

HR Support & Advice Unit Manager Briefing

On 1st March 2020 a number of key NHS GGC policies were replaced by NHS Scotland Workforce Policies. This is part of the 'Once for Scotland' approach being phased in to replace existing national PIN (Partnership Information Network) and make local health board policies consistent across all of NHS Scotland.

The policies included in the first phase:

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

These new national policies and associated supporting documentation were developed in partnership with NHS Scotland employers, Trade Unions/Professional Organisations and the Scottish Government. They now set the standard for employment practice across NHS Scotland.

The current Human Resources and Organisational Development service model is as follows:

Tier 1 is using the [HR Connect](#) section of the NHS GGC website (self-service) where you can find all HR policies applicable to NHS GGC staff, including links to the NHS Scotland Workforce policies (you can also access the NHS Scotland Workforce policies directly at <https://workforce.nhs.scot>). Both websites are accessible 24/7 from any device with internet access.

Tier 2 is contacting the [HR SAU \(Human Resources Support and Advice Unit\)](#).

The **HRSAU Enquiry Team** can be contacted via the **HR Portal** https://nhsnss.service-now.com/ggc_hr (you can add the link to your Internet Favourites for easy access).

Guide Videos have been created if you have any difficulty accessing the HR Portal:

Submitting an Enquiry demo:

[Click here to view the 'Submitting an Enquiry' video](#)

Request for HR Support Demo:

[Click here to view the 'Request for HR Support' Video](#)

If you have a question relating to HR policy, terms and conditions or anything else HR-related please select '**HR Enquiry**'.

If you are an NHS GGC manager and would like to request HR support for casework, in accordance with a HR policy and procedure, then please select '**Request for HR Support**'.

We aim to respond to all requests received via the HR portal within two working days.

If your enquiry is urgent, or you would prefer to talk to an HR Assistant, you can contact them on 0141 278 2700 (Option 2) between the following times (excluding public holidays):

Mondays, Tuesdays, Wednesdays and Fridays: 9am to 3.30pm

Thursdays: 12 noon to 4pm

The HR practitioner who answers your call will ask you for a number of details, including your name, email and telephone details, where you work and what service you work for.

The main reason for recording these details is to allow us to be proactive in identifying hot spots where we could facilitate additional training or awareness on specific HR topics or where we could deploy additional resource to support you with particular challenges, such as attendance for example.

The HR Lead for the HR SAU Enquiry Team is Kelly Anne McKendrick:

kellyanne.mckendrick2@ggc.scot.nhs.uk or 07816251717

CLUSTER HR MANAGERS

The Cluster HR Managers, who organise the delivery of the casework for the rest of the HR SAU teams who support the cases '**Request for HR Support**', are as follows:

Cluster 1

Diagnostics, Clyde Sector and North Sector

HR Manager – Carol Ann McNicol

Carolann.McNicol@ggc.scot.nhs.uk

07870917802

Cluster 2

Women & Children's, Regional Services and South Sector

HR Manager – Angela Forsyth

Angela.Forsyth@ggc.scot.nhs.uk

07870915947

Cluster 3

Facilities, Corporate, Pharmacy and Partnerships

HR Manager – Diane Wilding

Diane.wilding@ggc.scot.nhs.uk

07870915926

How do I get support for a Long-Term Attendance Review Meeting?

Please use the '**Request for HR Support**' button on the HR Portal.

If you cannot locate the employee's name under the Registered Employee dropdown, please select Non-registered Employee and then enter their name and information.

Please also provide the following details:

- Date the current period of absence commenced
- Expiry date of their current fit note
- Reason(s)* for absence (please include as much information as possible)
- Confirmation of whether Occupational Health input

- Name of the HR practitioner, if the case was concluded but you have previously received input supporting the employee's attendance and they are familiar with the case
- Detail or any Appeal process (necessary for formal stage 2 requests only)

*For work related stress please provide further background (e.g. if it is workload or interpersonal issues) and detail if there has been discussion with the employee.

Once information is received, it will be reviewed by the HR SAU Enquiry Team and if appropriate for HR support it will then be submitted to the relevant Cluster HR Manager who will allocate the case to an HR practitioner. The allocated HR practitioner will then be the dedicated case support for the duration of the employee's absence for continuity and you can contact them directly if you wish to schedule further meeting dates with the same employee in relation to the same period of absence.

Please note that unfortunately HR availability cannot be guaranteed for pre-arranged meetings: you can provide details of your preferred times/availability, however you should wait to hear from the HR practitioner assigned to support your meeting before scheduling and sending out any formal invites as preferred times/availability cannot always be accommodated.

There is no requirement for an HR practitioner to be in attendance at Formal Stage 1 meetings to address frequent absence and support can only be provided at these meetings in exceptional circumstances, at the discretion of the relevant Cluster HR Manager. Please call the HR SAU Enquiry Team in advance to discuss any such requirements.

Can I get HR support for Frequent Sickness Absence Meetings?

On reaching a trigger point, and following a Return to Work Discussions/Supportive Interventions, the appropriate line manager will arrange to meet with the employee to discuss their level of attendance for the previous 12 month period if there continues to be concerns. Employee should be advised of expectation that their attendance will continue to be monitored and a significant and sustained improvement is expected and if not achieved, they will be referred to Formal Stage of the Attendance Policy. Before moving to the formal stage, the Checklist "Steps that should be taken before moving to formal procedure" should be completed.

The line manager is responsible for ensuring that an Attendance Meeting invite letter is sent to the employee at least 14 calendar days prior to all Formal Stage meetings. It is recommended that this letter should enclose details of the absences as recorded on SSTS or from a timeline of absences, including reasons, and highlight any other attendance related issues. This is to ensure that the employee is aware of which absences the manager wishes to discuss and to ensure that the absence details being discussed are correct.

Attendees

There is no requirement for an HR practitioner to be in attendance at Formal Stage 1 meetings to address frequent absence and HR support can only be provided at these meetings in exceptional circumstances, at the discretion of the relevant Cluster HR Manager. Please call the HR SAU Enquiry Team in advance to discuss any such requirements.

HR support can be requested for cases progressing to the Formal Stage 2 process by using the '**Request for HR Support**' button on the HR Portal.

If you cannot locate the employee's name under the Registered Employee dropdown, please select Non-registered Employee and then enter their name and information.

Please provide the following details:

- Attach all Stage 1 correspondence issued to employee (e.g. invite, mid-point, outcome letters)
- Attach a list of all sickness absences within Stage 1 process to date (e.g. all dates, durations, absence reasons)
- Confirmation of whether Occupational Health input

HR Support for Casework (Conduct, Capability, Bullying & Harassment, Grievance Process)

Before progressing to a formal Investigation, managers should carry out an informal fact find in order to consider whether matters could be addressed through Early Resolution. Often a conversation between a manager and the employee to ask what has happened could provide a reasonable explanation as to what could have led to the concern/allegation, in order to resolve the issue informally.

If Early Resolution is not considered suitable, managers must provide the rationale for this when submitting the '**Request for HR Support**' under the relevant category (e.g. Conduct) on the HR Portal and ensure all relevant details are included.

The Investigation process may be initiated under the following policies:

- Conduct
- Bullying and Harassment
- Grievance (please refer below in the first instance)
- Capability

The Investigation Initiation (Commissioning) Manager should submit a "**Request for HR Support**" under the relevant category (e.g. Conduct) on the HR Portal and ensure all relevant details are included.

If the investigation is instigated as a result of a formal complaint letter or Grievance Notification Form (individual or collective) being submitted, this should also be attached along with the Investigation Notification letter. It is important that any allegation(s) are noted clearly and concisely and contain all the relevant information to allow the employee to respond. If you require any support with any aspect of this process please contact the HR Enquiry Team before submitting the referral.

Conduct Process

HR support for Early Resolution is only available by exception. For Conduct issues which cannot be resolved through Early Resolution, an Investigation can be organised by following the NHS Scotland Workforce Policies Investigation Process (WPIP), as detailed above.

HR Support for a Formal Stage 1 Grievance Hearing

The manager who receives the Grievance Notification Form (individual or collective) should consider the nature of the information detailed on the form. If this refers to an alleged misconduct by another employee towards them, or if there are interpersonal issues raised,

you should consider whether it is more appropriate to initiate an Investigation in accordance with the Workforce Investigation Policy through the Conduct and/or Bullying and Harassment Policies.

If you are unsure please contact the HRSAU and a member of the HR Enquiry Team will be happy to assist and provide further guidance.

To request HR support for a Formal Stage 1 Grievance Hearing please use the **'Request for HR Support'** button on the HR Portal. Under category select **"Grievance"** category and continue to submit all the required information including who is chairing the hearing (Case Manager).

The manager should provide the following:

- Grievance Notification Form (individual or collective)
- Stage 1 (individual or collective) Grievance acknowledgement letter
- Early Resolution (individual or collective) Grievance outcome letter (where applicable)
- If Early Resolution was not considered suitable, please provide the rationale for this

Should the employee(s) be dissatisfied with the Stage 1 outcome, they have the option to proceed to a final Stage 2 Hearing. To do so, they should submit a Stage 2 Grievance (individual or collective) notification form to the Case Manager within 14 calendar days of receipt of the outcome letter. If the employee does wish to progress to Stage 2, then it does not need to be logged through the HR Enquiry Team again. The Manager and HR Support who participated in Stage 1 should be notified. The Stage 1 support will then notify the appropriate Cluster HRM in order for Stage 2 support to be identified.

HR support with the Formal Stage 1 Capability Process

An HR practitioner is not usually present at the Early Resolution stage of the capability process. However, there are occasions when support may be appropriate, due to the nature of the issue(s) of concern and you should contact the HR Enquiry Team directly to discuss this further.

If a case is being escalated to a formal stage, for the initial HR support, you will need to submit a **'Request for HR Support'** on the HR Portal under the "Capability" category to submit all the required information.

The manager should provide the following:

- Any informal supported improvement plan/ documentation
- The Early Resolution Outcome letter - move to formal process letter (where applicable)
- If Early Resolution was not considered suitable, please provide the rationale for this

Suspension Process

Please see document below which details the suspension process.



Suspension Process

What if I need another kind of support from HR?

You can also contact the HR Enquiry Team for other types of HR support as listed below (the list is not exhaustive):

- Support for Flexible Working appeals
- HR Policy Training
- Organisational Change/Workforce Change
- Non-Org Change Redeployment
- Job Description Support
- Other (please provide further details)

Please use the **'Request for HR Support'** button on the HR Portal and select **'Service Request'** under category. Please then submit all relevant information, detailing the support you need. This allows the Cluster HR Manager to consider and allocate the appropriate support.

If you need support with the implementation of a Workforce Change project, in the first instance this should be discussed directly with your local HR Manager who is involved in the initial strategic element of the change process. The HR Manager will then discuss the support required with the Cluster HR Manager.