the remaining job sharer into another suitable post.

Where a job share is approved, it will be the responsibility of those involved in the selection process to ensure that the skills and the experience of the prospective job sharers are sufficient to undertake the full duties of the post, as detailed in the person specification.

Each job share applicant will be required to complete an application form for the post and each shortlisted candidate will be interviewed separately in accordance with normal recruitment practice.

Where appropriate, according to the nature of the post, job sharers seeking a partner through advertisement will be given the opportunity to meet shortlisted applicants before the interview. This will in no way constitute part of the recruitment process.

Job sharers shall be treated in the same way as full-time employees in relation to promotional opportunities.

6. Termination/Resignation

In the event of the resignation of one job share partner, the vacancy shall not be advertised until the remaining sharers have been offered the opportunity to take up the remaining hours.

7. Working Arrangements

There are various ways in which the working week may be divided for job sharers. Possible options include working on a half-day basis, a half weekly basis or alternating days. As far as possible, working hours must be agreed by job sharers and line management. In normal circumstances job sharers will not be required to cover their partner's absences, though they may opt to do so in specific instances.

The working patterns of job sharers shall not be altered without full consultation and after attempts have been made to reach agreement.

8. Individual Responsibility

Each job sharer is responsible individually for the satisfactory performance of his/her own duties. They are not responsible for their partners' conduct and

capability and, for the purposes of the disciplinary and grievance procedures, job sharers will be treated individually.

9. Monitoring, Review and Evaluation

The application of this Policy will be monitored jointly by the Director of Human Resources and the Area Partnership Forum to ensure equitable treatment of all employees.

The Board is required by Law and under the European Union Employment regulations, to gather monitoring information relating to ethnicity, religion and faith, sexual orientation, age, disability and gender for all aspects of employee relations.

You may be asked for information relating to the above in connection with this policy.

You do not have to give the monitoring information if you do not wish to. However, for some of the above diversity strands it is a legal requirement that we ask you for it, and good practice to ask for monitoring information for all diversity strands.

Any equalities monitoring information will be held separately and not used to inform any proceedings that occur in relation to this Policy.

The operation of this Policy will be regularly reviewed by the Area Partnership Forum to ensure its continued effective operation, and formally no later than 30th June 2009.

SUPPORTING THE WORK-LIFE BALANCE

(C) Career Break Policy

1. Introduction

Greater Glasgow Health Board (NHS Greater Glasgow & Clyde) is committed to equal opportunities and the promotion of flexible, employee friendly working practices for all employees. By implementing this career break policy the Board aims to create an environment that will allow all employees to utilise their skills, talents and expertise and thereby allow it to both recruit and retain a well-motivated and committed workforce.

The purpose of the career break policy is to allow employees an opportunity to leave their employment on a long-term basis (normally between six months to five years), mainly to undertake further education or to fulfil domestic commitments. The policy will enable employees to keep up to date during their career break and help them return to work at the end of the break.

Arrangements for those participating in Voluntary Services Overseas (VSO) or equivalent are different and will be applied as set out in HDL(2006)8.

2. Definition

A career break is special leave without pay for a specified period of time.

3. Purpose

The policy is designed for employees who are currently prevented from remaining in full or part time work but who would like to restart work when circumstances make this possible (e.g. after a course of further education, bringing up children or having cared for a dependant relative). A career break will not be allowed for the purpose of taking up alternative employment.

4. Eligibility

All employees must have a least 12 months' service with the NHS to be eligible to take a career break.

Some examples of where applications could apply are in the context of:

- caring for a dependant relative;
- continuing childcare following a period of maternity leave; or
- undergoing further education and training of benefit to the Service.

Each application will be considered on the merits of the individual case and, where possible, a decision made within 2 weeks following receipt of an application. Full details should be provided in writing to the employee if an application has been rejected or delayed, clearly explaining the reasons for doing so.

5. Duration of Career Break

The maximum period for a career break is five years. An employee may, however, make a number of breaks throughout their employment with the Board provided that the total periods of absence do not exceed five years. A new application must be made for each break requested.

6. Application Procedure

- Employees who wish to apply for the Scheme shall discuss the matter initially with their line manager.
- Applications should then be made in writing. Applications should be made at least three months before starting the proposed break, although in exceptional circumstances management may waive this.
- If approved, the employee shall be issued with appropriate documentation by Human Resources that requires an agreement to abide by the terms and conditions of the career break.
- Managers will be reminded by Human Resources at the end of each financial year of their need to ensure that staff on career breaks have complied with the minimum two weeks' work requirement.
- All documentation in relation to the policy is available from Human Resources.

7. Employee Commitment

7.1 Employees are expected to fulfil the following requirements while on a career break. The purpose of this is to maintain their skills; knowledge and expertise to enable a smooth transition

back to work. In particular s/he is required to: make themselves available to undertake a minimum of two weeks' paid employment per annum, as agreed with their Head of Department.

This may include:

- attending any seminars or meetings to which they are invited by the Board;
- maintaining professional membership or state registration (e.g Nursing & Midwifery Council) where this is required for employment purposes
- keeping knowledge updated by reading relevant professional journals and attending professional meetings, journal clubs etc; and
- attending a minimum number of training sessions, as agreed with the Head of Department to update and refresh their knowledge and skills.

7.2 Employees who participate in the scheme will be obliged to advise their manager of any changes in circumstances, such as home address.

7.3 If the career break lasts for more than one year, employees must notify their manager of their intention to continue the break at least three months prior to the end of each year.

8. Management Commitment

8.1 The Board is committed to ensuring that, as far as is reasonably practicable, employees on a career break shall be offered priority consideration for any post at the same grade and undertaking the same type of work as that undertaken prior to the career break. Employees will be entitled to refuse up to three offers after which the organisation is under no obligation to make any further offer

8.2 The Board will guarantee to provide career break participants with at least two weeks' paid employment per year (pro rata for shorter breaks) in order to keep abreast with changes and

developments in the service. This may include training courses and professional updating.

- 8.3 A monthly information pack will be made available to staff on a career break advising of any relevant changes in service conditions, etc.

9. Return to Work

- 9.1 While no guarantee of a return to a particular post can be given, every effort will be made to place individuals in posts of similar grade and responsibility to that held prior to the break, and will take into account the employee's experience, achievements and qualifications.
- 9.2 Three months' notice of an intention to return to work must be given to the line manager concerned. During this period Human Resources will send copies of the internal vacancies bulletin to participants in the scheme.
- 9.3 If, before starting a career break, an employee works in a part time/job share arrangement every effort will be made to allow the employee to return on that basis. However, there is no guarantee that this will always be possible.
- 9.4 To ease the transition back to work the employee may be allowed to return to work on a part-time basis for up to three months before returning to full duties. This must be discussed and agreed with the manager at the time of notifying the employee's wish to return to work.

10. Terms and Conditions of Service

10.1 General Conditions

- 10.1.1 A period of absence on a career break shall not be regarded as a break in service for NHS continuous service purposes, although the break will not itself count as reckonable service. For the purposes of the Employment Rights Act 1996 (as amended) the period of absence will not be regarded as continuous service.

10.1.2 As an employee has continuous employment whilst on a career break, any entitlements accrued prior to the break will not be lost.

10.2 Superannuation

10.2.1 Maintenance of superannuation contributions while on a career break is only possible for employees who are taking a break of one year, or less. As the career break constitutes continuous service, superannuation contributions will be maintained for those on a Career Break of less than one year.

10.2.2 For those employees who take a career break of longer than one year, superannuation contributions will only be deducted in respect of the two weeks per annum (or pro-rated period) that they undertake paid work for the organisation. This will ensure that they remain members of the superannuation scheme during the course of their career break and will be eligible for benefits.

10.2.3 When an employee returns to work following a career break, their superannuation contributions for the unpaid period will be deducted from subsequent pay over a corresponding period. Any tax rebate to which the employee is entitled as a result of their career break may be used to offset superannuation arrears.

10.3 Lease Cars

An employee who is provided with a lease car will be required to return the car to the Car Leasing Section for the period of their career break if it has a scheduled duration of over 12 months.

However, as the full leasing cost of the vehicle will be borne by the employee if it is retained during a career break, they are advised to discuss the matter with a member of the Car Leasing Team prior to embarking upon such a break.

In the event of a lease vehicle being returned, a termination fee may apply.

10.4 Organisational Change

The Organisational Change policy will apply equally to employees on Career Break and, consequently, where redeployment attempts are unsuccessful normal redundancy procedures will apply. Redundancy payments will be calculated in accordance with NHS Terms and Conditions.

10.5 Sick Leave

Employees on a career break are not entitled to receive sick pay except during the two weeks of paid employment that they are required to undertake each year.

10.6 Annual Leave

Employees on a career break will only accrue annual leave for any paid employment carried out for the Board during their career break (as described at 7.1).

10.7 Maternity

A member of staff who discovers that she is pregnant during the course of a Career Break should seek advice from Payroll Department at the earliest opportunity to ensure that she receives appropriate maternity benefits.

11. Monitoring, Review and Evaluation

The application of this Policy will be monitored jointly by the Director of Human Resources and the Area Partnership Forum to ensure equitable treatment of all employees.

The Board is required by Law and under the European Union Employment regulations, to gather monitoring information relating to ethnicity, religion and faith, sexual orientation, age, disability and gender for all aspects of employee relations.

You may be asked for information relating to the above in connection with this policy.

You do not have to give the monitoring information if you do not wish to. However, for some of the above diversity strands it is a legal requirement that we ask you for it, and good practice to ask for monitoring information for all diversity strands.

Any equalities monitoring information will be held separately and not used to inform any proceedings that occur in relation to this Policy.

The operation of this Policy will be regularly reviewed by the Area Partnership Forum to ensure its continued effective operation, and formally no later than 30th June 2009.

SUPPORTING THE WORK-LIFE BALANCE (D) Reduced Working Year Policy

1. Introduction

Greater Glasgow Health Board (NHS Greater Glasgow & Clyde) is committed to equal opportunities and the promotion of flexible employee-friendly working practices for its entire staff. By implementing this policy we hope to create an environment that will allow all employees to utilise their skills, talents and experiences and thereby allow us to both recruit and retain a well-motivated and committed staff.

2. Definition

Flexible working in the form of a reduced working year can take a number of forms. One of the most common examples is that of term-time working, which is a formal agreement whereby the duties and responsibilities of a post are carried out (either full-time or part-time) during school terms. It allows employees to remain on a permanent contract and gives them unpaid leave during school holidays. The salary of the post is reduced proportionately to the hours worked by the post-holder. These principles would apply regardless of whether a reduced working year contract is explicitly linked to school terms or not.

A reduced working year represents an opportunity for employees to work during certain agreed periods of the year while maintaining their career prospects and personal development.

3. Operation of the Policy

An application to request a reduced working year contract is open to all employees as well as prospective employees, no matter what level in the organisation. Where posts are not considered to be suitable for a reduced working year contract, a full explanation will be given by the line manager.

Employees on reduced year contracts are expected to take their contractual entitlement to paid annual leave during pre-arranged periods of leave (such as the school holidays). Subject to local agreement, a maximum of five days' contractual paid leave may be

held to be taken with prior notice at times outwith holiday periods for needs which may arise from time to time.

Each employee must agree with their manager how much additional unpaid leave is required to cover the leave period and when exactly paid leave will be taken. These arrangements should be made at the start of the reduced working year agreement.

4. Calculation of Pay

There are two options available for payment of employees who work reduced working year contracts. Option 1 allows for twelve equal payments over the year to be made using a formula to deduct monies due for unpaid leave. Option 2 makes payments to staff on the basis of what they actually work and deductions for periods of unpaid leave.

4.1 Option 1

Once an employee has agreed with their manager how much unpaid leave will be taken their paid annual leave allocation (this will include public holidays due on a pro rata basis) will be recalculated. This calculation will take account of the unpaid period of leave (no annual leave will be accrued during unpaid leave).

Following this calculation the annual salary will be calculated on a pro-rata basis for the period of paid employment. This figure will then be paid in twelve equal payments throughout the year.

4.2 Option 2

Once an employee has agreed with their line manager how much unpaid leave will be taken and when, the line manager must inform payroll. The necessary deductions to pay for the periods of unpaid leave will be made the month they occur.

5. Monitoring and Review

The application of this Policy will be monitored jointly by the Director of Human Resources and the Area Partnership Forum to ensure equitable treatment of all employees.

The Board is required by Law and under the European Union Employment regulations, to gather monitoring information relating to ethnicity, religion and faith, sexual orientation, age, disability and gender for all aspects of employee relations.

You may be asked for information relating to the above in connection with this policy.

You do not have to give the monitoring information if you do not wish to. However, for some of the above diversity strands it is a legal requirement that we ask you for it, and good practice to ask for monitoring information for all diversity strands.

Any equalities monitoring information will be held separately and not used to inform any proceedings that occur in relation to this Policy.

The operation of this Policy will be regularly reviewed by the Area Partnership Forum to ensure its continued effective operation, and formally no later than 30th June 2009.

SUPPORTING THE WORK-LIFE BALANCE

(E) Home Working Policy

1. Applicability and Definitions

This policy applies to any post where work is performed at or from home instead of at or from the Board's premises for a significant proportion of the contractual working hours.

1.1 Working at Home (Section 4)

Where an employee, with the approval of their manager wishes to work at home for part of their working time even though their contract of employment requires them to have their office based on the Board's premises.

Sections 1-4 only of this policy apply. The appendices do not apply.

1.2 Working from Home (Section 5)

Where an employee is required in their contract of employment to have their office based in their home even though they may work other than at home for part of their working time. Such employees will be referred to hereafter as "Homeworkers".

All of this policy applies, with the exception of section 3. Appendices 1 to 3 inclusive apply.

2. Rationale

There are a number of reasons why homeworking and working at home is desirable, including:

- providing greater flexibility;
- increasing scope to meet the Board's commitment to equal opportunities, (e.g. it may enable a person with disabilities to do a job they otherwise would not be able to do);
- reducing energy consumption and pollution from unnecessary car journeys;
- broadening the traditional recruitment market and gaining access to alternative labour markets;
- attracting and retaining staff;

- providing a working environment which enables work to be carried out effectively and efficiently.

Key points to bear in mind are that:

- Staff should not lose out financially in terms of job satisfaction or in terms of career prospects.
- Those working from home/teleworking should have the same employment rights as office-based workers.
- It should be possible to review the practice regularly and, if necessary, to revert to previous arrangements.

3. Working at Home

3.1 Definition

'Working at Home' occurs when an employee wishes, with the approval of their manager, to work at home for part of their working time, even though their contract of employment requires them to be based on work premises.

3.2 Guidance for working at home:

3.2.1 Working at home should be used to undertake specific work activities.

3.2.2 Frequency and duration of working at home should be agreed with the manager and relevant colleagues.

3.2.3 Reasonable notice of a wish to work at home must be given.

3.2.4 Once there is an agreement that an individual is to work at home for a part of a day, given day or given period of days, the arrangement should be respected in so far as possible.

3.2.5 Employees working at home may be recalled to work premises at short notice.

3.2.6 In cases where employees working at home are frequently recalled to work premises at short notice, working arrangements should be reviewed.

3.2.7 Individuals and colleagues/managers should jointly monitor the impact of time spent working at home.

3.2.8 Staff working at home are required to carry out their work duties during their normal hours of work. Any domestic arrangements such as childcare/carer arrangements must remain in place throughout the hours of work.

3.2.9 Perceived problems caused by employees working at home should be addressed within departments and/or teams.

3.2.10 Employees working at home must be contactable by telephone.

3.2.11 Where an employee works at home more than 50 days in any one calendar year, that employee's manager shall actively review ways of working with particular regard to location of the workplace.

4. Working from home (Homeworkers/Teleworkers)

4.1 Definition

Employees are referred to as 'homeworkers' where they are required in their contract of employment to have their office based in their home, even though they may be other than at home for part of their working time.

4.2 Criteria to determine suitable posts

The manager and Human Resources will agree the number and type of jobs to be operated in line with this policy. If an employee requests to work from home they will participate fully in any discussion that affects their post.

Selection is undertaken in the following stages:

Stage 1: The Nature of the Role

- The role requires a high degree of personal concentrated work with very limited interaction and can be done at home in isolation from colleagues.

- The role effectively has no need for or would derive limited benefit from an office base.
- There is no 'face to face' service at the work base (the home).

Stage 2: Health and Safety Assessment

Individuals who are planning to work from home should complete the attached self-assessment form (appendix E1) to ascertain whether the home needs to be assessed by a competent person. The purpose of any such assessment is to establish the suitability of the home for working against health and safety standards and the requirements as specified within appendix E2.

Stage 3: Capability, Personal and Role Development

Selection must be in accordance with the competencies and criteria which have been identified as essential to being able to work productively and competently in the home environment i.e.:

- competency to deliver the role effectively without supervision;
- understanding of the impact of homeworking on the home environment;
- self-motivation, self-discipline and possession of good time management skills;
- clarity of role, deadlines and objectives with feedback;
- clarity of personal development plan and monitoring arrangements.

The above selection criteria will be reviewed according to the needs of the service, and may vary dependant on the specific job roles.

4.3 Regular Information/Support/Communications

The following provides guidance to managers and employees to ensure that those who work from home form an integral part of a team.

4.3.1 The manager should ensure that each homeworker has the opportunity to meet and discuss ideas at least once a week.

4.3.2 In addition to regular and detailed team briefings, line managers will ensure that there are regular communications, as appropriate, made between the office-based team and homeworkers. Homeworkers and their managers should meet on a regular basis to evaluate and develop effective communication links. Homeworkers should receive all relevant information, briefing papers and internal departmental communications.

4.3.3 Clear objectives are required with specific targets and the organisation of work into a series of 'deliverable' segments.

4.3.4 Homeworkers should be allocated a work area using principles of 'hot-desking', if appropriate, within work premises for the time they are expected to attend.

4.3.5 Homeworkers shall be supplied with relevant I.T. support (e.g. e-mail, telephone conference facilities, computer, etc.) to allow them to work effectively.

4.4 Terms and Conditions of Employment

The terms and conditions set out below must be agreed before homeworking begins.

4.4.1 Place of Work

- The contract will define the normal place of work as the employee's home. Should the individual move to a different home address, then the suitability of those premises will be assessed and homeworking will only continue with the Board's express agreement.

- The contract shall provide that the employee is required to adhere to all Board policies and attend work premises at reasonable notice. Purposes may include meetings, reporting sessions, submission of completed work, and training.
- At the determination of the Board the employee will be required to live within a reasonable travelling distance of work premises for meetings, briefings, training etc. in line with arrangements for office-based staff. This requirement will be specified at the time of advertising and when notifying staff of homeworking.
- There may be occasions, as a result of system or equipment failure, when the employee will be required to work from work premises. Arrangements will be agreed between the line manager and employee prior to commencement of homeworking.
- The Board, by prior appointment, has the right to enter the employee's home to inspect equipment and methods of storage, including a right of access to filing cabinets and to computer files relating to the Board's activities.

4.4.2 Hours of Work

Hours of work will be the same as those employees based in work premise

4.4.3 Domestic Arrangements

Homeworkers are required to carry out work duties during their normal hours of work. Any domestic arrangements such as childcare/carer arrangements must remain in place throughout the homeworker's hours of work.

4.4.4 Reimbursement of Expenses

Reimbursement of business travel costs will be based on the home address as the normal place of work and will be in line with Board policy.

4.5 Equipment and Workstation

- The Board will provide, for homeworkers, equipment as outlined and agreed as above. The Board will be responsible for installation, maintenance, repair and removal as required. Stationery and similar office materials will be supplied by the Board.
- The Board will, at its discretion and up to specified limits reimburse the homeworker for the previously agreed purchase of essential equipment (e.g. desk, chair, filing cabinet).
- The homeworker is responsible for keeping all such equipment in good condition, reasonable wear and tear accepted, and for reporting any damage or malfunction to the line manager.
- The homeworker shall be responsible for ensuring that equipment and furniture purchased meets health and safety requirements as outlined within appendix E2.
- On termination of the contract of employment the Board will have the right to enter the homeworker's home immediately to recover all its property including equipment, software and copy documents and files. Without prejudice to the Board's legal right, entry should always be by mutual agreement. Alternatively, the homeworker may opt to keep the equipment and/or furniture in exchange for a payment equal to the original cost, less 3% of the value per month of service since its purchase; otherwise the employer will have the right to remove the equipment.
- The homeworker shall arrange for a business telephone line to be installed solely for business usage, as applicable, and all call and rental charges will be invoiced to the Board.
- Additional and/or specialist equipment may be required, due to a homeworker's disability. On such occasions it may be appropriate to have the workplace assessed by the local Disability Employment Advisor to advise on equipment available under the access to work scheme.

5 Taxation

- 5.1 Based on current legislation, it is not expected that there should be any additional personal taxation or Benefit in Kind implications on the homeworker as a result of working from home.
- 5.2 It is not expected that there will be any Capital Gains Tax implications if the room used for working from home is dual purpose (i.e. occupies under 10% of the employee's home). However, homeworkers may contact HM Customs and Revenue to confirm their individual circumstances.
- 5.3 Insurance arrangements are a joint responsibility between the employee and the Board. Homeowners must provide evidence of adequate insurance cover prior to commencing homeworking.

6 With Withdrawal from Homeworking

'Homeworking' is regarded as a long term commitment both for the Board and staff. Notwithstanding this, homeworkers may seek to discontinue the arrangements and request to be based in work premises. The Board will agree where it deems this practicable. The line manager will take a compassionate approach to requests made due to exceptional personal circumstances.

Homeworkers will be required to co-operate in enabling the Board's property to be removed upon termination of employment.

7 Monitoring and Review

The application of this Policy will be monitored jointly by the Director of Human Resources and the Area Partnership Forum to ensure equitable treatment of all employees.

The Board is required by Law and under the European Union Employment regulations, to gather monitoring information relating to ethnicity, religion and faith, sexual orientation, age, disability and gender for all aspects of employee relations.

You may be asked for information relating to the above in connection with this policy.

You do not have to give the monitoring information if you do not wish to. However, for some of the above diversity strands it is a legal requirement that we ask you for it, and good practice to ask for monitoring information for all diversity strands.

Any equalities monitoring information will be held separately and not used to inform any proceedings that occur in relation to this Policy.

The operation of this Policy will be regularly reviewed by the Area Partnership Forum to ensure its continued effective operation, and formally no later than 30th June 2009.

Health and Safety Audit: Homeworker's Self Assessment

This form must be completed by the employee planning to work from home and be counter-signed by their manager. The purpose of this form is to ascertain whether a full health and safety assessment should be undertaken on the employee's home environment by a risk assessor. This form should be completed and returned to Human Resources Department before it is agreed that a member of staff may work from home.

Name			
Address			
Telephone No			
Department			
Job Title		Please forward a copy of your job description with this completed form	
		Please tick the appropriate box	
1	Do you anticipate spending more than 20% of your time working at your homebase?	Yes	No
	If yes, do you anticipate spending more than 50% of your time working at your homebase?	Yes	No
2	Do you have a room at home which will be used specifically as an office base?	Yes	No
	If you answered no to this question, within which room in the home will the work be undertaken?		
	How much space in this room will be required to carry out your role effectively?		
	Is there sufficient space within this room to carry out your role effectively?	Yes	No
	Is there adequate ventilation, reasonable temperature, and suitable lighting within the home to perform the role effectively and in comfort?	Yes	No
3	Will you be using your PC continuously for an hour or more at a time?	Yes	No
	Will you be using the PC every day?	Yes	No
	If not, how often will you be required to use your PC at your home base?		
4	Do you have adequate first aid provisions in	Yes	No

	the home?		
5	Are you likely to have to carry or move heavy loads in the home as part of your role?	Yes	No
	If yes, what manual handling activities will be undertaken in the home?		
6	Is your electricity supply suitable for homeworking? (e.g. are there sufficient sockets, etc?) <i>(Consult a qualified electrician if necessary)</i>	Yes	No
If you believe there is additional information we may require in relation to health and safety issues of working at home, please set this out below.			

Homeworking Health and Safety Issues

In accordance with Section 2(1) of the Health & Safety at Work etc. Act 1974 ("HASAWA") there is a duty on every employer "...to ensure, so far as reasonably practicable, the health, safety and welfare at work of all its employees".

In particular, the Board is responsible for:

- (a) the provision and maintenance of the Board's equipment and systems of work that are safe and without health risks;
- (b) ensuring safety and absences of health risks in the use, handling, storage, and transport of articles; and
- (c) the provision of information, instruction, training and supervision necessary to ensure health and safety.

The Board will make a suitable and sufficient assessment of all the risks to the health and safety of their homeworkers by identifying any hazards in the home, assessing the risks those hazards might pose to the homeworkers, and other occupants of and visitors to the home, and taking appropriate action to remove those risks or reduce them as far as possible. The homeworker is required to assist in that process by completing a preliminary Health and Safety Self Assessment Audit (appendix E1). This assessment should take place before a new employee, or existing member of staff is designated a homeworker and then reviewed on a regular basis.

Homeworkers are required to take reasonable care for their own health and safety and that of other persons who may be affected by their acts and omissions at work in the home. Without prejudice to the Board's duties as the employer, the homeworker's duties in this regard are likely to be significant because the working environment is not under the Board's control.

Risk Assessments should take into account the following issues:

1. Display Screen Equipment

A homeworker will not be permitted to carry out a significant amount of work at a home-based work station until such risk assessment has been carried out and any recommendations implemented. Such

assessments shall be conducted by someone who has received relevant training. The "workstation" as defined in the Health and Safety (Display Screen Equipment) Regulations 1992 includes the display screen, the software, the keyboard, disk drive, telephone, modem, printer, documents holder, work chair, work desk, work surface, any other items peripheral to the display screen equipment, and the immediate environment around it.

2. Work equipment

The Provision and Use of Work Equipment Regulations 1992 (PUWER) do apply to the home. Other equipment not comprising part of the "workstation" as defined above provided by the employer will nevertheless be suitable and sufficient for its purpose, with proper information and training being given on how to use that equipment properly and safely. Particularly important will be proper storage facilities for paper files.

3. Handling Loads

Homeworkers should be warned of the hazards of handling loads. Steps will be taken to avoid the need for any hazardous manual handling by homeworkers of loads relevant to their work in the home either altogether or, until risk assessments have been carried out.

4. Workplace

The Workplace (Health, Safety and Welfare) Regulations 1992 do not apply to the home but the standards they require provide a useful benchmark in carrying the overall risk assessment. The home workplace should have adequate ventilation, a reasonable temperature, suitable and sufficient lighting, sufficient space, and the floor should be kept free from obstructions or from articles or substances which could cause a homeworker to slip, trip or fall. If the employer approves the home as suitable it will be the homeworker's responsibility to maintain that safe and healthy working environment.

5. Electrical equipment

The Electricity at Work Regulations 1989 require electrical systems to be constructed and maintained, so far as is reasonably practicable, to prevent danger. Duties under the regulations fall on employers and employees insofar as they relate to matters under their control. The employer is only responsible for electrical equipment which it supplies.

However, before allowing a homeworker to work from home the organisation will ensure that the homeworker's own electrical wiring is adequate for the purposes intended. Maintenance of the wiring is the homeworker's responsibility.

6. Substances and materials

The employer is only responsible for substances and materials it provides to homeworkers. Procedures under the Control of Substances Hazardous to Health Regulations 1994 should be complied with. (Please refer to the organisational Health and Safety Policy.)

7. Security

Employees who undertake to meet with members of the organisation or members of the public in the course of their employment should make appropriate arrangements to meet at the local work office or in a public building.

8. First Aid

In accordance with paragraph 3 of First Aid at work the Approved Code of Practice and Guidance to the Health and Safety (First Aid) Regulations 1981, the employer will ensure that the homeworker has adequate and appropriate first aid provisions in the home. It shall be a contractual obligation on the part of the homeworker to allow managers to have reasonable access to the home, by appointment, in order to carry out inspections for health and safety purposes. The homeworker will be given sufficient training and information to enable the employer to comply with its duty to report and record the work related accidents, injuries and diseases referred to in the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 1995.

Homeworkers' Intellectual Property and Data Protection

Employees do not own the copyright on work produced in the course of employment with the Board unless there is a written agreement to the contrary.

It is the duty of the homeworker to take all reasonable precautions to protect confidential information relating to employment with the Board which is stored in the home and, in particular, from other people residing in or visiting the home. Information is confidential where it is expressly stated to be confidential. Information can also be confidential where its nature or quality attracts confidence by implication, or where it is covered by the data protection legislation.

Information held on computer which contains data about any identifiable living individuals is likely to be subject to the Data Protection Act 1998. Homeworkers, as employees, do not need to register separately under this Act; they are covered by the Board's Register entry. However, homeworkers will need to know and understand their obligation to keep data about any identifiable living individuals confidential and secure, to operate within the terms of the Board's Data Protection Register entry, and to comply with the eight Data Protection Principles.

In practice, the homeworker's obligations as set out above are best observed by keeping work life and domestic life separate. In particular, where there is a risk that other household occupants, might gain access to work-related computer files these should be password protected. Great care should be taken not to inadvertently disclose passwords.

Computer files which are not contained in the organisations networked drives should be regularly backed up onto disc and stored away from the home. Managers are responsible for agreeing and monitoring procedures for ensuring the security of work, information, and data and files under the homeworker's control. Homeworkers should comply with the Board's system's department procedures on virus checking and logging off when a computer is not in use.

SUPPORTING THE WORK-LIFE BALANCE (F) Phased Retiral Policy

1. Introduction

Greater Glasgow Health Board (NHS Greater Glasgow & Clyde) recognises that the change from work to retirement is one of the most significant events encountered during a person's life. This policy aims to provide the best support and practical information to enable employees to experience as smooth a transition from work to leisure as possible.

This policy applies to all employees of the Board who wish to retire including those employees with Mental Health Officer or special class status.

2. Principles

All employees for whom this policy applies will be given the opportunity to access the benefits detailed in this policy. Employees who wish to continue to work until they are 65 may do so, retiring the day before their 65th birthday. It will be the responsibility of the Human Resources to contact all employees 13 months before their 60th birthday (55th in the cases of special classes) to enquire as to their intentions in regard to retirement. Employees must inform the local Head of Human Resources of the intention to retire and whether they wish a phased retiral. Human Resources will then arrange an individual interview with the member of staff 12 months before the actual date of retiral in order that a "Retiral Plan" may be drawn up. The retiral plan must include agreement between the manager and the employee on how annual leave will be utilised over the final year leading to retirement

3. Working Hours Reduction

In order that an employee can adjust to the prospect of increased leisure hours, a gradual reduction in working hours may be introduced three months prior to retirement, as detailed in the table¹ below:

Third month before retiral - 4 days

¹ The above table may be adapted for Medical and Dental Staff on a pro rata basis using job planning activity instead of days.

Second month before retiral - 3 days
Last month before retiral - 2 days

The above will apply on a pro-rata basis to staff on either part-time or job share contracts. During this time employees will receive their normal pay².

4. Preparation for Retirement

Employees will be given the opportunity to attend a pre-retirement course where they will have access to a wide range of information and be given their “retiral pack”. To encourage a long and healthy retiral employees will have access to a health check and advice from the Occupational Health service.

5. Staff Termination/Pensions Application

Pensions applications and notification of termination should be completed 4-6 months before the date of retiral in order to ensure that pensions are paid timeously.

6. Retiral Gift/Presentation

The Board believes it is important that an employee’s service is acknowledged. Therefore line managers must take responsibility for these arrangements. In addition, in acknowledgement of long service at retiral, the Board will provide a gift with a value in relation to service as follows:

With 20 or more years continuous service with the Board but less than 30 years	£100.00
With 30 or more years continuous service with the Board but less than 40 years	£150.00
With 40 or more years continuous service with the Board	£250.00

² Normal pay is the full pay the employee would have received had they worked their standard hours for the period of step down. (It does not include unearned overtime or unearned on-call payments out with standard hours.)

The above definition of normal pay also includes distinction awards and discretionary points for Medical and Dental Staff.

7. Monitoring and Review

The application of this Policy will be monitored jointly by the Director of Human Resources and the Area Partnership Forum to ensure equitable treatment of all employees.

The Board is required by Law and under the European Union Employment regulations, to gather monitoring information relating to ethnicity, religion and faith, sexual orientation, age, disability and gender for all aspects of employee relations.

You may be asked for information relating to the above in connection with this policy.

You do not have to give the monitoring information if you do not wish to. However, for some of the above diversity strands it is a legal requirement that we ask you for it, and good practice to ask for monitoring information for all diversity strands.

Any equalities monitoring information will be held separately and not used to inform any proceedings that occur in relation to this Policy.

The operation of this Policy will be regularly reviewed by the Area Partnership Forum to ensure its continued effective operation, and formally no later than 30th June 2009.

SUPPORTING THE WORK-LIFE BALANCE (G) Special Leave Policy

1. Introduction

Greater Glasgow Health Board (NHS Greater Glasgow & Clyde) recognises that many employees balance the demands of work requirements with domestic responsibilities. While each employee is responsible for ensuring that they have appropriate care mechanisms in place to meet their personal responsibilities, the Board will endeavour to assist in circumstances where these arrangements have unavoidably broken down, or where additional pressures, outwith the norm, arise and for which time off work may be required.

All requests must be dealt with on a strictly confidential basis and no undue pressure will be exerted on staff to divulge details which might breach their personal privacy. However sufficient information is required to allow managers to make an informed decision on the amount of leave granted.

2. Legal Framework

(i) The Employment Relations Act, 1999

All employees are provided with the right to take a reasonable period of unpaid time off work to deal with an emergency involving a dependant and not to be dismissed, or victimised, for doing so.

For these purposes, a dependant is defined as someone who lives in the same home as the member of staff and who is a spouse, partner, child, parent, grandparent, or other relative or person living in the same house, with whom the member of staff has a similar relationship.

This legislation does not provide a set amount of time off which can be taken but it is widely regarded that, in most cases, the amount of leave will be limited to one or two days at the most.

(ii) The Employment Act, 2002

Parents of children aged under 6 and of children with a disability aged under 18, are provided with the right to apply to work flexibly and their employers have a duty to consider requests seriously.

This legislative right does not apply in the case of any other category of dependant.

3. Policy Rationale

The purpose of this policy is to allow for an appropriate response to:

- (a) the sudden and immediate need to provide care to a family member, dependent, close friend or colleague;
- (b) a family member, dependent, close friend or colleague of the employee suffering ill health;
- (c) a family member, dependent, close friend or colleague of the employee suffering a bereavement;
- (d) civic and public duties.

This could be where the normal arrangements break down without notice, or where an urgent and unforeseen situation arises.

Examples of this include:

- a family member, dependent, close friend or colleague of the employee falling ill, being involved in an accident, or being assaulted, including instances where the victim is distressed rather than being physically injured;
- the need to make longer term care arrangements for a family member, dependent, close friend or colleague, who is ill or injured;
- to deal with the death of a family member, dependent, close friend or colleague (e.g. to make funeral arrangements, or to attend a funeral);
- to deal with an unexpected disruption, or breakdown, in care arrangements for a family member, dependent, close friend or colleague (e.g. when a childminder or nurse fails to turn up); or
- to deal with an incident involving the employee's child during school hours (e.g. if the child has been involved in a fight, or is being suspended from school).

NHS Greater Glasgow & Clyde also recognises that the needs of employees who care for a family member, dependent or close friend who is elderly, disabled, or suffer ill health, is particularly important in the NHS because people working in healthcare are often expected to do more than other family members when it comes to caring for a relative.

G2

The provisions of this policy are applicable to all employees, irrespective of length of service, hours of work, or grade and no employee will suffer any detriment as a result of making application for time off under these provisions.

As always, the extent and duration of such leave must be balanced by service needs accepting the emergency and unforeseen nature of requests particularly in the early stages.

4. Time Off

The provisions for time off are as follows:

(i) **Serious illness/Bereavement Leave**

Up to one working weeks paid leave in the event of the serious illness, acute need or death of a family member, dependent, close friend or colleague. This can be extended by up to a further working week and it will be at the discretion of the manager whether this is paid or unpaid.

(ii) **Domestic Emergencies**

Up to one working week can be allocated as paid leave to deal with urgent and predominately unforeseen circumstances to which sick leave, annual leave, or any other form of specified leave is not applicable. The level of leave granted will vary depending on the seriousness and scale of the incident. Leave may be extended by up to a further working week and it will be at the discretion of the manager, taking into account the circumstances of the specific case, whether this is paid or unpaid.

(iii) **Carer Leave - Short & Long Term**

This provision is primarily for those who are required to provide care for a dependant.

- **Short Term Carer Leave** allows for up to one working weeks paid leave, which can be extended by up to a further working week of paid or unpaid leave, to deal with urgent unforeseen care needs. Thereafter and depending on the specific circumstances, a manager may agree a period of annual leave, or unpaid leave.

- **Long Term Carer Leave** allows for the possibility of altering contractual work patterns to enable the employee's family life and work requirements to be balanced for an appropriate period.

Note: The references above to a "working week" mean the number of hours that an employee is contracted to work. For example, the working week of a member of staff contracted to work 37½ hours per week, is 37½ hours, while the working week for a member of staff contracted to work 20 hours per week, is 20 hours.

5. Serious Illness/Bereavement Leave

5.1 Definition

To provide reasonable support to employees at times of distress due to the unforeseen serious illness, or the death of a family member, dependent, close friend or colleague.

5.2 Entitlement

Managers have the discretion to award paid leave of up to one working week in each occurrence of serious difficulty. In particularly distressing circumstances, the manager, in discussion with Human Resources, may extend this by up to a further week of paid or unpaid leave.

5.3 Duration Criteria

In considering the amount of leave, the manager should take into account the specific circumstances (e.g. the relationship between the member of staff and the person in question, whether the employee has a responsibility for the estate of the deceased, the availability of other relatives or friends and the distance to be travelled in dealing with such matters).

5.4 Consistency

Managers should aim to be fair, consistent and sympathetic in applying this policy.

5.5 Notification

Employees must make their manager aware of the potential need for leave at the earliest opportunity and should keep in regular contact throughout that period.

5.6 Record Keeping

Leave should be recorded on the appropriate record card for future reference and to enable monitoring of its fair application throughout NHS Greater Glasgow & Clyde. It must also be notified to Payroll Department to ensure appropriate payment and recording.

6. Domestic Emergencies

6.1 Definition

Leave under this heading can be defined as arrangements granted when employees need to be absent from work under circumstances not covered by sick leave, annual leave, bereavement leave, maternity leave, paternity leave, parental leave, adoption and fostering leave, or flexible working arrangements.

This leave is provided as a short-term solution to help members of staff to balance the demands of their work and home responsibilities.

6.2 Entitlement

- Up to one working week can be allocated as paid leave by the manager, taking into consideration the amount of the time reasonably required to attend to the situation which has arisen.
- In cases of exceptional difficulty, the manager can extend this period for up to a further working week and, in discussion with Human Resources, has the discretion to determine whether this should be on a paid or unpaid basis. It may, however, be considered appropriate for the employee to utilise annual leave under circumstances

where the situation, while still important, has ceased to be an emergency.

- In exceptional circumstances, the employee may be faced with long term difficulties and the manager, in discussion with Human Resources, should consider other options to assist in the situation. This may include a reduction in hours, an alteration to the employee's shift pattern, a move to another post, etc.
- There should be no requirement for the approved number of days to be taken in one block.

6.3 Notification

Employees must make their manager aware of their potential need for leave at the earliest opportunity and should keep in regular contact throughout this period.

6.4 Record Keeping

Leave must be recorded in the appropriate record card for future reference and to enable monitoring of its fair application throughout NHS Greater Glasgow & Clyde. It must also be notified to Payroll Department to ensure appropriate payment and recording.

7. Carer Leave

7.1 Definition

Where employees are responsible for caring for a family member, dependent or close friend, work and home life can cause conflicting pressures. Carer leave is designed to encourage managers to adopt flexible working practices at times when employees need assistance to balance their caring responsibilities with their work commitments.

As recorded in 4 (iii), short-term Carer Leave allows for up to one working week's paid leave, which can be extended by up to a further working week of paid or unpaid leave, to deal with urgent unforeseen care needs. Thereafter and depending on

the specific circumstances, a manager may agree a period of annual leave, or unpaid leave.

7.2 Local arrangements

The needs of employees, who care for family members, dependants or close friends, can often be very simple (e.g. knowing that they will be able to leave work on time each day, or being able to make a telephone call home during the day to check that all is well). Alternatively, a variation in the working pattern, such as altered shifts, or earlier/later starting and stopping times may provide an adequate solution.

Needs such as these may be relatively easy to satisfy and it is expected that the individual's manager will provide sympathetic support and strive to reach a mutually acceptable solution to the employee's requirements.

7.3 Short periods of time off

There may be circumstances when an employee needs a short period of time off (e.g. to deal with an emergency situation, to attend hospital, etc). In these circumstances, one of the arrangements shown in Section 4 can be utilised to allow the employee time off.

7.4 Long-term arrangements

There may, however, be times when the caring demands on the employee are such that they are forced to consider more extreme measures, such as a long term reduction in working hours, in order to meet their caring commitments.

While each case must, quite obviously, be judged on its own merits, NHS Greater Glasgow & Clyde is committed to ensuring that where the reason for an employee requesting a reduction in contracted hours is for the provision of care, their case will be considered sympathetically and will not be unreasonably denied.

Employees with caring responsibilities, who recognise the need to alter their contracted working hours on a long term basis, should discuss the matter with their manager in the first

instance. It may be considered appropriate for Human Resources to be involved in these discussions.

Where the manager feels unable, because of the needs of the service, to agree to the employee's request, the employee should contact Human Resources in order to investigate other alternatives (e.g. secondment, redeployment etc). Under circumstances where it is agreed that redeployment is an option, the employee concerned will be entitled to the full range of provisions available under the Board's Redeployment Policy.

7.5 Other assistance

Employees with caring responsibilities are encouraged to take advantage of other facilities which already exist within NHS Greater Glasgow & Clyde and which may provide them with support or access to coping mechanisms (e.g. stress management initiatives, the Occupational Health Service who can arrange access to counselling, etc).

8. Other types of Special Leave

8.1 Definition

Other types of special leave are those where it is required to make available, special leave with pay for an employee to be absent from work to perform 'essential civic and public duties'.

The legislation requirement for this is contained within the Employment Rights Act, 1996 and covers a wide range of circumstances, a number of which are given below as examples:

- Justice of the Peace
- Attendance at court as a witness
- Members of a variety of public bodies including Children's Panels
- Jury Service
- Training with Volunteer Forces

This list is illustrative, not exhaustive.

8.2 Entitlement

Up to one working week per year can be allocated as paid leave by the manager taking into consideration the amount of time reasonably required to devote to the issue.

In exceptional circumstances the manager can extend this period for up to a further working week and in discussion with Human Resources, has the discretion to determine whether this should be on a paid or unpaid basis. It may, however, be considered appropriate for the employee to utilise annual or unpaid leave.

8.3 Notification

Employees must make their managers aware of the potential need for leave at the earliest opportunity and, where appropriate should keep in regular contact throughout the period.

8.4 Record Keeping

Leave should be recorded on the appropriate record card for future reference and to enable monitoring of its fair application throughout NHS Greater Glasgow & Clyde. It must also be notified to Payroll to ensure appropriate payment and recording.

9. Resolution of Disagreements

No request for leave under this policy will be unreasonably withheld. Should a disagreement arise, the employee has the right to raise a formal grievance. It may be preferable, before progressing to formal procedure, for the manager to seek advice on resolving the matter with Human Resources and a senior trade union/professional organisation representative. This approach will not preclude the employee's right to raise a formal grievance in the event that they consider that the matter has not been satisfactorily resolved.

10. Monitoring and Review

The application of this Policy will be monitored jointly by the Director of Human Resources and the Area Partnership Forum to ensure equitable treatment of all employees.

The Board is required by Law and under the European Union Employment regulations, to gather monitoring information relating to ethnicity, religion and faith, sexual orientation, age, disability and gender for all aspects of employee relations.

You may be asked for information relating to the above in connection with this policy.

You do not have to give the monitoring information if you do not wish to. However, for some of the above diversity strands it is a legal requirement that we ask you for it, and good practice to ask for monitoring information for all diversity strands.

Any equalities monitoring information will be held separately and not used to inform any proceedings that occur in relation to this Policy.

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SUPPORTING THE WORK-LIFE BALANCE

(H) Adverse Weather Policy

1. Introduction

Greater Glasgow Health Board (NHS Greater Glasgow & Clyde) recognises that some employees may experience difficulty in reporting for work during periods of adverse weather and other exceptional conditions. This policy aims to support employees in such circumstances while balancing the requirements to provide services.

2. Scope

These arrangements apply to all employees.

3. Principles

Travelling difficulties caused by the location of an employee's home in relation to their place of work are primarily the responsibility of the employee, and it is the duty of every employee to report on time to their place of work. That notwithstanding the following arrangements have been drawn up to ensure an equitable and consistent approach is adopted when dealing with disruption to both employees and service during adverse conditions.

4. Staff Reporting Late for Duty

Employees who experience difficulty in reaching their place of work due to adverse weather conditions must contact their line manager as soon as possible to explain their situation.

Where the line manager is satisfied that the employee does have genuine travel difficulties and that all reasonable efforts have been made to report for duty on time, they may regard the employee as having completed their contracted hours for that day/shift (i.e. the employee does not have to make up time or lose payment).

In assessing the reasonableness of the employee's attempts to report on time, consideration should be given to the distance and method of transport normally used, together with weather warnings, road reports, school closure reports and accessibility of alternative methods of transport. Also taken into account should be any arrangements made

by the employee to vary their normal departure time and the ability, or otherwise, of other staff from the same area to report for duty on time.

If the line manager does not consider that the employee has made a reasonable attempt to arrive on time, this should be explained to the employee and the time lost will be required to be made up by the employee or payment may be restricted to hours worked only.

5. Staff Unable to Report for Duty

Employees who are unable to report for duty due to adverse weather must contact their line manager as soon as possible to explain their predicament.

Where the line manager is satisfied that the employee does have genuine travel difficulties that make it unreasonable to expect the employee to attend the work place, then an appropriate period of annual leave will be granted.

In assessing the reasonableness of the employee's inability to attend the work place consideration should be given to the availability of public transport, together with weather warnings, road reports, and school closure reports.

6. Early Release of Employees

In some circumstances, line managers - while balancing the needs of the service - should consider the early release of employees, or respond to employee requests to leave work early, due to adverse conditions (if, for example, they have a great distance to travel).

Where a decision is taken to send staff home early, or advise them to leave early, then the manager may grant payment to the end of the normal shift period.

7. Reporting Elsewhere for Work

It may be practicable for some employees, dependent on their circumstances, who cannot travel to their normal place of work but can travel to another NHS Greater Glasgow & Clyde location, to undertake their normal duties.

In such circumstances, the line manager will be responsible for exploring the practicability of reporting for work to the alternative location and will make the appropriate arrangements.

In all such cases, line managers must consider the particular needs of the service and the contribution the employee is able to make, taking into account the competence/skills, qualifications/professional responsibilities of the employee and whether appropriate supervision would be available.

8. Record Keeping

Leave should be recorded on the appropriate record card for future reference and to enable monitoring of its fair application throughout NHS Greater Glasgow & Clyde. It must also be notified to Payroll to ensure appropriate payment and recording.

9. Monitoring and Review

The application of this Policy will be monitored jointly by the Director of Human Resources and the Area Partnership Forum to ensure equitable treatment of all employees.

The Board is required by Law and under the European Union Employment regulations, to gather monitoring information relating to ethnicity, religion and faith, sexual orientation, age, disability and gender for all aspects of employee relations.

You may be asked for information relating to the above in connection with this policy.

You do not have to give the monitoring information if you do not wish to. However, for some of the above diversity strands it is a legal requirement that we ask you for it, and good practice to ask for monitoring information for all diversity strands.

Any equalities monitoring information will be held separately and not used to inform any proceedings that occur in relation to this Policy.

The operation of this Policy will be regularly reviewed by the Area Partnership Forum to ensure its continued effective operation, and formally no later than 30th June 2009.

SUPPORTING THE WORK-LIFE BALANCE

(I) Maternity Leave Policy

1. Pay and Leave

Within the NHS in Scotland the entitlements to leave and pay as laid down in the Terms and Conditions Handbook exceed statutory minimums by a significant margin. This document aims to implement best practice in the processing of applications, management of pregnant workers and return to work arrangements.

2. Eligibility

An employee working full-time or part-time will be entitled to paid and unpaid maternity leave under the NHS contractual maternity pay scheme if:

- I. the employee has twelve months continuous service with one or more NHS Employers at the beginning of the 11th week before the expected week of childbirth
- II. the employee notifies her employer in writing before the end of the 15th week before the expected date of childbirth (or if this is not possible, as soon as is reasonably practicable thereafter):
 - of her intention to take maternity leave
 - of the date she wishes to start her maternity leave - she can choose when to start her maternity leave - this can usually be any date from the beginning of the 11th week before the baby is born
 - that she intends to return to work with the same employer for a minimum period of 3 months after her maternity leave has ended
 - provide a MATB1 form from her midwife or GP giving the expected date of childbirth

3. Processing Applications

When an employee notifies their employer that she is pregnant the employee should be issued with an information pack which explains in full their entitlement to pay and leave, together with details of any forms to be completed and time scales to be adhered to.

The employee should be written to upon receipt of her application form, detailing what she must do (if anything) and their entitlements to pay and leave together with dates, where these can be confirmed.

4. Keeping in touch / Keeping in touch days

Line managers should keep in contact with the employee throughout the period of her confinement and maternity leave, providing information and support where required and a link to the workplace.

An employee may work for up to a maximum of 10 KIT days without bringing her maternity leave to an end. KIT days are intended to facilitate a smooth return to work. (Please see separate guidance for detail)

5. Management of Pregnant Workers

The Pregnant Workers Directive 1992 introduced measures to encourage improvements in the safety and health at work of pregnant workers and workers who have recently given birth or are breastfeeding.

A risk assessment must be carried out and the results of the assessment communicated to the employee and their trade union/professional organisation representatives. Where a risk exists provision must be made to protect the worker.

Examples of risk:

- chemical exposure
- physical and biological agents
- industrial processes
- movements and postures
- mental and physical fatigue
- other types of physical and mental stress connected with the work done

Examples of provisions to reduce risk:

- temporarily adjusting the working conditions or hours
- move the employee to another job

- grant special leave
- transfer to daytime working

Night working is also covered in the Directive which states that provision must be made for workers not to have to work at night where such a provision is necessary from the point of view of their safety and health.

6. Return to Work Arrangements

Employees should be provided with information and support regarding return to work arrangements. These include:

- the right to return to their job under the original contract on no less favourable conditions;
- the right to request a return to work on flexible working arrangements;
- the right to parental leave; and
- provision of support for mothers who wish to breastfeed after they return to work.

7. Resolution of Disagreements

No request for leave under this policy will be unreasonably withheld. Should a disagreement arise, the individual has the right to raise a formal grievance. It may be preferable, before progressing to formal procedure, for the manager to seek advice on resolving the matter from an appropriate member of the Human Resources Department and a lead trade union/professional organisation representative. This approach will not preclude the employee's right to raise a formal grievance in the event that they consider that the matter has not been satisfactorily resolved.

8. Monitoring and Review

The application of this Policy will be monitored jointly by the Director of Human Resources and the Area Partnership Forum to ensure equitable treatment of all employees.

The Board is required by Law and under the European Union Employment regulations, to gather monitoring information relating to

ethnicity, religion and faith, sexual orientation, age, disability and gender for all aspects of employee relations.

You may be asked for information relating to the above in connection with this policy.

You do not have to give the monitoring information if you do not wish to. However, for some of the above diversity strands it is a legal requirement that we ask you for it, and good practice to ask for monitoring information for all diversity strands.

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The operation of this Policy will be regularly reviewed by the Area Partnership Forum to ensure its continued effective operation, and formally no later than 30th June 2009.

NB Separate guidance on Maternity Leave and application forms are available from local HR Departments

SUPPORTING THE WORK-LIFE BALANCE (J) Paternity Leave Policy

1. Introduction

Greater Glasgow Health Board (NHS Greater Glasgow & Clyde) recognises that fathers (including same-sex partners)/adoptive parents have a need and desire to spend time at home during a period of family extension, be that the birth or adoption of a child. Employees meeting the required qualifying criteria have a statutory entitlement to take up to two weeks' paternity leave within eight weeks of the birth of a child or placement of a child for adoption. In support of this, a Paternity Leave Policy has been developed for managers and employees.

2. Adoption

When a child is adopted, the employee, if they are the primary carer, will have access to leave under Adoption Leave Policy. The provisions for paternity leave will however also be available to the parent who is not the primary carer. Leave and pay will be available to eligible employees when a child up to the age of 18 is newly placed for adoption.

3. Qualifying Criteria

The main factor influencing paternity benefits is length of service with the employer. This policy therefore includes sections on entitlement to benefits that fathers may be entitled to receive during paternity leave.

To find out which section applies, work out the following details:

Start date with NHS		
Date baby is due (expected date of childbirth) or placement for adoption		
Expected Week of Confinement (E.W.C.) (i.e., the week in which the baby is due) or placement for adoption		
Length of service at 15 weeks before expected week of confinement (QW) (i.e., week baby is due) or placement for adoption (MW): what is the length of service at this date?	If less than 26 weeks:	Go to Section 4
	If greater than 26 weeks but less than 1 year:	Go to Section 5
	If greater than 1 year:	Go to Section 6

In all cases the employee must have, or expect to have, responsibility for the child's upbringing and be the biological father of the child, or the mother's husband or partner (this may include the female partner in the case of same sex couples) and expect to have responsibility for the child's upbringing. In the case of adoption, the Matching Week (MW) is used instead of the Qualifying Week (QW).

4. Less than 26 weeks continuous service

Employees with less than 26 weeks continuous service leading into the 15th week before the baby is due (i.e., the Qualifying Week), will be entitled to two working weeks' unpaid leave.

5. More than 26 weeks continuous service but less than one year's continuous service

An employee will be entitled to two working weeks' leave, during which they will receive Statutory Paternity Pay (SPP) if they have 26 weeks' continuous NHS service leading into the 15th week before the baby is due (i.e., the Qualifying Week) and meet the following:

- have average earnings up to and including the payday that falls on or before the Saturday of the Qualifying Week at least the weekly National Insurance lower earnings limit in force at the end of the Qualifying Week; and
- continue to be employed by the NHS up to the child's date of birth.

In the case of adoption, the Matching Week is used instead of the Qualifying Week.

If an employee leaves employment prior to the birth of the child/placement for adoption there will be no entitlement to Statutory Paternity Pay. If an employee's contract ends after the baby is born/child is placed for adoption then the employee will still be entitled to Statutory Paternity Pay. However, if he starts work for a new employer Statutory Paternity Pay will not be paid for any week worked with the new employer.

6. More than one year's continuous service

An employee will be entitled to two working weeks' leave. In addition to Statutory Paternity Pay, employees who have more than one year's continuous NHS service leading into the 15th week before the baby is due (i.e. the Qualifying Week), will have their payment made up to the level of their normal full pay (which will be calculated as the average weekly earnings in the eight weeks leading up to and including the Qualifying Week).

7. Miscellaneous

7.1 Notice

In respect of a birth, employees must provide written notice (including by post, fax or e-mail) in, or before the 15th week before the baby is due or as soon as is reasonably practicable (and no later than 28 days before the due date) specifying:

- the expected date of the baby's birth
- the period of leave to be taken, i.e., one or two consecutive weeks;
- the date from which leave will be taken;
- that the employee is the baby's biological father; or married to the mother; or living with the mother in an enduring family relationship but not an immediate relative; and
- that the purpose of the leave is to care for the child or to support the mother.

In the case of adoption, written notice must be given no later than seven days after the matching date or as soon as is reasonably practicable, specifying:

- the matching date;
- the expected date of placement;
- the period of leave to be taken, i.e., one or two consecutive weeks;
- the date chosen to take leave from; and
- that the purpose of leave is to care for the child or support the child's adopter and that the employee is married to or living with the adopter in an enduring family relationship but not an immediate relative.

If an employee does not give 28 days' notice without good reason, the employer may delay the start of Paternity Leave and Statutory Paternity Pay until the full 28 days have passed.

In each case employees will have the right to vary the date originally notified by giving 28 days' notice, in writing.

Employees wishing to apply for Paternity Leave should complete the Application for Paternity Leave Form. Alternatively, the Inland Revenue's Self Certificate Form SC3 (SC4 for adoption) may be used. This form can be obtained from the Department of Social Security or downloaded from the Department of Trade and Industry's web page.

7.2 Pre-Birth and Pre-Adoption Leave

Requests for pre-birth leave (e.g. for attendance at ante-natal classes) will be considered in accordance with the Special Leave Policy. Requests for pre-adoption leave will be considered in accordance with the Adoption and Fostering Policy.

7.3 Stillbirths

A qualifying employee will be entitled to paid leave if their baby is stillborn after 24 weeks of pregnancy. If the baby is born alive at any point in the pregnancy but dies later, the employee will be entitled to paid paternity leave in the usual way.

7.4 Multiple Births

Entitlement to paternity leave for twins, triplets, etc is the same as for a single birth.

7.5 How leave is taken

Paternity Leave can either be taken as a one-week or two-week block, but cannot be taken as two separate weeks.

8. Resolution of Disagreements

No request for leave under this policy will be unreasonably withheld. Should a disagreement arise, the individual has the right to raise a formal grievance. It may be preferable, before progressing to formal procedure, for the manager to seek advice on resolving the matter from Human Resources and a senior trade union/professional organisation representative. This approach will not preclude the employee's right to raise a formal grievance in the event that they consider that the matter has not been satisfactorily resolved.

9. Monitoring and Review

The application of this Policy will be monitored jointly by the Director of Human Resources and the Area Partnership Forum to ensure equitable treatment of all employees.

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SUPPORTING THE WORK-LIFE BALANCE (K) Policy on Breastfeeding

1. Introduction

Greater Glasgow Health Board (NHS Greater Glasgow & Clyde) aims to support and encourage mothers who wish to breastfeed after they return to work. We will:

- actively support the promotion of breastfeeding amongst our staff and patients;
- provide information about breastfeeding for pregnant workers;
- allow, wherever possible, flexibility in working hours, including regular breaks for employees who wish to breastfeed or express milk; and
- wherever possible and as necessary make available rest areas and dedicated storage space for the use of breastfeeding employees.

2. Preparing to Return to Work

The employee should arrange to meet their immediate line manager at least four weeks before the planned date of return to discuss working arrangements which will allow the individual to continue to breastfeed. To support the employee, the working pattern may need to be changed (e.g. temporarily changing hours of work or working conditions).

Employees should not be required to work shifts or to attend meetings that would involve excessively long working days which might be detrimental to breastfeeding.

Where practicable, time off during working hours should be provided to allow the employee to breastfeed if their baby is cared for nearby, or to express milk.

3. Facilities

Facilities available to breastfeeding mothers should include where possible:

3.1 Areas for rest/expressing milk

These should be clean and warm with a low comfortable chair and, where necessary, the facility to lie down. The area should have a lock or have an arrangement for ensuring privacy. There should be hand washing facilities nearby. There should be an electric point for an electric pump if necessary.

Consideration must also be given to the needs of employees that may have a physical disability or be sensory impaired.

3.2 Facilities for storing breast milk

There should be a clean area where sterilising equipment may be stored. A dedicated storage space should be available for storing expressed breast milk at 2-4°C until it is taken home.

4. Monitoring and Review

The application of this Policy will be monitored jointly by the Director of Human Resources and the Area Partnership Forum to ensure equitable treatment of all employees.

The Board is required by Law and under the European Union Employment regulations, to gather monitoring information relating to ethnicity, religion and faith, sexual orientation, age, disability and gender for all aspects of employee relations.

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SUPPORTING THE WORK-LIFE BALANCE

(L) Parental Leave Policy

1. Introduction

Greater Glasgow Health Board (NHS Greater Glasgow & Clyde) recognises that parents have a joint responsibility for the care and upbringing of their children and that work and parenthood can create conflicting pressures. Parents need time with their children and time to create a supportive home in which their children can thrive. Parental leave is therefore aimed at encouraging a culture of flexible working practice to assist staff to balance family and work commitments. Parental leave is expressly for the purpose of allowing parents of spending quality time with their children and assist in balancing this with work commitments, thus improving their participation in the workplace.

2. Values and Principles

Managers and employees must show responsibility for ensuring transparency and equity in the implementation of this policy, balancing their own needs with due consideration of the needs of patients, colleagues and team members. Consideration should be given to the reasonableness of the duration and timing of leave especially during peak periods of annual leave and the impact this will have on the needs of patients, colleagues and team members. Flexibility should be demonstrated in circumstances where the normal notice can not be given such as during adoption or at times of sudden illness.

3. Eligibility

The policy applies to all employees whether they are full time or part time, and have completed one year's qualifying service, who have a child or children under the age of 14 years.

To be entitled to parental leave employees have to:

- be a parent (named on the birth certificate) of a child who is under the age of 14 years; or

- have formal parental responsibility³ for a child who is under the age of 14 years; or
- in adoption cases, have formal parental responsibility for 14 years after the child is first placed with the family for adoption (or until the child's 18th birthday if that comes sooner); or
- in the case of a child with a disability, have formal parental responsibility up until the child's 18th birthday (for the purpose of parental leave, a disabled child is one for whom disability living allowance is paid).

4. Entitlement

Employees who meet the above requirements will be entitled to a total of 13 weeks' parental leave, for each child. Employees can choose to take parental leave at any time from a child's birth until their 14th birthday, or 18th birthday for a child with a disability.

During the first four weeks of this leave, the employee will receive pay, at their normal rate of pay (as if they had been at work - i.e. calculated as the average weekly earnings in the 13 weeks prior to submission of the request for parental leave, as per Agenda for Change handbook). The remaining weeks will be unpaid.

This parental leave may be taken as either:

- a single block of 13 weeks; or
- as an annual allowance; or
- under any other individual arrangements agreed between an employee and their line manager in line with service needs (e.g. single working days, blocks of one week, reduce working hours).

³ "Parental Responsibilities" are defined within the **Children (Scotland) Act 1995** as follows:

- a) to safeguard and promote the child's health, development and welfare;
- b) to provide, in a manner appropriate to the stage of development of the child - i) direction ii) guidance to the child
- c) if the child is not living with the parent, to maintain personal relations and direct contact with the child on a regular basis, and
- d) to act as the child's legal representative

5. Notification of Intention to take Parental Leave

An employee who intends to exercise their right to Parental Leave must apply to their line manager, in writing via an application form (available from Human Resources). Employees must include in this form the date on which they intend to commence and return from parental leave. In order to assist with service provision employees are required to give 3 weeks' notice.

If the requested period of leave exceeds 4 weeks, at any one period, a minimum of two months' notice is required. However there will be occasions where notice cannot be given. On these occasions parents should give the notice as soon as reasonably practicable.

The line manager and the employee must discuss the terms on which the employee will exercise their right to parental leave (e.g. is it to be taken as a single block, as annual allowance or under any other individual arrangement). It is good practice for this then to be confirmed in writing by the employee's manager.

If a partner is applying for parental leave around the time of the birth of their child, they may be required to produce a copy of the MATB1 certificate.

In exceptional circumstances, due to the needs of the service the employee may be asked to postpone their parental leave, until a later date. Postponement would only take place after discussion with the employee where a valid/objective operational reason will be provided.

The leave will not be postponed for more than six months from the date on which the employee wanted to start parental leave. The manager and the employee should try to agree a suitable time, but if they cannot, the manager becomes responsible for guaranteeing that the employee can take the leave at a time, no more than six months ahead, which best fits the needs of the service and the employee. If this means that the leave is postponed beyond the 14th birthday limit the parent still has a right to take it.

The employee may at this stage opt to withdraw the request for parental leave and resubmit a request at a later date.

The manager should confirm the postponement arrangements, in writing, no later than one week after the employee's notice to take

leave is given. The manager should clearly state the reason for the postponement. In addition to this, the new dates when the employee may take parental leave should be given, ensuring that the length of this leave is equivalent to the employee's original request.

6. Provision of Evidence

The employee must provide appropriate documentation to confirm that they are the parent or the person legally responsible for a child. This evidence can include:

- child's birth certificate;
- papers confirming a child's adoption or papers confirming a placement; or
- papers confirming the award of disability allowance for a child.

The employee only has to provide this information on the first occasion of applying for parental leave.

A full record of parental leave will be maintained by the Board and transferred to any future employer.

7. Right To Return

At the end of parental leave an employee is guaranteed the right to return to the same job as they were doing before they commenced parental leave, provided that the leave was for a period of four weeks or less.

If the leave is greater than four weeks, the employee is entitled to return to the same job, or if that is not reasonably practicable, a similar job which has the same or better status, terms and conditions as the employees previous job.

Absence on parental leave will not break continuity of service. An employee's contract of employment will continue during the whole period of parental leave, unless either party expressly terminates it by dismissal, or resignation.

The employee will not be bound by any contractual terms, whilst on unpaid leave except terms relating to good faith and confidentiality, which will also bind the employer.

When parental leave follows maternity leave, the general rule is that the employee is entitled to return to the same job which the employee had been employed in before the leave. If, at the end of additional maternity leave, this would not have been reasonably practicable, and it is still not practicable at the end of parental leave, the employee is entitled to return to a similar job which has the same or better status, terms and conditions as the employee's previous job

8. Abuse of Parental Leave

Parental leave is to look after a child, which includes making arrangements for the good of the child. If the employee uses the leave for some other purpose, e.g. paid employment within the NHS, leave unrelated to the care of children, then this may be viewed as misconduct and the Board will deal with this situation in accordance with the Board's Disciplinary Policy and Procedure.

9. Annual Leave

Annual Leave will accrue as normal during this period in accordance with the employee's current terms and conditions of service as at the time of commencing Parental Leave.

10. Monitoring and Review

The application of this Policy will be monitored jointly by the Director of Human Resources and the Area Partnership Forum to ensure equitable treatment of all employees.

The Board is required by Law and under the European Union Employment regulations, to gather monitoring information relating to ethnicity, religion and faith, sexual orientation, age, disability and gender for all aspects of employee relations.

You may be asked for information relating to the above in connection with this policy.

You do not have to give the monitoring information if you do not wish to. However, for some of the above diversity strands it is a legal requirement that we ask you for it, and good practice to ask for monitoring information for all diversity strands.

Any equalities monitoring information will be held separately and not used to inform any proceedings that occur in relation to this Policy.

The operation of this Policy will be regularly reviewed by the Area Partnership Forum to ensure its continued effective operation, and formally no later than 30th June 2009.

11. Resolution of Disagreements

No request for leave under this policy will be unreasonably withheld. Should a disagreement arise, the individual has the right to raise a formal grievance. It may be preferable, before progressing to formal procedure, for the manager to seek advice on resolving the matter from Human Resources and a senior trade union/professional organisation representative. This approach will not preclude the employee's right to raise a formal grievance in the event that they consider that the matter has not been satisfactorily resolved.

Equality and Diversity Monitoring Information

The information on this form, should you choose to give it, will be held separately to your Grievance notification form by the Human Resource lead person within your directorate.

At no point will any of the information on this form be used in any proceedings relating to the grievance you are notifying us of.

The Race Relations Amendment Act (2000) makes it a legislative requirement that we monitor ethnicity and gather statistical information relating to all aspects of employee relationships, for example people joining/leaving the organisation, people accessing training, getting promotion, and also in relation to bullying and harassment, grievances, disciplinaries, disability and gender.

From the answers to the questions on this form we are able to gather statistical information to ensure that potential unlawful discrimination across all strands of diversity in relation to ethnicity, religion or faith beliefs, age, gender, disability or sexual orientation is detected early and eliminated.

The information from this form, **which is anonymous** (other than asking for the directorate/CHP you work in), will only be accessible to the Executive (and HR) teams within the Acute Services Division and Community Health Partnerships, NHS GG&C Board, the Scottish Executive and the Equalities Commissioning Bodies.

Reports produced relating to this information will be done in such a way that no individual will be able to be identified from them

The information gathered will be solely used by the teams identified above for audit and monitoring purposes and as evidence that as an organisation NHS GG&C are monitoring equality and Diversity in relation to 'grievance and disputes'.

You do not have to give the monitoring information if you do not wish to. However, for some of the above diversity strands it is a legal requirement

that we ask you for it, and good practice to ask for monitoring information for all diversity strands.

Whether you choose to give, or choose not to give, any of the information on the attached form, would you please date and return it in the envelope provided as evidence that you have had the opportunity to do so.

Equality and Diversity Monitoring Information Form
(To be used in conjunction with Parental Leave application form)

Ethnic Origin

White

Scottish

Other British

Irish

Any other white background
(Please specify).....

Mixed

Any mixed background
(Please specify)

Asian, Asian Scottish or Asian British

Bangladeshi

Chinese

Indian

Pakistani

Any other Asian background
(Please specify)

Black, Black Scottish or Black British

Caribbean

African

Any other Black background
(Please specify).....

Other Ethnic Background

Any other Ethnic background
(Please specify).....

Choose not to give the above information

Country of birth

UK

Eire

Other EEC

Other (please specify).....

Choose not to give the above information

Religion/Faith/Belief

(Please specify).....

Have no religion/faith/belief

Choose not to give the above information

Gender

Female

Male

Other (please specify).....

Choose not to give this information

Transgender

Have you undergone, are you undergoing, or intend to undergo gender reassignment?

(for example this includes having changed your sex/gender)

Yes No

Choose not to give this information

Relationship status

Single

Married or in a civil partnership

Divorced or dissolved civil partnership

Separated

Widowed

Choose not to give this information

Age

What age are you?

Choose not to give this information

Sexual orientation

- Bisexual
- Gay
- Heterosexual
- Lesbian
- Other
- Choose not to give this information

Do you have any form of disability?

- Yes
- No
- Choose not to give this information

If Yes Please give brief details of the nature of your disability.....

.....

Is the nature of the grievance you are notifying us of related to:

- Working hours
- Working patterns/shift patterns
- Promotional opportunities
- Access to training/Continuing Professional Development opportunities
- Possible unfair treatment
- Possible discriminatory behaviour
- Possible unreasonable behaviour

If none of the above, what is your grievance related to?.....

.....

- Choose not to give this information

Directorate.....

CHP

- Choose not to give this information

Date:.....

SUPPORTING THE WORK-LIFE BALANCE (M) Adoption and Fostering Leave Policy

1. Introduction

Greater Glasgow Health Board (NHS Greater Glasgow & Clyde) aims to deal sensitively and sympathetically with employees who are considering being the main carer in adopting or fostering a child and are looking for time off in the initial stages of this process.

The Board recognise that the needs of adoptive or foster parents are at least as great as those of natural parents in establishing a relationship with the child and in developing new routines. The Adoption and Foster Leave Policy is therefore, to enable an employee who wishes to adopt or foster a child to take a period of leave to enable the family to adjust to new circumstances. Where both parents are employed by the Board leave can be shared or taken in it's entirety by the primary carer. However, in certain circumstances (e.g. where adoption involves a child with special needs) leave may be requested by both prospective parents. The Board also recognises that a single person may also adopt/foster a child.

2. Fostering

Fostering can be for varying lengths of time, from very short term to long term fostering and the Board will adopt a flexible approach to this. Employees should therefore discuss their intention to foster with their line manager as soon as possible to determine the level of support they consider appropriate to their circumstances.

For very short term fostering it would be more appropriate to consider time off under the Special Leave Policy. For longer term fostering, the manager should consider providing time off under the arrangements for Adoption Leave/Pay (outlined below), Parental Leave or Career Breaks.

3. Adoption

Requests for leave to support adoption may be in two phases: pre-adoption and adoption.

3.1 Pre-adoption Leave

Employees who wish to take advantage of this leave should advise their line manager in writing as soon as they are notified by the Adoption Agency that a child is to be placed with them for adoption and that time off may be required. The Adoption Agency must be one which is legally approved within the UK and proof of appointment will be required to support requests for leave to attend court sessions, interviews and any other meetings required as part of the adoption process. In normal circumstances a maximum of one working week will be available for this purpose.

3.2 Adoption Leave - Returning to work

The appropriate application form and a Certificate of Adoption must be submitted as support of any request for adoption leave. Leave should be requested as soon after the Pre-adoption Leave as is practicable to allow managers to plan any such leave in advance of it being taken. Leave and Pay will be calculated in accordance with nationally agreed terms and conditions, in line with maternity leave and pay provisions.

- On receipt of the completed application, the appropriate Human Resources manager/line manager will calculate the entitlement to pay and leave using the guidance within the current terms and conditions of the employee and forward a letter to the applicant confirming these details.
- an employee who intends to return to work at the end of their Adoption Leave will not be required to give any further notification to the employer, although if they wish to return early they must give at least 28 days' notice
- The employee retains the right to return to work in no less favourable terms and conditions of employment than they enjoyed prior to taking the adoption leave.
- If the employee, having agreed to return to work, fails to return to work for a period of at least three months following the adoption leave they will be asked to repay their adoption pay.

- Employees who are unclear whether they wish to return to work following adoption leave may defer their payment until a more informed decision can be made.

3.3 Employees Not Intending to Return to Work

Leave and pay for employees not intending to return following adoption leave will be calculated in accordance with nationally agreed terms and conditions, in line with maternity leave and pay provisions.

3.4 Annual Leave/Public Holidays

Where possible leave should be taken before the start of adoption leave. Employees will accrue annual leave while on both the paid and unpaid elements of adoption leave in accordance with nationally agreed terms and conditions. There will be no entitlement to public holidays during adoption leave and no entitlement to payment or time off in lieu for public holidays falling during a period of adoption leave.

3.5 Superannuation

The employee will be responsible for the employee element of superannuation contribution during the period of unpaid leave. On return to work the employee will be required to repay that sum to the Pay Department using an agreed method of payment.

3.6 Incremental Date

Any absence under this policy will count towards the normal increment and will not defer the normal incremental date.

3.7 Contractual Rights

The employee will retain all contractual rights except remuneration during any period of adoption leave.

3.8 Fixed Term Contracts or Training Contracts

An employee on a fixed term contract or training contract, satisfying the conditions for paid entitlement to leave, and

whose contract expires after the 11th week before the expected week of the date of adoption, will have their contracts extended. This will enable them to receive 52 weeks' leave in line with Maternity arrangements. If the right to return to work cannot be exercised because of the termination of the contract, pay cannot be reclaimed.

4. Resolution of Disagreements

No request for leave under this policy will be unreasonably withheld. Should a disagreement arise, the employee has the right to raise a formal grievance. It may be preferable, before progressing to formal procedure, for the manager to seek advice on resolving the matter from an appropriate member of the Human Resources Department and a senior trade union/professional organisation representative. This approach will not preclude the employee's right to raise a formal grievance in the event that they consider that the matter has not been satisfactorily resolved.

5. Monitoring and Review

The application of this Policy will be monitored jointly by the Director of Human Resources and the Area Partnership Forum to ensure equitable treatment of all employees.

The Board is required by Law and under the European Union Employment regulations, to gather monitoring information relating to ethnicity, religion and faith, sexual orientation, age, disability and gender for all aspects of employee relations.

You may be asked for information relating to the above in connection with this policy.

You do not have to give the monitoring information if you do not wish to. However, for some of the above diversity strands it is a legal requirement that we ask you for it, and good practice to ask for monitoring information for all diversity strands.

Any equalities monitoring information will be held separately and not used to inform any proceedings that occur in relation to this Policy.

The operation of this Policy will be regularly reviewed by the Area Partnership Forum to ensure its continued effective operation, and formally no later than 30th June 2009.

M5

Agreed 8 November 2007 at Dalian House 360 St Vincent Street Glasgow G3 8YZ
with the authority of NHS Greater Glasgow and Clyde Area Partnership Forum.

**Notification of adoption/fostering absence and/or application
for adoption/foster leave pay**

Section A (to be completed by all applicants)

Full Name	
Home Address	
Payroll No	
Place of Work	
Job Title/Grade	
Start date and length of service	
Type of contract (e.g. permanent, fixed term, etc)	
Expected date of adoption/fostering	

Section B (to be completed by staff who intend or may intend to return to work)

I am aware that my application for Adoption/Foster Leave will be considered in accordance with the conditions of service which have been explained to me. I enclose a copy of the Certificate of Adoption/Fostering, and declare that I shall return to work for the Board for at least a period of three months:

(Please tick appropriate box)

1	no later than 39 weeks from the start of my period of adoption/fostering	
2	no later than 52 weeks from the start of my period of adoption/fostering	
3	I am uncertain at this time as to whether I will return to work.	

I understand that if I do not return to work for a period of at least three months, I am to repay any payments made to me as set out in the Conditions of Service.

M6

Signed
Date

Section C (to be completed by staff who do not intend to return to work)

I intend to resign and my last working day will be.....

I have read and understood the Terms and Conditions set out and enclose a copy of my Certificate of Adoption.

Signed
Date

Section D (to be completed by Head of Department)

I am aware of the applicant's intention following a period of adoption/foster leave:

(Please tick appropriate box)

1a	No later than 39 weeks from the start of the adoption/foster leave or	
1b	No later than 52 weeks from the start of the period of adoption/foster leave	
	OR	
2a	I am aware the applicant does not intend to return to work or	
2b	The applicant is not sure whether they will return to work	

I acknowledge receipt of the application form and confirm that the information contained in it is accurate.

Signed
Date

Designation

M7

Section E (to be completed by Human Resources)

(Please tick appropriate box)

1	The applicant intends to return to work/may return to work following the adoption/foster leave and is entitled to leave as detailed in the enclosed copy letter. OR	
2	The applicant intends to resign following the adoption and is entitled to pay as detailed in the enclosed copy letter.	

Signed

Date

Designation.....