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For Action: NHS Scotland HR Directors  
NHS Scotland Deputy HR Directors

Copied to:  
SWAG Committee members  
NHS Scotland Chairs  
NHS Scotland Chief Executives  
NHS Board Global Citizenship Lead Champions  
NHS Scotland Global Citizenship Programme Board

04 June 2019

Dear Colleagues

## **NHS Scotland Global Citizenship HR Guidance**

### **Purpose**

To provide NHS Boards with the NHS Scotland Global Citizenship HR Guidance to be publicised locally to staff. This guidance does not introduce any new policy measures, and has been produced as a direct response to feedback from staff to provide a clear place to signpost all relevant HR policies. This provides (a) a structured and co-ordinated approach that NHS employees can use to access current HR policies to support their global citizenship participation and (b) ensures that local monitoring is in place to measure the number of requests for Global Citizenship leave.

### **Background**

The NHS Scotland Global Citizenship Programme, launched last year, aims are to:

(a) reflect and support the SG's existing international development commitments to our partner countries, as set out in the Scottish Government's International Development Strategy [Global Citizenship: Scotland's International Development Strategy](#), in particular our commitment to support capacity strengthening in those countries in the area of health; and

(b) make it easier for all NHS staff to participate in global citizenship both here in Scotland and abroad by ensuring better guidance, co-ordination and support.

### **Partnership Approach**

To support the aims of the Programme within the current NHS HR policy framework, a partnership working group led by David Miller, Director of Workforce, including NHS Boards Deputy HR Directors, SG Health Workforce, Leadership and Service Reform, Royal College of Nursing (RCN) and Voluntary Services Overseas (VSO) was established to draft guidance for NHS Boards. BMA Scotland have also input to the enclosed guidance which formalises

existing good practice and guidance around leave policies, code of conduct and safeguarding. The guidance was also discussed at the Secretariat of the Scottish Workforce and Staff Governance Committee.

## Summary

In summary this guidance provides the process for NHS Boards and staff across all staff groups in accessing existing HR Policies to support NHS Global Citizenship participation, including:

- Where possible exploring **flexible working** to examine if time can be freed up without causing salary detriment. ([Supporting the Work Life Balance Pin](#))
- **Annualised hours systems** providing a way of organising working time by contracting with staff to work an agreed number of hours per year rather than a standard number each week. ([Supporting the Work Life Balance Pin](#))
- Requesting a period of **paid annual leave**. (<https://www.stac.scot.nhs.uk/wp-content/uploads/DL20174-Annual-Leave-Policy.pdf>)
- If the request is to support as part of the **reserve forces** then using the existing Reservists policy. ([https://www.sehd.scot.nhs.uk/mels/CEL2009\\_42.pdf](https://www.sehd.scot.nhs.uk/mels/CEL2009_42.pdf))
- **Career Breaks**, where Global Citizenship work can be considered as a Career Break and considered under the Career Break Policy. ([Supporting the Work Life Balance Pin](#))
- **Sabbatical Leave**, Consultant Grade Doctors may make an application to take Sabbatical Leave. ([Sabbatical Leave](#))
- **Unpaid Leave**. All requests for unpaid leave will be dealt with in accordance with the principles of partnership working in NHS Scotland.

## ‘Once for Scotland’ Workforce Policies and Global Citizenship

The ‘Once for Scotland’ Workforce Policies Programme, designed to review and transform existing workforce policies (previously known as Partnership Information Network (PIN) Policies) over an 18 month period, commenced October 2018. This programme will deliver single, standardised workforce policies promoting consistent employment policy and practice across NHS Scotland.

The first phase of ‘Core Policies’ (Attendance, Bullying & Harassment, Capability, Conduct, Grievance and a Workforce Investigation Process) are anticipated to be available in summer 2019, following regional engagement events with staff, managers and trade union/professional organisations held pre-policy and mid-policy development prior to a one-month formal consultation period.

The second phase will focus on the remaining workforce policies covering supporting employment and wellbeing and equality. This includes special leave as part of the Work Life Balance PIN Policy. Global Citizenship will be progressed within this phase of the programme.

## **New HR Approaches to be Explored Further**

Work is planned to explore new ways to further support staff to participate in Global Citizenship opportunities. It is expected that these will be developed using small tests of change in NHS Boards. Further information will follow on these and will include:

- In remote and rural areas where recruitment and retention is challenging, **built-in Global Health work into new roles** recognising the synergies with remote and rural work and global health. For example, NHS Highland and the University of Edinburgh, working in partnership, have developed a test of change in Remote and Rural Consultant and GP posts.
- **Annual Leave Donation**, designing a process where NHS staff can donate up to a few days of their unused annual leave to a “Board Annual Leave Donation Bank” to support global citizenship.
- **Phased Retirement**, NHS Scotland PIN policy on retirement states that in order that an employee can adjust to the prospect of retirement, a gradual reduction in working hours may be introduced three months prior to retirement.

These potential new HR approaches will be explored in full partnership with management and trade unions as part of the Once for Scotland work programme outlined above.

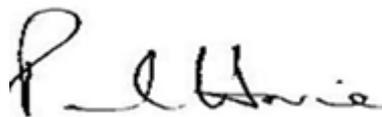
### **Action for NHS Boards**

**NHS Boards are asked to:**

- **share the attached guidance within their Boards including with staff who are interested in participating in global citizenship.**
- **ensure that local processes are in place to measure the uptake of Global Citizenship Leave.**
- **note that there are further initiatives being considered and these will be developed through the Once for Scotland process.**

Should you have any queries about this guidance then please contact: David Miller, Director of Workforce, [David.Miller@nhs24.scot.nhs.uk](mailto:David.Miller@nhs24.scot.nhs.uk) or the NHS Scotland Global Citizenship Programme then please contact: Kerry Chalmers, Scottish Global Health Co-ordination Unit, [kerry.chalmers@gov.scot](mailto:kerry.chalmers@gov.scot) Tel 0131 244 3434.

Yours sincerely



Pauline Howie



Norman Provan

Sean Neill

Sean Neill

## NHS SCOTLAND GLOBAL CITIZENSHIP HR GUIDANCE

### Introduction

This guidance should be used by any employee who wishes to get involved, support or undertake Global Citizenship work. This guidance provides ways to support the aims of the NHS Scotland Global Citizenship Programme within the current NHS policy framework.

### Background

The NHS Scotland Global Citizenship Programme aims to (a) support Scottish Government's existing international development commitments and (b) help and encourage staff to participate in global citizenship by ensuring better guidance, co-ordination and support. Recommendation 7 in the Royal College of Physicians and Surgeons of Glasgow Report "Global Citizenship in the Scottish Health Service" recommended that "*NHS Scotland, in partnership with Health Boards, should consider defining support mechanisms for international volunteering*". This recommendation was based on engagement and feedback from NHS Boards that what would help them to support Global Citizenship was a "Once for Scotland" approach which applied consistent guidance to all staff.

Currently participation in global citizenship is undertaken using a range of leave offerings. Recommendation 8 of the above named report, set out that "*NHS Scotland should consider articulating its expectations of Scottish health service employees when engaging in global health work*" and this is a particularly important area given the recent events with Oxfam and other charities. This valuable work not only helps to reduce common challenges such as disease epidemics but provides mutual learning opportunities bringing proven benefits for our NHS staff and healthcare system.

This guidance has been developed through a partnership working group including NHS Boards Deputy HR Directors, SG Health Workforce and Strategic Change, Royal College of Nursing (RCN) and Voluntary Services Overseas (VSO) to formalise existing good practice and guidance around leave policies, code of conduct and safeguarding.

### Global Citizenship

Global citizenship can be undertaken in a number of ways both here in Scotland and abroad. Traditionally it has been considered through the lens of overseas placements. However, staff from across the NHS contribute in multiple different and innovative ways including:

- Mentoring healthcare staff from low and middle income countries who come and work in NHS Scotland in order to observe or develop new skills and learning;
- Providing remote support including, virtual learning, networks, coaching and mentoring using a wide range of technology from Scotland to staff in a low and middle income countries;
- The ways that teams support each other while a team member is working in a low and middle income country.
- Fundraising to support local initiatives and health partnership work.
- Voluntary work within Scotland to support refugees/asylum seekers.
- Supporting healthcare system development in a low and middle income country with skills, experience and tools in areas such as project management, financial management and quality improvement.

- Supporting the introduction of new technology to low and middle income countries both virtually and in-country.

The Scottish Global Health Co-ordination Unit are available to provide support to NHS Boards and employees and be contacted through the website; [www.scottishglobalhealth.org](http://www.scottishglobalhealth.org). They can also advise on matters of risk assessment for overseas work and insurance and visa requirements.

### **Process for Staff Applying for Leave for Global Citizenship**

All absences must be agreed in advance with the operational manager / clinical lead who will ensure that any planned absences will not impact on service delivery. Applications for leave can be made using the Application for Global Citizenship Leave Template (Appendix One). This template is required to be completed for each request to undertake global citizenship alongside the relevant paperwork for the leave requested.

In order to qualify for leave members of staff must also agree to undertake and follow best practice in terms of induction, pre-departure briefings and training, including risk assessment, prior to engagement in global health work. Resources for participation in this are available from the Scottish Global Health Co-ordination Unit. On return the staff member will complete a feedback report.

All NHS employees who participate in global citizenship are reminded that they are required to continue to meet the NHS Scotland Code of Conduct and Safeguarding standards. Safeguarding training materials and on line resources are available at: [www.scottishglobalhealth.org](http://www.scottishglobalhealth.org)

All requests from staff to participate in global health work should be considered and all reasonable efforts will be made to enable global citizenship participation.

Global Citizenship requests can be considered following receipt of the application form using one or more of the bullet points below;

- Where possible **flexible working** should be explored to examine if time can be freed up while minimising salary detriment. This could be for example for nursing staff amending shift rotas to allow leave. This may only be possible for a one to two week period maximum. i.e. the employee still works all of their contracted hours but just in a different pattern e.g. not spread over 4 weeks as usual but spread over 2 weeks. Agreement for a temporary flexible working approach would lie with the line manager.
- **Annualised hours** systems provide a way of organising working time by contracting with staff to work an agreed number of hours per year rather than a standard number each week. The actual number of hours worked by a member of staff 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 attendance of staff to the periods when they are most needed by services. Annualised hours working can offer a flexible and efficient way of deploying staff by matching staffing levels more closely with variances in workload. For staff, annualised hours working offers greater flexibility and the opportunity to better manage working hours to allow individuals to tailor the time they spend at work, at home or supporting global citizenship. The model guidance for annualised hours can be viewed in the NHS Scotland model policy; [Supporting the Work Life Balance Pin](#)

- Request a period of **paid annual leave**. There should be mutual agreement between the member of staff and their manager. Requests for specific dates should normally be accepted and agreed and should only be refused if there are justifiable service/staffing reasons for so doing. Further guidance can be viewed in the national policy; <https://www.stac.scot.nhs.uk/wp-content/uploads/DL20174-Annual-Leave-Policy.pdf>.
- All NHS Boards should support Global Citizenship as a form of development for NHS Scotland employees. Paid per year may be allocated as **Study leave** (Continuing Professional Development) for an employee to participate in Global Citizenship work subject to approval from their line manager. Normal study leave arrangements would apply as per standard requests for study leave in each NHS Board.
- If the request is to support as part of the **reserve forces** then employers should attend to the request in line with the [https://www.sehd.scot.nhs.uk/mels/CEL2009\\_42.pdf](https://www.sehd.scot.nhs.uk/mels/CEL2009_42.pdf). While the Reservist is mobilised, the employer is not obliged to pay them earnings. However, staff who are mobilised will receive their full salary from the employer from the time of the call-up until the first full monthly salary has been paid by the Ministry of Defence (MoD).
- An application can be made to undertake Global Citizenship work as a Career Break. This leave would be considered under the **NHS Scotland Career Break Policy** which can be viewed at this link; [Supporting the Work Life Balance Pin](#). To be eligible for a career break staff must have at least 12 months' service with the organisation before an application can be made. Each application will be considered on its merits and a decision made within 14 calendar days following receipt of a formal 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. The applicant has a right to appeal where a request has been refused would apply. If a career break is granted then the leave would be unpaid. The maximum period for a career break is two years.
- Consultant Grade Doctors may make an application to take [Sabbatical Leave](#). After 7 years service in the consultant grade, a consultant will be eligible to apply for one period of sabbatical leave of up to 6 weeks or after 10 years service, a consultant will be eligible to apply for up to 3 months sabbatical leave. If either of these options is granted with pay, no further period of paid sabbatical leave will be granted until retirement. Sabbatical leave has clear benefits for the individual and the service, enabling a period of development and refreshment. The consultant applying for such leave must set out a stated case explaining how the leave will be used and how the sabbatical will benefit the NHS. The leave will only be granted subject to approved arrangements having been made to cover the absence of the consultant. An application must be made a minimum of 6 months in advance of the intended date of leave to be taken. Where an application for sabbatical leave is rejected, a period of 12 months must elapse before a fresh application can be considered. Applications will be considered by the Medical Director / Director of Public Health and must have the written support of the Clinical Director / manager.
- **Request a period of unpaid leave**. All requests for unpaid leave should be dealt with in accordance with the principles of partnership working in NHS Scotland. There should be mutual agreement between the member of staff and their manager. Requests for specific dates should normally be accepted and agreed and should only be refused if there are justifiable service/staffing reasons for so doing.

Impact on a staff member's terms and conditions such as annual leave accrual and pension will be as per the details in the particular national policy or Board policy that has been applied. Members of staff must make their managers aware of the potential need for Global Citizenship leave at the earliest opportunity and, where appropriate, keep in regular contact throughout the period.

### **Recording Leave**

Leave should be recorded on the appropriate system for future reference and to enable monitoring of its fair application throughout the organisation. It must also be notified to Payroll to ensure appropriate payment and recording.

### **Grievance Procedure**

No request for leave under this policy will be unreasonably withheld. Should a disagreement arise, the individual should refer to the policy that has been used to make the decision with regard next steps. The employee does however retain the right to raise a formal grievance. It may be preferable in such circumstances, however, for the manager to seek advice on resolving the matter from an appropriate member of the HR Team and a Trade Union/or Professional Organisation representative.

### **Review and Monitoring**

This policy and procedure has been assessed for relevance and screened for equality impact, to identify and mitigate, where possible, any potential for the policy and procedure to have differential impact on employees having regard to their differences, such as ethnicity, gender, Tran's identity, disability, age, sexual orientation, religion, literacy or belief. This policy will be monitored, reviewed and evaluated every three years by the Scottish Partnership Forum (SPF), taking into consideration legislative changes and developments in good practice to ensure it meets the needs of all employees.

## ***Appendix One***

### **NHS Scotland Global Citizenship Leave Request Form**

**This section to be completed by the employee:**

**Name:**

**Job Title:**

**Department:**

**Description of Global Citizenship Activity:**

**Dates Requested:**

**Please tick type of leave / arrangement requested:**

Flexible Working:	<input type="checkbox"/>	Career Break:	<input type="checkbox"/>
Annualised Hours:	<input type="checkbox"/>	Reservist Leave:	<input type="checkbox"/>
Special Leave:	<input type="checkbox"/>	Sabbatical Leave:	<input type="checkbox"/>
Annual Leave:	<input type="checkbox"/>	Unpaid Leave:	<input type="checkbox"/>
Study Leave:	<input type="checkbox"/>		

Once the box is ticked then the standard policy paperwork must be completed as per NHS Scotland Policy. The hyper links to each of the policies can be found in the Global Citizenship HR Guidance.

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**This section to be completed by the manager:**

Authorising Manager:

Amount of Leave Authorised (incl. dates):

Type of Leave / arrangement authorised:

Paid:  Unpaid:

If request rejected please detail reason below:

A copy of this form should be sent to the Human Resources Department.