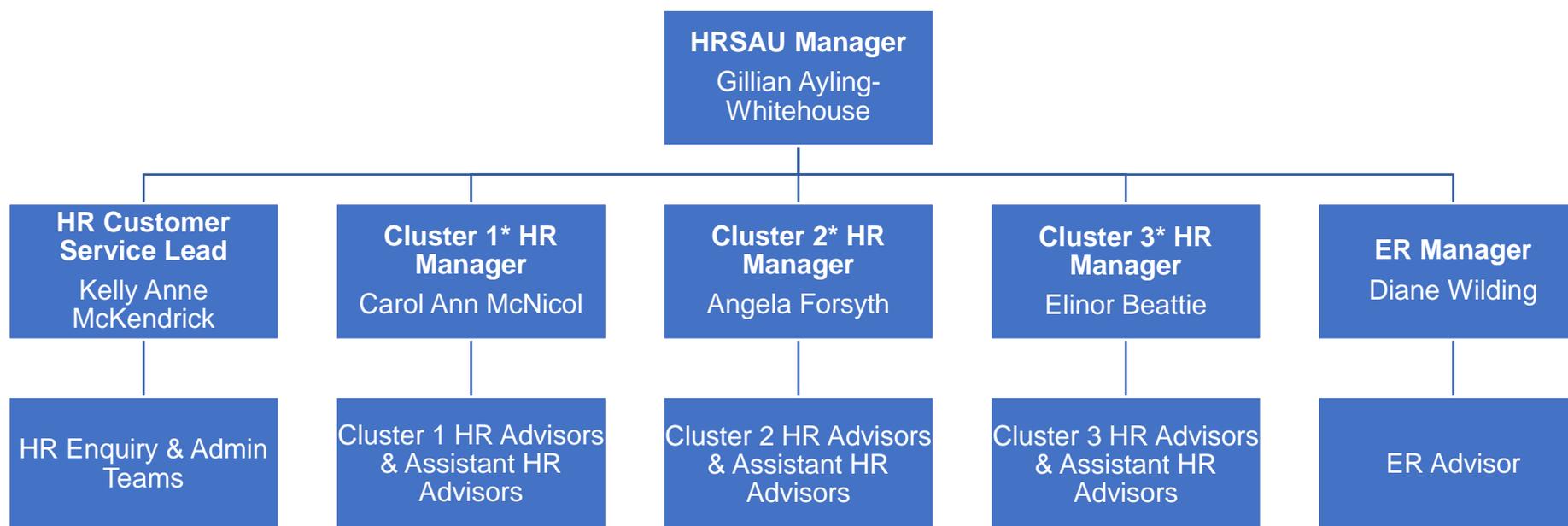


HR Support & Advice Unit – Service Directory





Cluster 1	Acute: Clyde Sector, North Sector & Diagnostic Services
Cluster 2	Acute: South Sector, Regional Services & Women's and Children's Services
Cluster 3	Board-wide & Partnerships: Estates & Facilities, Corporate, Pharmacy, all HSCPs

HRSAU Service Index

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Section 1 - Introduction

The HR Support and Advice Unit (HRSAU) sits within the Core Human Resources Team, along with Medical Staffing Team, Heads of Human Resources and Human Resource Managers, all of which are under the remit of the Depute Director of Human Resources.

The purpose of this document is to provide service users with information on the services that are provided by the HR Support and Advice Unit (HRSAU) for NHS Greater Glasgow and Clyde.

1.1 One Team Approach

A fundamental principle underpinning our approach since May 2016 is that the Human Resources and Organisational Development Service will function as one team (OneHR). Benefits include:

- OneHR approach to provide support for managers improves the service offered by HR and help focus resources to where they are needed most.
- Co-location of HR services gives us the opportunity to share our values, standards and best practice, leading to greater consistency in the advice and support we provide.
- Provide a faster response and rapid escalation for those that need it.
- Heads of Human Resources and Human Resources Managers are enabled to focus on strategic issues within their Sector/ Services.

1.2 Three Tier Model of HR Support

The Human Resources Support and Advice Unit (HRSAU) provides a 'one team' approach to provide support for managers and employees across NHS Greater Glasgow and Clyde. This helps focus resources to where they are needed most. Using a tiered approach to dealing with Human Resources enquiries and issues allows us to provide a tailored service, whether these are routine or more complex. To help us deliver this type of service we have made significant improvements to the IT support available both to you and to our own staff.



Tier 1 – [HR Connect](#): Your first port of call

HR Connect has been designed to allow managers and employees to get the information, guidance, or documentation they need on a self-service basis immediately and on a 24/7 basis. HR Connect is a 'cloud based' website and can be accessed out-with NHS Greater Glasgow and Clyde.

- A “One Stop Shop” to provide immediate 24/7 access, advice and guidance for NHS Greater Glasgow and Clyde managers and employees.
- Access information quickly and easily by clicking on the section that you need assistance with, i.e. all Human Resources & Organisational Development Policies, procedures, templates and forms.

Tier 2 – HR Enquiry

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

Of course, some issues might require a higher level of support and assistance. If having accessed HR Connect you haven't found what you are looking for, contact the HR Support and Advice Unit (HRSAU) Enquiry Team – this is our Tier 2 service.

The HR Enquiry and Admin Team is staffed by a team 6 HR Assistants and 3 HR Administrators.

The HR Enquiry and Admin Team is the Second Point of contact for Human Resources service users, and covers all generalist HR enquiries as well as processing HR transactions such as maternity leave applications. The team provides:

- A dedicated customer support and advice service available from 9.00am to 4.00pm Monday to Wednesday and Friday and 12.00pm to 4.00pm Thursday. These opening hours may be reviewed according to the needs of the service.
- Support and advice can be provided by telephone or self-service portal: [Contact HR Support & Advice Unit - NHSGGC](#). Please note that any enquiries generated via HR Self Service Portal will be responded to within 2 working days (Monday to Friday).
- Enquiry support to managers, employees and Human Resources colleagues on HR and people management issues. The team utilises dedicated customer support software to receive, record, track and monitor your enquiries to ensure that these are dealt with efficiently, on time and to the required quality.

The teams work will extend beyond the customer help line to encompass support to customers where this is needed by escalating enquiries and/ or requests for case work appropriately within HRSAU structure (tier 3) or to other HR colleagues as appropriate.

The areas where support and advice will be available include:

HR Policy Implementation	Terms & Conditions of Employment	HR Administration
HR Policy Review	Job Evaluation	HR Projects
HR Communications	HRSAU Reporting	Updates to HR Connect
Injury Allowance	Board Wide Appeals	HR System Updates

Tier 3 – HR Case Support

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

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](#).

Furthermore, managers are responsible and accountable for the management of sickness absence and HR support will be provided for complex and/or long standing cases.

Where complex employee relations issues arise, these will be dealt with initially through the Cluster HR Teams within Human Resources Support and Advice Unit. When these issues are significant in organisational terms we may escalate them to either our Employee Relations Team or other specialist HR teams/ colleagues.

Information on requesting HR support is available in [Manager Support Information](#)

Employee Relations is a small specialist service managed by the ER Manager within HRSAU. It provides specialised high level expertise to all HR colleagues in the most complex of cases, including Employment Tribunals and Board Appeals.

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

1.3 Accountability and Performance Reporting

This document and HRSAU Brief describes our service delivery standards across the department which will be monitored by the HRSAU Manager, to consider and discuss reports on activity, performance, and effectiveness of the Human Resources Support & Advice Unit.

Performance is monitored monthly within HRSAU against internal key performance indicators for enquiries and case management. The performance is contained within a number of monthly reports which are available within HRSAU and to HR Managers, Heads of HR and Depute Director of HR. Furthermore, a quarterly HRSAU Insight report is available within HRSAU and to HR Managers, Heads of HR and Depute Director of HR which identified key themes, challenges and delivery against key performance indicators.

HRSAU values feedback from all users of our service, we have an established escalation route which would be, in the first instance, to the appropriate team manager as highlighted in the [HRSAU chart](#). If there is any feedback that requires further consideration this can then be escalated to Gillian Ayling-Whitehouse, HRSAU Manager. Please note that Heads of HR and HR Managers have no managerial or operational responsibility for enquiries or case work and therefore any feedback requires to be submitted via HRSAU management structure.

The rest of this document outlines the services provided by the HR Support and Advice Unit.

Section 2 – Admin Team

Manager	Kelly Anne McKendrick
Purpose/ Overview	<ul style="list-style-type: none"> ○ Provide transactional support and advice to employees and managers relating to HR matters, such as family leave. ○ Ensuring that HR Connect, HR policies and terms and conditions pages are updated as appropriate. ○ We use dedicated customer support software to receive, record, track and monitor enquiries to ensure that these are dealt with efficiently, on time and to the required quality.
Our Areas of Expertise	<ul style="list-style-type: none"> ○ The HR Admin Team are responsible for processing all leave applications on eESS system. The team will ensure all details are accurate and confirm entitlement for employees. The team process Adoption, Maternity, Paternity and Shared Parental Leave applications. ○ HR Admin team are the first point of contact for any questions or guidance relating to work life balance and family leave. This includes Adoption, Maternity, Parental, Paternity and Shared Parental Leave. The team will be able to give the most up to date guidance to employees and managers. ○ Process gift voucher applications for employees that are retiring from their post that have more than 20 years of continuous service with NHS Greater Glasgow and Clyde. ○ Provide support to managers for employees that work a reduced working year. This involves helping calculate annual leave and the hours an employee should be paid to allow this information to be sent to Payroll. ○ Issue Honorary Contract Extensions.
Performance Reporting	We use our HR Portal system to record and monitor enquiries to ensure that these are dealt with efficiently, to the correct standard and in accordance with local key performance indicators.

<p>Customer Responsibilities</p>	<p>Participate and engage in Service Reviews providing feedback and suggestions of improvements, all feedback to support NHS Greater Glasgow and Clyde values. Participate, engage and communicate to their Sector/Directorate staff any changes relating to Human Resources policies and processes.</p> <p>Human Resources Senior Management Team - reporting and monitoring on Service Standard Agreements, issues, risks and concerns.</p>
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Section 3 – Enquiry Team

Manager	Kelly Anne McKendrick
Purpose/ Overview	The HR Support and Advice Unit (HR SAU) Enquiry Team is the second point of contact for HR queries and guidance. The first point of contact is HR Connect where all policies and guidance can be found. Contact to the HR SAU can be made via the phone lines for more complex or urgent enquiries. General requests for advice or HR Support can be made via HR Portal.
Our Areas of Expertise	The HRSAU is where we carry out generalist HR work, case management and manage customer enquiries. Our areas of expertise are attendance management, terms and Conditions, performance management, disciplinary, dignity at work, grievance, and job evaluation
Performance Reporting	We use our HR Portal system to record and monitor enquiries to ensure that these are dealt with efficiently, to the correct standard and in accordance with local key performance indicators.
Customer Responsibilities	Participate and engage in Service Reviews providing feedback and suggestions of improvements, all feedback to support NHS Greater Glasgow and Clyde values. Participate, engage and communicate to their Sector/Directorate staff any changes relating to Human Resources policies and processes. Human Resources Senior Management Team - reporting and monitoring on Service Standard Agreements, issues, risks and concerns.

Section 4 – Cluster Teams

Manager	Cluster 1 - Carol Ann McNicol Cluster 2 - Angela Forsyth Cluster 3 – Elinor Beattie (Interim)		
Purpose/ Overview	<ul style="list-style-type: none"> ○ To provide support to managers, employees and human resources and partnership colleagues on people management issues and application of HR policies and procedures. ○ Case management is supported at Cluster Team level. ○ Cases are allocated via the HRSAU team after all relevant information has been gathered via HR Portal. ○ Cluster teams will then link in directly to the supporting manager to progress the case until completion. ○ Cluster teams will regularly update the Service Now database through the lifespan of the case, this is easily accessible by Cluster HR Managers. ○ Cluster teams also support HR related project work and HR training. 		
Our Areas of Expertise	Attendance	Bullying and Harassment	Capability
	Conduct	Grievance	Whistleblowing
	Workforce Policy Investigation Process	Job Evaluation	Terms & Conditions of Employment
	<ul style="list-style-type: none"> ○ The cluster team provides support regarding HR policy application. ○ Delivering training to new and existing managers. ○ Ensures a consistent and person centred approach is applied. 		

<p>Performance Reporting</p>	<ul style="list-style-type: none"> ○ Working to meet the timescales set within the policies. ○ Supporting with Attendance Focus groups to deliver the Absence Target and key areas to monitor. ○ We use our HR Portal system to record and monitor cases to ensure that these are dealt with efficiently in accordance with local key performance indicators.
<p>Customer Responsibilities</p>	<p>Participate and engage in Service Reviews providing feedback and suggestions of improvements, all feedback to support NHS Greater Glasgow and Clyde values. Participate, engage and communicate to their Sector/Directorate staff any changes relating to Human Resources policies and processes.</p> <p>Human Resources Senior Management Team - reporting and monitoring on Service Standard Agreements, issues, risks and concerns.</p>

Section 5 – Employee Relations Team

Manager	Diane Wilding (Interim)
Purpose/ Overview	<p>Employee Relations is a small specialist service which provides specialist advice and support in relation to Employment Tribunals, Employment Law and case management of particularly complex employee relations cases. The service also offers support and guidance to NHSGGC Services in the management of key negotiations with trade unions and professional organizations on specific employee relations issues.</p> <ul style="list-style-type: none"> ○ Provide specialised advice to HR colleagues in the most complex of ER cases. ○ Provide a performance management role to improve consistency and ensure cases are managed to appropriate timescales. ○ Maintain effective relationships with the Central Legal Office and acts as the Board’s main route of contact for all employment related matters that require legal advice ○ Co-ordinates engagement in relation to Facilities Time for the Board, and ensure annual reporting and monitoring returns. ○ Co-ordinates the delivery of mediation services within NHSGGC

Our Areas of Expertise	HR policy and procedures	Complex employment legislation	Skills Development support for HR colleagues
	Management of Employee Tribunal casework	Board Appeals	Employment legislation Policy training
	Injury Allowance process	Ensure HR policy and procedures comply with legislation and case law.	Central HR point of contact for liaising with Central Legal Office.
Performance Reporting	Human Resources Senior Management Team - reporting and monitoring on service standards agreements, issues, risks and concerns.		