

## **AREA PARTNERSHIP FORUM**

**From: Nareen Owens, Head of People and Change – Development and Support**

**Date: 22 January 2020**

**Paper No: 03/01/20**

### **Once for Scotland Workforce Policy Implementation**

#### **1. Recommendation**

1.1 The Area Partnership Forum is asked to note the contents of the report.

#### **2. Purpose of Paper**

2.1 This purpose of this report is to provide Area Partnership Forum with an update on the timetable, content and method of implementation for the new Workforce Policies developed nationally in partnership with NHSScotland employers, trade unions and the Scottish Government.

2.2 The applicable policies and supporting documentation relate to those contained in Phase 1 of the Once for Scotland Workforce Policies Programme which apply to all NHS employers in Scotland. The 6 policies include:

- Attendance
- Bullying and Harassment
- Capability
- Conduct
- Grievance
- Workforce Policies Investigation Process

#### **3. Key Issues to be considered**

3.1 A Working Group has been established within NHSGCC. The group is co-chaired by Dorothy McErlean and Nareen Owens and includes representatives from Staff Side, Service and Human Resources and Organisational Development.

3.2 NHSScotland employers has been given a 3 month period to prepare for transition to the refreshed policies within their organisation. The refreshed core policies will be effective for staff and managers from 1 March 2020. In light of this deadline the Working Group is meeting fortnightly.

3.3 It is essential that the Policies are implemented and communicated clearly and effectively to all managers and employees and therefore a robust training programme, using a variety of methods and initiatives is being developed. It is intended that training will be jointly delivered by Staff Side and the Human Resources and Organisational Directorate to allow a partnership approach to implementation and understanding of the changes. Alongside this a detailed communications plan is also being developed.

3.4 As well as the Working Group a series of focus group will also be held with local trade unions and service managers to undertake role play and scenario based implementation of the key policies, which will also be used to inform the training materials.

3.5 A copy of the draft Remit of the Working Group is attached at Appendix One and this will be considered at the meeting on 20<sup>th</sup> January 2020. A verbal update will be provided at the Area Partnership Forum on 22<sup>nd</sup> January 2020 on progress.

**4. Names of Trade Union Representatives involved in the Review/Paper**

Ann Cameron, Staff Side Secretary  
Linda Delgado, Staff Side Secretary  
Julie Boyd, Royal College of Midwives  
Ricky Sheriff-Short, Royal College of Nursing  
Alan Neil, Unite the Union

**5. What Partnership Working Group has considered this, e.g. Working Group/Local PF?**

Once for Scotland Workforce Strategy Group

**6. What are the Staffing Implications from this Paper?**

Replaces all existing Policies and support guidance documentation relative to Agenda for Change Terms and Conditions.

**7. Has an EQIA been undertaken? Are there any issues emerging?**

No.

**8. Has a Risk Assessment been carried out? If yes, please provide details**

No

**9. Has this paper been to the Corporate Management Team?**

No

**What is the Governance Route for this Paper, eg HSCP/APF/Board/Committee?**

APF, Staff Governance Committee

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**Date: 15 January 2020**

## **Once for Scotland Workforce Policy Implementation Working Group Terms of Reference**

### **1. Purpose and Background**

The Once for Scotland Policy Implementation Working Group has been established to agree the timetable, content and method of implementation for the new Workforce Policies developed nationally in partnership with NHSScotland employers, trade unions and the Scottish Government.

The applicable policies and supporting documentation relate to those contained in Phase 1 of the Once for Scotland Workforce Policies Programme which apply to all NHS employers in Scotland. The 6 policies include:

Attendance  
Bullying and Harassment  
Capability  
Conduct  
Grievance  
Workforce Policies Investigation Process

### **2. Stakeholders Roles and Responsibilities**

In addition to the specific responsibilities contained within each policy, there are standard expectations on all parties which underpin all NHSScotland Workforce Policies. The key stakeholders for the Workforce Change Policies are employees and Managers, however detailed below are wider responsibilities:

#### **Employer**

The employer should:

- ensure that policies are appropriately communicated to all employees and made readily accessible to them
- ensure that all relevant staff are sufficiently skilled and competent in implementing the policies
- promote a culture underpinned by the NHSScotland values in which employees are treated fairly and consistently

#### **Managers**

Managers should:

- be approachable and take time to make themselves available to those they manage
- attempt to resolve issues raised fairly, consistently and in a timely manner
- ensure employees are fully informed and communicated with, regarding any issues they have raised
- communicate the standards of behaviour and performance expected of an employee

## Employees

Employees should:

- adhere to the expected standards of behaviour and performance
- discuss concerns at the earliest opportunity with the appropriate manager
- actively participate in any process to attempt to resolve the matter without delay

## Human Resources

Human Resources should:

- support managers and employees by providing advice on policy and process
- ensure any processes undertaken comply with the policy and procedure, so there is fairness and consistency

## Trade Union

Trade Unions should:

- support their members, ensuring they are aware of their rights and responsibilities under these policies
- encourage members to participate in early resolution in appropriate cases
- work in partnership with the organisation to raise awareness on the benefits of and approach to the policy, including development and delivery of joint training

## Occupational Health

Occupational Health should:

- provide expert, impartial and timely advice to managers and support to employees following any referral made in the course of managing issues identified within workforce policies

## 3. Governance

The Working Group will provide updates to the Human Resources and Organisational Development Directorate SMT, Staff Governance Committee and the Area Partnership Forum. The group will be co-chaired by Dorothy McErlean and Nareen Owens.

## 4. Membership

The initial membership of the Working Group is detailed below. Additional members may be sought as required, with wider representation at sub forums/focus groups.

| <b>Name</b>         | <b>Job Title</b>                                    | <b>Directorate</b>                             |
|---------------------|---|--|
| Dorothy McErlean    | Employee Director                                   | Corporate                                      |
| Nareen Owens        | Head of People and Change – Development and Support | Human Resources and Organisational Development |
| Ann Cameron         | Staff Side Secretary                                | Staff Side Representative                      |
| Linda Delgado       | Staff Side Secretary                                | Staff Side Representative                      |
| Julie Boyd          | Royal College of Midwives                           | Staff Side Representative                      |
| Ricky Sheriff-Short | Royal College of Nursing                            | Staff Side Representative                      |
| Alan Neil           | Unite the Union                                     | Staff Side Representative                      |
| Paul Watt           | Senior Learning and Education Adviser               | Human Resources and Organisational Development |
| Nicole Morrow       | Senior Employee Relations Advisor                   | Human Resources and Organisational Development |

| <b>Name</b>     | <b>Job Title</b>                       | <b>Directorate</b>                             |
|-----------------|--|--|
| Morag Kinnear   | HRSAU Manager                          | Human Resources and Organisational Development |
| Moira MacDonald | Learning and Education Manager         | Human Resources and Organisational Development |
| Rona Wall       | Occupational Health and Safety Manager | Human Resources and Organisational Development |
| Diane Wilding   | Team Lead                              | Human Resources and Organisational Development |
| Karleen Jackson | Customer Service Team Lead             | Human Resources and Organisational Development |

## **5. Frequency of Meetings**

NHSScotland employers has been given a 3 month period to prepare for transition to the refreshed policies within their organisation. The refreshed core policies will be effective for staff and managers from 1 March 2020.

In light of this deadline the Working Group will meet fortnightly.

## **6. Remit**

NHSScotland employers are required to develop local implementation and communication plans in partnership.

Training requirements include both awareness raising (short term) and soft skills (ongoing as part of employers existing leadership and management development arrangements).

Due to the potentially extended nature of the process for Attendance and Capability policies, individuals at the very start of a process under these policies should move across to the refreshed policy on the completion of Stage 1, provided both sides are in agreement. If both sides are not in agreement, the individual will remain on the existing employer's policy. The Working Group to agree position for NHSGGC.