

HR SUPPORT & ADVICE UNIT MANAGER SUPPORT INFORMATION



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1. NHS Scotland Workforce Policies

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

The policies included in the Phase 1:

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

As of 1st November 2023, Phase 2 of NHS Scotland Policies will be released 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 Phase 2:

- Flexible Working Location
- Flexible Working Pattern
- Retirement
- Career Break
- Special Leave
- Maternity
- New Parent Support
- Shared Maternity and Shared Adoption
- Parental Leave
- Breastfeeding
- Adoption, Fostering and Kinship

These 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.

2. HRSAU Service Model Summary

The HRSAU service model is as follows:



2.1 Tier 1 – HR Connect: Your first port of call

Tier 1 is using the HR Connect section of the NHS GGC website 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 and supporting documentation directly at: <https://workforce.nhs.scot>

Both websites are accessible 24/7 from any device with internet access.

2.2 Tier 2 – HR Enquiry

[HR Enquiry - NHS GGC HR \(service-now.com\)](https://www.service-now.com)

Tier 2 is contacting the HR SAU (Human Resources Support and Advice Unit) Enquiry and Administration Team for support with generalist HR questions on policy and process implementation and HR transactions such as maternity, new parent and adoption leave.

Please note that requests for HR support regarding case work (attendance meetings, investigations, training requests etc) should be submitted as per [Tier 3](#).

Guide Videos have been created if you have any difficulty accessing the HR Self Service Portal: Submitting an Enquiry demo:

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

We aim to respond to all enquiries received via the [HR Self Service Portal](#) within two working days.

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

Mondays	9am to 4pm
Tuesdays	9am to 4pm
Wednesdays	9am to 4pm
Thursdays	12 noon to 4pm
Fridays	9am to 4pm

For [HR Self Service Portal](#), if you have a GGC email address it is recommended that you register to use the system. This is a one-time only registration process using your existing GGC log in details (i.e what you use to log on to your laptop/ PC). This then allows standard information such as your email, job title, Sector/ Service to auto-populate every time you use HR Self Service Portal without the need for you having to complete each field manually.

For non-NHS Managers please see [Section 2.4](#)

When telephoning the HR Enquiry Team, the HR practitioner who is assigned to your enquiry 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 HRSAU Enquiry and Admin Team is Kelly Anne McKendrick: kellyanne.mckendrick2@ggc.scot.nhs.uk or 07816251717

2.3 Tier 3 – HR Case Support

[HR Support - Case Management - NHS GGC HR \(service-now.com\)](#)

Tier 3 is contacting the HR SAU (Human Resources Support and Advice Unit) Enquiry Team with a request for HR support with casework, for example attendance management meetings, investigation.

Guide Videos have been created if you have any difficulty accessing the HR Portal:
Submitting an Enquiry demo:

Click here to view the [Submitting a Request for HR Support](#) video.

Please note, if you have a question relating to HR policy, terms and conditions or anything else HR-related please select 'HR Enquiry' as per [Tier 2](#).

The Enquiry Team will review the request for HR support to determine if this is compliant with NHS Scotland Workforce Policies to ensure that a person centred approach is applied.

Once reviewed and deemed appropriate, the HR Practitioner will then refer the request to the appropriate Cluster HR Manager (HRSAU Management Team details available in [Section 6](#)). If the request for HR support is agreed by the Cluster HR Manager this will then be allocated within the relevant HR Cluster Team to provide support. The allocated HR Practitioner will then contact the case manager directly to commence arrangements.

Where a request is not considered compliant with NHS Scotland Workforce Policies either by the Enquiry HR Practitioner or Cluster HR Manager this will be fully communicated to the requester along with advice on the best way to proceed. If a manager is unhappy with the decision this should be escalated to the appropriate Cluster HR Manager in the first instances and can be further escalated to HRSAU Manager if required (HRSAU Management Team details available in [Section 6](#)).

Further details regarding HR case management is available in [Section 3 \(Attendance Management Support\)](#) and [Section 4 \(Employee Relations Support\)](#).

In addition to case support, HRSAU may also support other initiatives which we categorise as Service Requests, these include the following:

HR Policy Training	Attendance Focus Groups	HR Projects
Flexible Working Appeals	Job Evaluation	Death in Service

Our internal process for considering and referring Service Requests to the relevant [Cluster HR Manager](#) is the same as the process for case management requests.

2.4 Information for Non-NHS Managers



Please note that Local Authority managers who manager NHS staff are able to use the HR Self Service Portal by completing details as 'non-registered'. In order to do this on the HR Self Service Portal please select 'Register' which is under the login details section.

Please complete the required fields for your name, email address and contact phone number. Once completed you will receive a notification that your request is being processed. An email will then be sent to the provided email address which confirms your username and password.

3. Attendance Management Support

3.1 What We Do/ Don't Support

Managers are responsible and accountable for the management of sickness absence and HR support will be provided for complex and/or long standing cases. Below provides a quick summary regarding HR Support for Attendance:

 What We Do Support:	 What We Don't Support:
Provide support via HRSAU Enquiry Team regarding consistent and person centred application of NHS Scotland Attendance Policy	Return to Work Discussions
Support Attendance informal coaching requests for new managers	Stage 1 processes for frequent absences
Creation, development and delivery of Attendance People Management Modules	When an employee had indicated a return to work, and there are no complexities
Attendance Focus Groups/ Run Through Sessions	Just because a trade union representative is attending with the employee
Monthly meetings with HRSAU and OHS management teams to review priority cases	Because of a certain level of manager
Attendance Data & Trend Analysis	Where an employee is absent due to a fracture/ post-surgery and is currently within anticipated recovery period
Identifying Priority Cases in Acute of 6+ Months or 8+ episodes of absence	Where an employee is absent due to pregnancy related illness
Absences relating to Work Related Stress following initial meeting between manager and employee & where no return to work is identified	When an employee's absence has not yet reached a trigger

Long term absence cases where the absence duration is 6+ months and no return to work is identified	
Frequent absence cases where Formal Stage 1 has been fully completed and progressing to Formal Stage 2	
All Formal Stage 3 processes (long term and frequent absence).	

3.2 Attendance Meetings

The table below provides a summary of different absence duration periods and when HR would routinely be involved. It is acknowledged that there will be some exceptions to the below, for example if the manager is a new manager and does not have experience of managing sickness absence then HR support will be provided either via informal coaching or support at attendance meetings. Furthermore, for cases relating to work related stress, HR involvement may be beneficial to introduce at an earlier stage.

Long Term Absence:

Duration of employee's absence	HR Involvement
0-3 months	<p>Manager is expected to manage and support employee as per policy, regularly contacting and meeting with the employee.</p> <p>Advice regarding Attendance Policy application can be provided by HRSAU Enquiry Team.</p>
3-6 months	<p>Manager is expected to manage and support employee as per policy. Regularly contacting and meeting with the employee.</p> <p>Advice regarding the appropriate application of the Attendance Policy can be provided by HRSAU Enquiry Team.</p> <p>However, if there is no clear indication of the employee returning to work and the absence is likely to continue then HR support can be requested.</p>
6 months	HR should be involved in any attendance

	meetings when an employee has been absent for 6 months and a return to work has not yet been identified.
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Frequent Absence:

Process Stage	HR Involvement
Formal Stage 1	<p>Manager is expected to manage and support employee as per policy.</p> <p>Advice regarding the appropriate application of the Attendance Policy can be provided by HRSAU Enquiry Team.</p>
Formal Stage 2	HR support is provided for all Formal Stage 2 meetings.
Formal Stage 3	HR support is provided for the presenting manager and HR Advisor support is provided to Stage 3 Chair.

Further information regarding general management responsibilities is available in [People Management Guide - NHSGGC](#)

3.3 Requesting Appropriate HR Support

Where a request meets the requirements as set out in [Section 3.1](#) and [Section 3.2](#) an appropriate request for should be made via the [HR Self Service Portal](#) or by contacting HR Enquiries Team on 0141 278 2700 (option 2).

If using the [HR Self Service Portal](#) and 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 note that the above information is required whether requesting HR support via HR Self Service Portal or by telephone.

- 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 of 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.
- Please also attach/ send any relevant documentation such as previous attendance outcome letters, OHS Reports, 12 month sickness absence history (if frequent absence)

The Enquiry Team will review the request for HR support to determine if this is compliant with NHS Scotland Workforce Policies to ensure that a person centred approach is applied.

Once reviewed and deemed appropriate, the Enquiry HR Practitioner will then refer the request to the appropriate Cluster HR Manager (HRSAU Management Team details available in [Section 6](#)). If the request for HR support is agreed by the Cluster HR Manager this will then be allocated within the relevant HR Cluster Team to provide support. The allocated HR Practitioner will then contact the case manager directly to commence arrangements.

The line manager is responsible for ensuring that all Attendance invite letters are sent to the employee is at least 14 calendar days prior to all meetings and outcome letters are sent out 7 calendar days after the meeting. For frequent absence, 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.

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.

Where a request is not considered compliant with NHS Scotland Workforce Policies either by the Enquiry HR Practitioner or Cluster HR Manager this will be fully communicated to the requester along with advice on the best way to proceed. If a manager is unhappy with the decision this should be escalated to the appropriate Cluster HR Manager in the first instances and can be further escalated to HRSAU Manager if required (HRSAU Management Team details available in [Section 6](#)).

3.4 HRSAU Attendance Support Team

The Attendance Team is a small team within the HR SAU that may be in touch to check in, prompt and advise on absences once triggers have exceeded the threshold. The team work on a monthly basis sending email prompts to managers in relation to long-term and frequent absences and maintain records to allow NHS GGC to gather information about the early stages of Attendance Management. Email prompts and communications about this would be routed through the HR Portal.

The Team is able to advise on the earlier stages of the Attendance Management policy and provide assistance as to whether a referral for HR Support would be appropriate in a given situation. They are also able to signpost Line Managers to the appropriate areas of policy and supporting documents to empower managers to take control of these early absence interventions.

Helpful Supporting Documents:

[Attendance Pro-forma – Long Term Absence](#)

[Attendance Pro-forma – Frequent Absence](#)

[Index of Attendance Templates](#)

[Unauthorised Absence Flow Chart](#)

[Workplace Adjustment Passport](#)

[Occupational Sick Pay Extension Process](#)

[STAC\(TCS02\)2020 - Phased Return to Work.pdf](#)



4. Employee Relations Support

4.1 What We Do/ Don't Support

Managers are responsible and accountable for the management of employee relation matters and HR support will be provided for complex and/or formal cases.

Employees and managers are reminded that in most employee relation situations these should be addressed via Early Resolution as per [NHS Workforce Policies | NHS Scotland](#). Further information is available [Initial Conduct Stages - Manager Guide](#)

Below provides a quick summary regarding HR Support for Employee Relations:

 What We Do Support:	 What We Don't Support:
Provide support via HRSAU Enquiry Team regarding consistent and personal centred application of NHS Scotland ER policies (Workforce Investigation, Capability, Grievance, Conduct and Bullying & Harassment policies).	Support Early Resolution/ Supported Improvement processes unless there are exceptional circumstances.
HR policy and process advice and support to case managements throughout formal processes: <ul style="list-style-type: none"> - Preliminary Enquiries - Investigation meetings - Formal Stage Grievance Hearings - Formal Stage Capability Meetings - Conduct Hearings - Appeal processes 	Sending letters and notes out for the Investigating Officer/ meeting chair. Template letters and/ or draft notes will be provided to the case manager/ chair for review and to send to the appropriate person(s).
Support panel to draft an appropriate outcome letter in compliance with NHS Scotland policy and legislation	Chairing meetings or presenting information, such as presenting management statements of cases at formal hearings.
Advise on mediation	Attend mediation unless as the appointed mediator
Support informal coaching requests for	Make any sole decisions regarding any

new managers	case outcomes, this is the role of the case manager/ chair.
Creation, development and delivery of Conduct People Management Modules	
Monthly meetings within HRSAU to review priority cases	
Train Confidential Contacts & act as Coordinator	
Coordinate and organise arrangements for Board Level Appeals	
Assist managers in liaising/obtaining advice from specialist support services i.e. Central Legal Office, Counter Fraud Services, Information Governance, Transition Service	
Provide advice on Early Conciliation and/or Employment Tribunals	
Liaise and support Central Legal Office with employment tribunal claim related work	

If suspension from work is being considered please refer to [Suspension HR approval flow chart](#) which has been created to ensure compliance with NHS Scotland policy and process.

4.2 Requesting Appropriate HR Support

Where a request meets the requirements as set out in [Section 3.1](#) and [Section 3.2](#) an appropriate request for be made via the [HR Self Service Portal](#) or by contacting HR Enquiries Team on 0141 278 2700 (option 2).

If using the [HR Self Service Portal](#) and 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 note that the above information is required whether requesting HR support via HR Self Service Portal or by telephone.

- Details of Early Resolution process or why this is not been undertaken (i.e. cases of potential serious/ gross misconduct)
- The type of concern that has been raised
- Investigations: the specific allegation that has been raised
- Investigations: date the meeting informing the employee of the allegation & when the outcome letter was sent to the employee
- Investigation: date of suspension, if relevant
- 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.

The Enquiry Team will review the request for HR support to determine if this is compliant with NHS Scotland Workforce Policies to ensure that a person centred approach is applied.

The line manager is responsible for ensuring that all letters and relevant documentation is sent to the employee is at least 14 calendar days prior to all meetings and outcome letters are sent out 7 calendar days after the meeting.

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.

Once reviewed and deemed appropriate, the Enquiry HR Practitioner will then refer the request to the appropriate Cluster HR Manager (HRSAU Management Team details available in [Section 6](#)). If the request for HR support is agreed by the Cluster HR Manager this will then be allocated within the relevant HR Cluster Team to provide support. The allocated HR Practitioner will then contact the case manager directly to commence arrangements.

Where a request is not considered compliant with NHS Scotland Workforce Policies either by the Enquiry HR Practitioner or Cluster HR Manager this will be fully communicated to the requester along with advice on the best way to proceed. If a manager is unhappy with the decision this should be escalated to the appropriate Cluster HR Manager in the first instances and can be further escalated to HRSAU Manager if required (HRSAU Management Team details available in [Section 6](#)).

4.2.1 Investigation

Before progressing to a formal Investigation, managers should carry out [Initial Conduct Stages - Manager Guide](#) 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 Self Service 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 [HRSAU Enquiry Team](#) before submitting the referral.

4.2.2 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.

Should the outcome of the investigation recommend progress to a conduct hearing then a request for HR support does not need to be logged through the HR Enquiry Team again. The Manager and HR Support who participated in investigation should be notified. The investigation panel will then notify the appropriate Cluster HRM in order for a HR Representative to be assigned to support the Conduct process.

4.2.3 Grievance Process

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, 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 Enquiry Team](#) and a member of the team will be happy to assist and provide further guidance.

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.

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.

4.2.4 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

Should the employee not have demonstrated the required improvements and is progressing to Formal Stage 2 or 3 then it does not need to be logged through the HR Enquiry Team again. The Manager and HR Support supported Stage 1 may decide it is appropriate for them to continue with supporting Stage 2. If then progresses to Formal Stage 3, the chair should liaise with their local HR Manager for support with the Formal Stage 3 hearing.

Helpful Supporting Documents:

[Informal Fact Finding Info](#)

[Suspension Risk Assessment](#)

[Suspension – HR Approval Process](#)

[Bullying & Harassment Factsheet](#)

[Code of Conduct for Staff](#)

5. Service Requests

In addition to case support, the HR Cluster Teams may also support other initiatives which we categorise as Service Requests, these include the following:

HR Policy Training	Attendance Focus Groups	HR Projects
Flexible Working Appeals	Job Evaluation	Death in Service

The manager should submit a [Request for HR Support](#) under the relevant category (e.g. Service Request) on the HR Self Service Portal and ensure all relevant details are included.

The Enquiry Team will review the request for HR support to ensure that HR support is required and appropriate.

The line manager is responsible for ensuring that any communications and relevant documentation is sent to the employee.

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 for support as preferred times/availability cannot always be accommodated.

Once reviewed and deemed appropriate, the Enquiry HR Practitioner will then refer the request to the appropriate Cluster HR Manager (HRSAU Management Team details available in [Section 6](#)). If the request for HR support is agreed by the Cluster HR Manager this will then be allocated within the relevant HR Cluster Team to provide support. The allocated HR Practitioner will then contact the contacting manager directly to commence arrangements.

Where a request is not considered to be required by the Enquiry HR Practitioner or Cluster HR Manager this will be fully communicated to the requester along with advice on the best way to proceed. If a manager is unhappy with the decision this should be escalated to the appropriate Cluster HR Manager in the first instances and can be further escalated to HRSAU Manager if required (HRSAU Management Team details available in [Section 6](#)).

If a manager requires 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

6. HRSAU Management Contacts

HRSAU Manager	Gillian Ayling- Whitehouse	Gillian.Ayling- Whitehouse@ggc.scot.nhs.uk 07870916669
HR Lead	Kelly Anne McKendrick	kellyanne.mckendrick2@ggc.scot.nhs.uk 07816251717
Cluster 1 HR Manager Clyde Sector, North Sector & Diagnostic Services	Carol Ann McNicol	CarolAnn.McNicol@ggc.scot.nhs.uk 07870917802
Cluster 2 HR Manager South Sector, Regional Services, Women's & Children's Services	Angela Forsyth	Angela.Forsyth@ggc.scot.nhs.uk 07870 915947
Cluster 3 HR Manager Estates & Facilities, Corporate, Pharmacy, all HSCPs	Elinor Beattie (Interim)	Elinor.Beattie@ggc.scot.nhs.uk 07870916779
Employee Relations	Diane Wilding (Interim)	Diane.Wilding@ggc.scot.nhs.uk

7. Useful Links

[People Management Guide - NHSGGC](#)

[Contact HR Support & Advice Unit - NHSGGC](#)

[Once for Scotland Workforce Policies - NHSGGC](#)

[Occupational Health - NHSGGC](#)

[Attendance Management \(People Management Module\) - NHSGGC](#)

[NHS Scotland Workforce Policies - Managing Employee Conduct, Grievances and Capability \(People Management Module\) - NHSGGC](#)

[Mental Health and Stress Awareness \(People Management Module\) - NHSGGC](#)

[Staff Support And Wellbeing - NHSGGC](#)

[Public Health Service Directory - Directory \(nhsggc.org.uk\)](#)