

# Foundation Programme

# for New Managers and Supervisors

# Information Pack

# 2019 / 2020



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**A word about hyperlinks used in this document.**

Most hyperlinks will lead to a document or page on the HR Connect site, or other publically accessible websites, and will therefore work on any device. A few of the hyperlinks lead to the NHS Greater Glasgow and Clyde StaffNet site (internal site) and can only be accessed via terminals (and wireless devices) at NHS Greater Glasgow and Clyde locations.

1. **Introduction and purpose**

Welcome to the NHS Greater Glasgow and Clyde Foundation Programme for New Managers and Supervisors.

This document has been designed to both introduce and supplement the programme with a blend of supporting material and some self-directed learning where you will take the initiative for exploring and reflecting on the essentials of your particular role.

The programme will:

* Focus on the core NHS Greater Glasgow and Clyde principles that promote and encourage person centred values and behaviours in both your day-to-day practice and that of your team members.
* Provide an overview of key policies and processes essential to the manager’s role in NHS Greater Glasgow and Clyde.
* Offer guidance on further programmes, qualifications and coaching and support which are available in-house in NHS Greater Glasgow and Clyde.

This programme also contributes to your induction experience. You will therefore be directed to participate in some mandatory programmes and be supported by your own line manager to develop a KSF Personal Development Plan which reflects your needs and how these will be met in the first year of your new role.

The programme is part of the wider management and leadership support available to managers in NHS Greater Glasgow and Clyde. Current activities supporting management and leadership development can be found through [HR Connect](http://www.nhsggc.org.uk/working-with-us/hr-connect/) and by contacting your local Learning and Education Advisor for management development activities and your local [Organisational Development Advisor](http://www.nhsggc.org.uk/working-with-us/hr-connect/organisational-development/organisational-development-team/) for opportunities supporting leadership development.

Additional modules providing in-depth coverage of core and specific management issues will be advertised separately in the [Training Catalogue](http://www.nhsggc.org.uk/working-with-us/hr-connect/learning-education-and-training/learning-education-catalogue/). These will be a blend of tutor-lead and e-learning interventions.

You may also find our [Career and Development Planning Framework](https://www.nhsggc.org.uk/working-with-us/hr-connect/organisational-development/career-and-development-planning-framework/) valuable as you plan development activities for your current post and prepare for future roles.

Not all the information in this document will be covered in the programme – some information is for reference to consider after the programme and to assist you in deciding on the next stage of your development as a manager.

**Equality and Diversity**

The philosophy of the NHS Greater Glasgow and Clyde Equality Scheme 2016-2020 will underpin the approach of the Programme to its delivery and content. We will ensure suitable adjustments are made to support the requirements of individual delegates. Any specific requirements can be discussed with the Programme Leader in confidence.

**The Partnership Agreement**

The [Partnership Agreement](http://www.nhsggc.org.uk/working-with-us/hr-connect/policies-and-staff-governance/policies/partnership-agreement/) has been developed jointly by the Board and the Trades Unions and Professional Organisations representing staff.  The Agreement is designed to ensure staff are effectively involved in influencing the shape and implementation of decisions that affect their work, and offer managers the means through which staff views can be considered before taking the decisions for which they are responsible.

1. **Programme details and outcomes**

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| **Target Group** | The Foundation Programme for New Managers introduces **newly appointed** supervisors and managers in NHS Greater Glasgow and Clyde to the requirements, responsibilities and expectations associated with their role. Since it focuses on specific knowledge and understanding required to be a manager in NHS Greater Glasgow and Clyde the programme is relevant to both clinical and non-clinical managers at all levels. |
| **Aim** | The aim of the Programme is to support key performance management processes associated with the postholder’s role.  |
| **Duration** | 1 day, 9.00am to 5.00pm |
| **Provided by** | Learning and Education with in-house specialist speakers |
| **Outcomes** | By the end of the programme you will be able to,* describe the vision and values of NHS Greater Glasgow and Clyde
* support and develop your workforce through induction and Personal Development Planning and Review
* define your responsibilities in managing Health and Safety
* articulate the effect of Equality and Diversity on all aspects of the manager’s role and its impact on the organisation
* outline your role and responsibilities in relation to Staff Governance and Information Governance
* understand the our Partnership arrangements with Trades Unions and Professional Organisations
* access further detailed information on a range of HR polices and processes (including, Clinical Governance, Financial Governance, SSTS, Staff Health and Wellbeing, Occupational Health, Staff Money and Wellbeing)
 |
| **Course Work** | There are no formal assessments associated with this Programme. Delegates will be asked to access and become familiar with NHS Greater Glasgow and Clyde policies and processes related to each of the sessions on the Programme. Guidance will be given on where to find current policies and other related documents during each of the sessions. Delegates will be given the opportunity to plan any actions they require to take forward as a result of the learning they have undertaken. |

1. **Organisational objectives, goals and values**

Becoming a manager can be daunting experience, not least because you now must also be familiar with the “corporate” agenda.

**Scottish Government**

The Scottish Government has set out its vision for the NHS in Scotland in the strategic narrative for 2020.

**Our vision is that by 2020** everyone is able to live longer healthier lives at home, or in a homely setting. We will have a healthcare system where we have integrated health and social care, a focus on prevention, anticipation and supported self management. When hospital treatment is required, and cannot be provided in a community setting, day case treatment will be the norm. Whatever the setting, care will be provided to the highest standards of quality and safety, with the person at the centre of all decisions. There will be a focus on ensuring that people get back into their home or community environment as soon as appropriate, with minimal risk of readmission.

***Reference:*** [***Achieving Sustainable Quality in Scotland’s Healthcare: A 20:20 Vision***](http://www.gov.scot/Topics/Health/Policy/2020-Vision)

**NHS Greater Glasgow and Clyde**

NHS Greater Glasgow and Clyde’s purpose is to

“Deliver effective and high quality health services, to act to improve the health of our population and to do everything we can to address the wider social determinants of health which cause health inequalities”.

“It’s key that we’re all committed to the core NHS values of: Care and Compassion, Dignity and Respect, Openness, Honesty, Responsibility, Quality and Teamwork – and we use these values to guide us in all that we do.”

 Jane Grant, Chief Executive

**Personal reflection**

Consider your work objectives at the moment. To what extent have they reflected the core NHS values stated above?

**Small Change Matters**

The senior team is working on strategic transformation and integration which will ensure a focussed approach and clarity in the medium to long term. We are very keen to listen to, and work with, you on any areas where you believe changes could be made to achieve further efficiencies and value for our patients and to address the resource challenges we face. Full details can be found on [StaffNet](http://www.staffnet.ggc.scot.nhs.uk/Info%20Centre/FTFT/Pages/Default.aspx).

There are five areas of focus:

**Our Patients**

We will have a consistent and effective focus on listening to patients, making changes to improve their experience and responding better to vulnerable people.

**Our People**

We will develop a workforce which feels positive to be part of NHS Greater Glasgow and Clyde, feels listened to and valued and where all staff take responsibility to identify and address issues in their area of work in terms of quality, efficiency and effectiveness, with a real focus on improving the care we deliver to patients.

**Our Leaders**

All our managers should also be effective leaders, leadership is management plus, it is about more than managing transactions but managing with vision and with imagination, with a drive for positive change and with a real focus on engaging staff and patients.

Managers need to:

* Be better equipped and supported to perform effectively.
* Work with clearer and more consistent organisational requirements and real incentives for delivery, particularly on relationships with staff and quality of services.
* Be able to develop beyond management into leadership.
* Be highly motivated and respected by the staff they work with.

We also want people across the organisation to feel able to exercise leadership in their area of work, to improve services to patients, to make the team they are part of more effective and to encourage and value leadership across the professions.

**Our Resources**

We know that we need to reduce our costs over the next five years. We need staff to help us decide how to do that in a way which targets areas of less efficiency and effectiveness and areas where we can improve quality and reduce cost.

**Our Culture: The Way We Work Together**

To meet the challenges we face we need to improve the way we work together and we all need to take responsibility for achieving that. We need more listening, more reflection, and better working, together as individuals, in our own teams and with other teams.

**Additional support materials for Facing the Future Together**

You will find a set of supporting tools, processes and materials under each of the five headings. For example,

**Managers and Team Leaders Checklist** (Our Leaders) – contains the basic expectations of those in managerial or team leadership positions and allows self scoring and preparation for performance discussions with your line manager.

 **Leadership Framework** (Our Leaders) – sets out four key areas of challenge across which leaders in NHS Greater Glasgow and Clyde have told us they divide the majority of their time and focus:

* Achieving value for money and financial balance
* Focus on service quality and improvement
* Engaging staff
* Working with partners

 **Team Development Framework** (Our Culture) – tools and techniques to develop the team or teams in which you are part.

 **Our Values & Behaviours** (Our Culture) – sets out our commitment to six NHS GG&C Values that should have meaning to everyone in our organisation irrespective of role or level:

* We put patients first
* We focus on outcomes
* We take responsibility
* We work as one team
* We always try to do better
* We treat each other with respect

 Under each of these we have provided some examples of associated positive and negative behaviours.

We’ve made all these tools, processes and materials available for everyone to use to support of our long term goal in Facing The Future Together; A culture shift towards a more positive working environment for staff where they feel more engaged and able to contribute their best in their care of patients and in service delivery to communities.

**Personal reflection**

Which of the themes and values will you be prioritising over the next three months?

1. **Session descriptors and notes**

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| **Induction Governance**This session will help you to support new staff through their induction period.By the end of the session you will,* identify the drivers that support induction governance within NHS Greater Glasgow and Clyde
* understand the manager’s role as a facilitator of induction
* understand the Health Care Support Worker Mandatory Induction Standards and the Code of Practice
* identify forms of support to fulfil induction for new starts

Additional resources* [Induction Portal](http://www.nhsggc.org.uk/working-with-us/hr-connect/learning-education-and-training/induction/) (Initial link is to HR Connect but subsequent links are to StaffNet)
* [Healthcare Support Worker Code of Conduct](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Learning%20and%20Education/Pages/HealthcareSupportWorkerCodeofConduct.aspx) (StaffNet)
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| **Notes** |

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| **The Role of the Manager in Health and Safety**This session will introduce you to the Health & Safety service and highlight your initial priorities.By the end of the session you will,* identify factors that influence accidents
* understand your role in managing health and safety within NHS Greater Glasgow and Clyde
* identify where and how to seek additional health and safety support

Additional resources* [Health & Safety Services](http://www.nhsggc.org.uk/working-with-us/hr-connect/health-safety/)
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| **Notes** |

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| **Fraud in the Health Service**Agenda * Nature, scale and impact of health service fraud
* Fighting fraud is a team effort
* Counter Fraud Services
* Case studies
* Causes of ‘Insider Fraud’

Resources* NHS National Shared Services – [Counter Fraud Services](http://www.cfs.scot.nhs.uk/)
* [Understanding the Dark Triad](https://www.mindtools.com/pages/article/understanding-dark-triad.htm)
* Centre for the Protection of National Infrastructure ([CPNI](https://www.cpni.gov.uk/its-ok-to-say-education-programme))
* This [cartoon clip](https://www.youtube.com/watch?v=IvTJ3cRzVbc) is a great resource for a team meeting where security is to be discussed: - part of the CPNI programme
* [Financial Governance - New!](http://www.staffnet.ggc.scot.nhs.uk/Corporate%20Services/Finance/Pages/FinancialGovernance-New%21.aspx) (StaffNet)
* [Code of Conduct](http://www.staffnet.ggc.scot.nhs.uk/Corporate%20Services/Finance/Pages/CodeofConductforStaffandDeclarationsofInterest%2CGiftsandHospitality.aspx) (StaffNet)

The key elements of the Code of Conduct for Staff are that the employees of NHS Greater Glasgow and Clyde are expected to:  * ensure that the interest of patients remain paramount at all times;
* be impartial and honest in the conduct of their business;
* use the public funds entrusted to them to the best advantage of the service, always ensuring best value for money.

 Employees should not * abuse their official position for personal gain or to benefit their family and/or friends;
* seek to advantage or further their private business or other interests, in the course of their official duties
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| **Notes** |

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| **Being an Inequality-Sensitive Manager**This session will introduce you to the legislative context underpinning fair treatment for employees in the workplace and the policies and resources in place to support you to be a manager who * understands considerations required for employees protected by the Equality Act (2010)
* minimises the risk of their staff experiencing discrimination in the workplace.

By the end of the session you will,* Understand the legal requirements to be an inequality-sensitive manager and the benefits this brings to patients, employees and the organisation as a whole.

Additional resources,* <http://www.equalitiesinhealth.org/public_html/equality_scheme.html>
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| **Notes** |

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| **Staff Governance**This session will outline what Staff Governance is, the framework surrounding it, and how it influences the way we manage staff.At the end of this session you will,* Understand what Staff Governance is, including the 5 key Staff Governance Standards
* Identify how the Standards can support you in your line management role, and support your team
* Understand the influence Staff Governance has on the development and application of workforce policies
* Understand how the iMatter continuous improvement tool supports the Staff Governance Standards

Additional resources* [NHS Scotland Staff Governance](http://www.staffgovernance.scot.nhs.uk/)
* [NHS Greater Glasgow and Clyde Policies and Staff Governance](http://www.nhsggc.org.uk/working-with-us/hr-connect/policies-and-staff-governance/)
* [PDP KSF](http://www.nhsggc.org.uk/working-with-us/hr-connect/learning-education-and-training/personal-development-planning-and-review-pdpr/)
* [Turas Appraisal](https://www.nhsggc.org.uk/working-with-us/hr-connect/learning-education-and-training/turas-appraisal/)
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| **Notes** |

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| **Working in Partnership**By the end of the session you will,* understand the national approach to Partnership Working (background, aims and ways of working)
* know how this is taken forward in NHS Greater Glasgow and Clyde through the Partnership Agreement and Facility Agreement
* understand the role of our Partnership forums and their structure
* be aware of the importance and value of engaging effectively in Partnership Working

Additional resources**Employee Director**Dorothy McErlean - dorothy.mcerlean@ggc.scot.nhs.uk**Heads of People and Change (HoPaCs)**

|  |  |
| --- | --- |
| Joan SmithHead of People and Change,Clyde Sector | Brian GreeneHead of People and Change,Inverclyde and Renfrewshire HSCPs |
| Bridget HowatHead of People and ChangeCorporate Services | Lesley JonesBusiness PartnerEast Renfrewshire HSCP |
| James FarrellyHead of People and Change,North Sector and Women and Children’s Directorate | Tom QuinnHead of People and ChangeEast Renfrewshire HSCP |
| David DallHead of People and Change,South Sector | Serena BarnattHead of People and Change,West Dunbartonshire HSCP |
| Colin McGowanHead of People and ChangeRegional Services | Stephen WallaceHead of People and ChangeProperty, Procurement and Facilities Directorate |
| Audrey SlaterHead of People and ChangeDiagnostics |  |

**Staff-side Lead Contacts**

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| **British Association of Occupational Therapists** | Diana McCroneInverclyde HSCPLanghill ClinicInverclyde Royal HospitalLarkfield RoadGreenock PA16 0XN01475 504554 or 0755 756 1913diana.mccrone@ggc.scot.nhs.uk |
| **British Dental Association** |  |
| **British Dietetic Association** | Helen MacDonaldNutrition & Dietetic ServiceOld Johnstone Clinic1 Ludovic SquareJohnstone PA5 8EE    01505 821823Helen.McDonald2@ggc.scot.nhs.uk |
| **British and Irish Orthoptic Society** | Diane RussellHead OrthoptistSurgery & AnaestheticsRoyal Alexander HospitalCorsebar RoadPaisley PA2 9PN0141 314 9706diane.russell@ggc.scot.nhs.uk  |
| **British Medical Association** |  Scott AndersonBritish Medical Association14 Queen StreetEdinburghEH2 1LL0131 247 3000sanderson@bma.org.uk  |
| **Chartered Society of Physiotherapy** | Claire Ronald    Senior Negotiating OfficerChartered Society of Physiotherapy49 North Castle Street Edinburgh EH2 3BG0131 226 1441ronaldc@csp.org.uk |
| **Federation of Clinical Scientists** | Frank FinlayConsultant Clinical ScientistBiochemistry DepartmentSouthern General Hospital1345 Govan RoadGlasgow G51 4TF0141 201 1928frank.finlay@ggc.scot.nhs.uk  |
| **GMB** | Karen LeonardRegional OrganiserGMB Scotland, Fountain House1/3 Woodside CresentCharing CrossGlasgow G3 7UJ 0141 352 8133KL.Leonard@gmb.org.uk  |
| **Royal College of Midwives** | Emma CurrerNational OfficerRCM UK Board for Scotland37 Frederick Street, Edinburgh EH2 1EP0300 303 0444emma.currer@rcm.org.uk  |
| **Royal College of Nursing** | Anne ThomsonRCN OfficerRoyal College of Nursing6th Floor, 177 West George Street, Glasgow G2 2LB0141 227 3110 anne.thomson@rcn.org.uk  |
| **Society of Chiropodists and Podiatrists** | Graham PirieEmployment Relations OfficerSCP, 7 Maryland Drive, Glasgow G52 1SW07825839336gp@scpod.org  |
| **Society of Radiographers** | Deborah ShepherdNational OfficerSociety of RadiographersSuite 5, Enterprise House,Southbank Business ParkKirkintillochG66 1XQdeborahs@sor.org |
| **Unite the UNION** | Linda DelgadoHaematologyGlasgow Royal Infirmary84 Castle StreetGlasgow G4 0SF0141 211 447307456042105ldelgado367@gmail.com Linda.delgado@ggc.scot.nhs.uk |
| **UNISON** | Cathy MillerUNISONEmpire House, 4th floor, 131 West Nile St, Glasgow G1 2RX0141 331 4450cathy.miller@ggc.scot.nhs.uk or cmiller@unisonglasgowclyde.com  |

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| **Notes** |

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| **Information Governance**This session will provide you with a general awareness of Information Governance to enable you to support staff in their day to day job.By the end of the session you will,* understand what Information Governance is and why it is important to us
* be aware of the manager’s role if your department receives a Subject Access Request
* understand how to deal with a data breach

Additional resources* [NHS Greater Glasgow and Clyde Information Governance](http://www.staffnet.ggc.scot.nhs.uk/Corporate%20Services/Health%20Information%20Technology/InfoKnowledgeAndHealthRcds/Information%20Services/InfoGovIndex/Pages/InfoGovHome.aspx) (StaffNet)
* [Information Governance Policies and Guidance](http://www.staffnet.ggc.scot.nhs.uk/Info%20Centre/PoliciesProcedures/Non%20Clinical%20Policies/Pages/InformationGovernanceandInformationTechnologySecurityFramework.aspx) (StaffNet)
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| **Notes** |

1. **Further key topics**

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| **Clinical Governance**Clinical Governance is a framework of arrangements put in place by each Board to ensure that we meet our statutory obligations in respect of Duty of Quality. The most important aspect of Clinical Governance is how we collectively and continuously improve the quality of clinical care we provide.Resources* [Clinical Governance Support Unit](http://www.staffnet.ggc.scot.nhs.uk/Corporate%20Services/Clinical%20Governance/Pages/CGSUHomepage.aspx) (StaffNet)
* [Person Centred Health and Care](http://www.staffnet.ggc.scot.nhs.uk/Corporate%20Services/Clinical%20Governance/Pages/PersonCentredHealthCare.aspx) (StaffNet)
* [Healthcare Quality Strategy for NHS Scotland](http://www.gov.scot/resource/doc/311667/0098354.pdf)
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| **Notes** |

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| **Occupational Health**The NHS Greater Glasgow & Clyde Occupational Health Service provides specialist advice to support you at work on all matters relating to your health & wellbeing.We are a multidisciplinary team made up of specialist Occupational Health Nurses, Registered nurses, Physiotherapists, Occupational Health Physicians, Counsellors and administration staff.Our aim is to improve the health & wellbeing of all employees and help to ensure that they have a healthier, safer working environment.We are a SEQOHS Accredited Occupational Health Service.Resources* Occupational Health - [guidance on self referral and management referral](http://www.nhsggc.org.uk/media/237994/sr-mr-guide-for-managers-2016.pdf)
* Occupational Health - [HRConnect pages](http://www.nhsggc.org.uk/working-with-us/hr-connect/occupational-health/)
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| **Notes** |

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| **SSTS (Scottish Standards Time System)**SSTS, is an electronic Time & Attendance system that replaces manual duty sheets.  It is now the largest web-based system used by NHS Scotland. Attendances and absences (including all forms of leave) are recorded on SSTS. This also includes short-term staff re-deployment (e.g. borrowing) and any additional hours worked so that each roster gives a comprehensive record of both activity and inactivity within wards and departments.  **NB:** it is important to complete SSTS promptly, in order to avoid causing financial hardship (for example due to overpayments, or if sickness absence is not recorded promptly).For reporting, SSTS uses the New Business Objects BOXI application, which can extract all the data held by SSTS in line with local requirements. We have a nationally agreed suite of reports which will be readily available to all Managers for their staff once they are live on SSTS. These consist of Manpower reports to enable you to monitor your staff absence % targets and also staff absence record reports. Resources* [SSTS](http://www.staffnet.ggc.scot.nhs.uk/APPLICATIONS/SSTS/Pages/default.aspx) (StaffNet)
* If you have any questions or require information as to when the roll-out will be at your group of staff please contact the SSTS Lead Project Manager: - Lynn Marshall on 0141 278 2885 or e-mail lynn.marshall2@ggc.scot.nhs.uk
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| **Notes** |

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| **Staff Health and Wellbeing**We have a duty to be proactive and try to prevent ill health and we also need to be reactive and manage issues efficiently by being supportive of our staff. A range of resources and information is available to staff in NHS Greater Glasgow and Clyde.Resources |
| \\xggc.scot.nhs.uk\ggcdata\FolderRedirects\WWH5\ellioer564\My Documents\My Pictures\banner_staff_health_850x340.jpg | * [A Healthier Place to Work](https://www.nhsggc.org.uk/working-with-us/hr-connect/self-help-for-staff/) – extensive information and resources to support your health and wellbeing
* [Your Health](http://www.staffnet.ggc.scot.nhs.uk/Info%20Centre/For%20Staff/Your%20Health/Pages/YourHealthHomepage2.aspx) (StaffNet)
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| **Staff Money Wellbeing**NHS GGC currently commissions and provides financial inclusion services for its patient population and these services are also available for staff. While we know that there are groups of staff who are vulnerable to financial stress, for example people who are affected by disability, caring responsibilities, family job loss and physical and mental ill health; money worries can affect anyone.Poor financial wellbeing can affect the physical and mental health of individual employees, but it can also have an impact on the organisation. These impacts include absenteeism and poorer job performance. Stress, anxiety and depression are already the most common cause of long term sickness absence in NHS GGC, and according to the Scottish Government Mental Health Strategy (2017-2027) ‘*Poverty is the biggest driver of poor mental health’*. Staff can access a range of help, including money advice (debt, budgeting, benefits, energy advice) through the Support & Information Services.Resources* [NHS GGC Support & Information Services](https://www.nhsggc.org.uk/patients-and-visitors/support-and-information-services/support-and-information-service/) – Available at QEUH, New Victoria, New Stobhill and GRI or via phone and email.
* [NHS GGC Health & Wellbeing Directory](http://infodir.nhsggc.org.uk/) – Information on a wide range of health topics and local support, including for money worries.
* [A Healthier Place to Work](https://www.nhsggc.org.uk/working-with-us/staff-health/) (Staffnet) – The ‘All About Money’ tile has a host of information and resources relating to money, for staff and managers.
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| **Freedom of Information**The Freedom of Information (Scotland) Act 2002 (as amended) (“the Act”) imposes a number of obligations on Scottish public authorities, including NHS Greater Glasgow and Clyde (NHSGG&C). Integration Joint Boards established under the Public Bodies (JointWorking) (Scotland) Act 2014 are separate responsible bodies under the Act from the date of their establishment. The Act gives a general right of access to recorded information held by public authorities, subject to certain exemptions. Resources* [NHSGGC Freedom of Information](http://www.staffnet.ggc.scot.nhs.uk/Info%20Centre/Freedom%20of%20Information/Pages/default.aspx) – includes key contact details (StaffNet)
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| **Notes** |

1. **Your induction**

This ready-reckoner is designed to identify areas for consideration during your induction as a new manager. If you are in a joint role with a Local Authority or your role requires you to work with Local Authority colleagues you may wish to consider the following points in both an NHSGG&C and Local Authority context as appropriate

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| **1. Practical Issues** | **Completed** |
| ***By the end of this section you should be on the payroll, have the right working environment and be online for communications*** |
|  | Clarify processes for pay and allowances, both in respect of yourself and members of your team |  |
|  | Discuss your working environment with your line manager and identify any physical or eHealth (IT) issues |  |
|  | Check you are listed on email and other distribution lists |  |
|  | Ensure that eHealth (IT) have installed the packages required for your role and you have access rights and passwords as appropriate |  |
|  | Identify who’s who in relation to your role |  |

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| **2. The Job** | **Completed** |
| ***By the end of this section you should have identified the main aspects of your role and be aware of the key documents you will need*** |
|  | Add job description and KSF outline to your personal folder and set up a system for recording your development. What questions do you have for your manager? |  |
|  | Find copies of the NHS Greater Glasgow and Clyde Operational Plan and the development plan for your area and describe your role in relation to these documents. |  |
|  | Arrange meetings with your direct reports and your team. |  |
|  | Discuss the following with your manager and familiarise yourself with relevant policies and appropriate contacts in each area:* Risk management
* Financial management
* Health and safety
* Managing absence
* Managing performance
* Procurement processes
* Work-life balance policies
* Key contacts in other services
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|  | Ensure that you are familiar with KSF and how it affects your team. |  |
|  | Draw up a programme for meeting key partners and colleagues.Consider:* who influences, supports or impacts on your role
* any networks that can be accessed either within NHS Greater Glasgow and Clyde or outside the organisation
* what you wish to discuss with each person
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| **3. Expectations**  | **Completed** |
| ***By the end of this section you should have enhanced your understanding of the cultural norms of the organisation and mutual expectations of you and your manager*** |
|  | Take time to talk to your manager and others in the organisation to clarify how you can expect to be treated at work and what is expected of you:Particular issues for discussion include:* terms and conditions of service
* scope of flexible working in the department
* disciplinary and grievance policies
* joining a trades union
* voicing opinions and concerns
* standards of dress
* code of conduct
* equality and diversity
* harassment and bullying at work
* management styles
* joint working
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| **4. My Development** | **Completed** |
| ***By the end of this section you should have an outline personal development plan and have planned your first appraisal*** |
|  | Discuss your immediate development needs with your manager, including:* any issues highlighted at recruitment
* mandatory training
* other required training
 |  |
|  | Discuss longer term development needs with your manager, including:* career aspirations
* professional networks
* other forms of support: mentorship, coaching, peer support groups etc.
 |  |
|  | Set a date for your performance development review which includes agreeing your personal development plan. |  |

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| **5. Next Steps** | **Completed** |
| ***By the end of this section you should have formally completed all aspects of your induction.*** |
|  | Now that you have completed the first four sections, you need to take stock with your manager:The expected outcomes of induction are:* you are fulfilling your role to the standards expected by your manager
* you have a clear view of your future personal development pathway
* you can demonstrate confidence in your role
* you are familiar with NHS Greater Glasgow and Clyde’s key business objectives

Do you think you have achieved this? If not, what else needs to be done? |  |
|  | Check you have agreed dates for:* personal review sessions
* performance and development review
* management development training
* leadership development training
* KSF Personal Development Plan / eKSF training

These links will take you the Learning and Education and Organisational Development pages on HR Connect.* [Learning, Education and Training](http://www.nhsggc.org.uk/working-with-us/hr-connect/learning-education-and-training/)
* [Organisational Development](http://www.nhsggc.org.uk/working-with-us/hr-connect/organisational-development/)
 |  |

1. **Additional resources**

|  |  |
| --- | --- |
| [HR Connect](http://www.nhsggc.org.uk/working-with-us/hr-connect/) | The main NHS Greater Glasgow and Clyde resource for information, training and guidance relating to Human Resources and Organisational Development. |
| [StaffNet](http://www.staffnet.ggc.scot.nhs.uk/Pages/Staffnet%20Home%20Page.aspx) | NHS Greater Glasgow and Clyde’s internal website. This is only accessible via terminals (and wireless devices) at NHS Greater Glasgow and Clyde locations.  |
| [Flying Start NHS®](http://www.flyingstart.scot.nhs.uk/) | Flying Start NHS® is a national development programme for newly qualified nurses, midwives and allied health professionals. |
| [NHS Scotland Quality Improvement Hub](http://www.qihub.scot.nhs.uk/default.aspx) | Provides access to a wide range of resources in support of improving healthcare quality. |
| [NHS Scotland Staff Governance](http://www.staffgovernance.scot.nhs.uk/favicon.ico) | This website has been developed as a resource for staff and managers within NHS Scotland to provide information on effective Staff Governance and Partnership working which are critical success factors in achieving the aspiration of a world-class health service and exemplary employer status. |
| [Scottish Government NHS Workforce](http://www.gov.scot/Topics/Health/NHS-Workforce) | An overview of the NHS workforce in Scotland. |
| [Healthcare Support Workers Toolkit](http://www.hcswtoolkit.nes.scot.nhs.uk/) | Provides a range of guidance and support to managers and educators in respect to developing Healthcare Support Workers. |
| [LearnProNHS login](https://nhs.learnprouk.com/lms/login.aspx?ReturnUrl=%2flms%2fuser_level%2fwelcome.aspx) | Convenient link to the LearnPro login page. |
| [Advisory, Conciliation and Arbitration Service](http://www.acas.org.uk/index.aspx?articleid=5835&utm_medium=email&utm_campaign=NTL%20Sept%202016&utm_content=NTL%20Sept%202016+Version+A+CID_b87110951e22d813e461544bfc0c3368&utm_source=Acas%20National%20Email%20Marketing%20Live&utm_term=Download%20New%20Acas%20guide%20-%20Managing%20People) (ACAS) | A link to the nationally recognised service which also provides valuable guidance and supporting resources. |
| [Chartered Institute of Personnel and Development](http://www.cipd.co.uk/cipd-hr-profession/) (CIPD) | The professional body for HR and people development. |