



We're here
to help.

Encouraging Staff to Speak Up

Resource Pack for
Line Managers



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Speak Up!

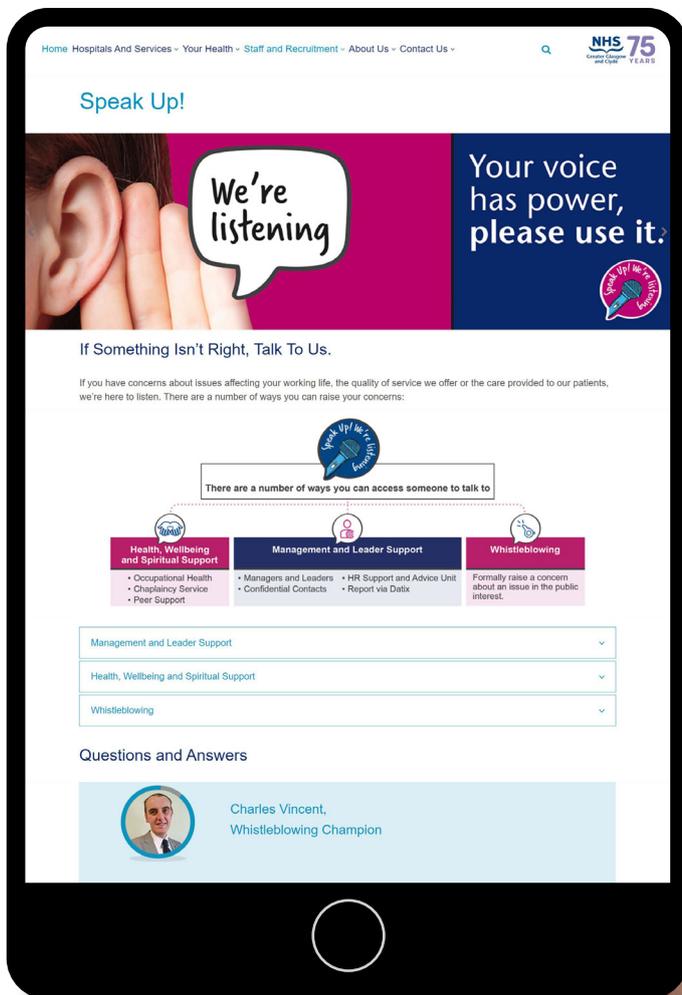
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Introduction

NHSGGC's Speak Up! Campaign is there to provide staff with information and support to raise any issues and concerns they may have.

Speak Up! is there to ensure that staff know that if they have any concerns about issues affecting their working life, the quality of service we offer or the care provided to our patients, there is someone within the organisation to listen to their concerns. Likewise, there are a number of ways staff can raise their concerns in the strictest confidence, including the use of confidential contacts and through the whistleblowing process.

We have created dedicated [web pages](#) detailing a number of ways staff can raise any issues in a confidential and supported way. To further help that process, we have created this information pack.



Role of the Manager

You can find a range of information and resources on your role as a line manager in our [People Managers Guide](#).

In the guide, you'll read that one of the key roles of people managers in NHSGGC is to ensure their staff feel supported and enabled to do their job. As a manager, you should be providing opportunities both to share information with your team on your expectations but also be open to receiving their feedback, ideas and concerns.

This is normally done through regular one to one meetings with each member of staff for whom you have responsibility throughout the year. This enables you to check how things are going for each person, their development progress and their wellbeing. It can also be achieved through getting staff together for team meetings to discuss issues and ways of working collectively.

The important thing is to create an environment where your staff feel able to speak to you and raise issues before they become problems. **Often early action can lead to early resolution.**

To do this, skills which may assist include:

Listening

When stressed we tend to listen less well. Try to relax and listen carefully to the views, opinions and feelings of the employee. Use clarification and reflection techniques to offer feedback and demonstrate that you are listening.

Being Empathic

Put yourself in the other person's shoes and think how they may feel about what you are telling them, how would you feel if the roles were reversed? Give the employee time to ask questions and make comments.

Using Appropriate Verbal and Non-Verbal Language

Speak clearly avoiding any jargon that the employee may not understand. Maintain eye contact and try to sit or stand in a relaxed way. Do not use confrontational language, or body language.

Staying Calm and Focused

Communication becomes easier when we are calm. Others are more likely to remain calm if you do.

There may be issues where your staff are not comfortable speaking directly to you. However it is still important that staff are provided the opportunity to raise issues and are comfortable doing so.

To do this, staff should be able to raise issues through the line management structure, if appropriate. There are also a range of other supports and services in place through which staff can discuss their concerns. These are set out over the page.

Services Available to Staff to Support Them to Speak Up

If there are issues where staff don't feel they can speak to their manager in the first instance, they can still raise them with the organisation. It is important that issues are raised as soon as possible to allow you and the organisation an early opportunity to address them before they potentially becomes more serious.

This can be done directly through these services or in conjunction with trade unions and professional bodies, where the employee is a member. Below, we've outlined some of the ways staff can raise and report issues.



1. Confidential Contacts - Whistleblowing

The role of Confidential Contacts (Whistleblowing) within NHS Greater Glasgow and Clyde is to provide informal signposting and support to staff who have a whistleblowing concern. They provide a listening ear, information about whistleblowing policy and procedures and signposting to other more formal sources of support such as their trade union.

The Confidential Contacts support staff appropriately. They know the possible ways forward and are able to outline options without telling the member of staff what to do or making a decision for them. The role of a Confidential Contact is in addition to their substantive role.

Confidential Contacts will not make judgements about anyone who accesses them.

Confidential contacts do not represent or provide advice to staff, will not act as intermediaries in disputes and do not provide any counselling or therapy services. They also do not accompany individuals in hearings or meetings about their complaint.

Further information and the names and contact details of Confidential Contacts are available on our [website](#).

2. Whistleblowing

Whistleblowing is a way someone can formally raise concerns about an issue that is in the public interest, such as patient safety or suspected malpractice.

In April 2021 the Independent National Whistleblowing Officer introduced Whistleblowing Standards (the Standards) which forms the national policy followed by NHSGGC: [National Whistleblowing Standards | INWO](#).

If a member of staff wishes to submit a formal whistleblowing concern, in the first instance they should submit their concern to ggc.whistleblowing@ggc.scot.nhs.uk.

It will then go through a formal process, which can be summarised as follows:

- Concern in writing (to email address above) – triage stage one (five days), stage two (20 days)
- An investigation takes place
- The outcome is sent via email (stage one) or via report (stage two)
- A redacted Report and Recommendations are sent to the service with a deadline for completion.

View the [NHS Scotland Whistleblowing Policy](#).



3. Human Resources Support & Advice Unit



The [HR Support and Advice Unit](#) is there to provide quick and confidential advice to employees and managers on HR policies, procedures and terms and conditions. This can include talking staff through the formal ways to raise complaints and concerns, but also the informal routes to resolving issues that are provided through our [Once For Scotland policies](#).

Enquiries can be raised via the [HR Self-Service Portal](#) or, if your enquiry is urgent and you would prefer to talk to one of the HR Assistants please contact them by telephone on **0141 278 2700, option 2**.

If a member of staff believes they have been the victim of bullying or harassment, the NHS Scotland's Workforce Bullying and Harassment Policy outlines that an employee may access a Bullying and Harassment Confidential Contact or the Human Resources Department for advice, or they may choose to contact a trade union representative for support and assistance.

The role of a **Bullying and Harassment Confidential Contact** is to provide informal signposting and support to employees who perceive that they are being bullied, harassed or victimised at work, or have been accused of demonstrating bullying and harassing behaviours. They provide a listening ear, information about the bullying and harassment policy and procedures and signposting to other more formal sources of support such as the staff counselling service or trade unions.

Bullying and Harassment Confidential Contacts have been selected from areas and roles across NHSGGC and you can choose any of those listed. For further information please access [Bullying & Harassment Confidential Contacts](#).

4. Trade Unions/Professional Organisations



Trade Unions/Professional Organisations' represent the interests of their members within the organisation and the wider community and in improving terms/conditions of service, promoting health and safety at work and employment security.

Any member of NHSGGC can join a trade union. They will provide advice and support to staff on a wide range of issues, including providing representation for any member of staff undergoing a formal or informal Human Resources process, but also sign-posting to wellbeing and other advice services.

Trade Unions/ Professional Organisations recognised by NHSGGC are shown below.

- British Association of Occupational Therapists (BAOT)
- British Dental Association (BDA)
- British Dietetic Association (BDA)
- British and Irish Orthoptic Society
- British Medical Association (BMA)
- Chartered Society of Physiotherapy (CSP)
- Royal College of Podiatry (RCoP)
- Federation of Clinical Scientists (FCS)
- GMB
- Royal College of Midwives (RCM)
- Royal College of Nursing (RCN)
- Society of Radiographers (SOR)
- Unite the Union
- Unison.

5. Datix

Datix is the system through which all staff members should report incidents - even minor incidents - so the organisation can identify and understand what caused them and stop them happening again. This can lead to an improvement in the quality of patient care, staff safety and minimise future risk. Using Datix to report adverse incidents allows trends to be identified and investigated.

All adverse incidents should be recorded (clinical and non-clinical), including near misses and potential incidents; and involving patients, relatives, visitors, staff, contractors, volunteers or the general public. Examples include: needle-stick, manual handling, violence and aggression, chemical exposure, contact with an object.

You can find out more about how to use Datix here:

[nhsggc-hs-toolbox-talk-reporting-an-incident-june-17.pdf](#)

Additional support can be provided by emailing the Datix team

datix.administrator@ggc.scot.nhs.uk, including requesting training for teams or groups of staff.



6. Occupational Health

If staff are experiencing health and wellbeing issues, our Occupational Health Team, including our clinical psychologists, are available to support staff when they need it most.

Mental health and wellbeing is just as important as physical health and many factors and life events can have an impact on how we feel.

There are a range of links to further information and services available that can help staff to improve their mental health and wellbeing on our [website](#).

Staff can also speak in confidence to one of the Occupational Health Nurses or arrange a counselling appointment by calling **0141 201 0600**. This line is available **Monday to Friday, 8.00am – 5.00pm**.



7. Peer Supporter

Peer Support is a way for us to support our colleagues by simply having the time and safe space to talk and by providing a friendly ear to listen. It can help us make sense of recent experiences, gives us a sense of control and help us manage difficult situations. It is a supportive and flexible response that understands how stress is a normal part of life.

Peer Support comes in many forms, but includes the basic elements of psychological first aid (PFA) and SAFER model to think about how we support our colleagues and ourselves with a focus on wellbeing.

You can explore these areas in more depth through the **Learnpro Model: GGC227 Looking after yourself and others**, visiting our [peer support section on the website](#) or contact us at: peer.support@ggc.scot.nhs.uk.



8. Spiritual Care and Bereavement Services

The NHSGGC [Spiritual Care Service](#) includes registered chaplains who are available from 9.00am to 10.00pm, seven days a week to help and support everyone.



NHSGGC chaplains are trained, registered professionals who offer confidential, compassionate, inclusive, non-judgemental, person centred, spiritual, emotional and bereavement care. They are available to support and listen to **all** staff and students, this includes all backgrounds, faiths and no religious beliefs. They can support staff and students by offering an inclusive, caring, opportunity for you to reflect or talk openly about whatever is on your mind. They are also able to advocate on your behalf to support your physical, spiritual, emotional and/or mental wellbeing e.g. if you're affected by stress and/or bereavement and loss. Chaplains can signpost anyone to ongoing specialist bereavement support with their consent.

Any member of staff or student can access the service by calling the main Switchboard on **0141 201 1100** and ask to be put through to an on-call chaplain.

9. Support and Information Service

Support and Information Centres are non-clinical spaces within hospitals. Staff in these centres can provide information and support on a wide range of health and lifestyle issues, including:



- Information on health conditions
- Caring for relatives and friends
- Benefits and money advice
- Information on lifestyle factors such as stopping smoking, exercise and weight management
- Information on issues such as health rights and NHS complaints
- Details of other local services that may be able to assist you
- Complaints and concerns about the NHS
- Support groups and services.

This can be a really useful service to seek practical advice and support if there is anything that is worrying you at home, in your life or at work.

The centres are open to everyone, including patients, carers, family members, staff and members of the public. You can find out more about the [SIS on HR Connect](#) including how to contact them.

Frequently Asked Questions

Q. What if I am unsure about which service to point my staff member to?

A. Begin with a conversation with your member of staff about their concerns and by delving deeper into their issue, the best course of action may become more apparent. However, if after this conversation you remain unsure, please speak to a member of the local HR team for support

Q. What if the staff member's issue is related to me in my role as manager?

A. It can be difficult to take on board an issue that a team member has about your personal management style or behaviour. If the member of staff is willing to speak with you directly about it, this should be done in a calm and reassuring way. If you feel it would be more appropriate for the conversation to take place between the member of staff and someone else, you should speak with the HR team for support.

Q. I don't feel equipped to have a conversation like this with a member of my team. What should I do?

A. Please seek support from HR as there are a range of training modules available that may help. Alternatively, please speak with your own line manager to receive support.

Speak Up!

First Point of Contact (where appropriate)



Your Manager
(or their manager)

Emotional Support & Listening Services

Spiritual Care
& Bereavement
Support

Support &
Information
Services

Peer
Support

Counselling &
Psychological
Services

Bullying &
Harassment
Confidential
Contacts

Professional Policy and Process Advice

Trade Unions
& Partnership

Confidential
Contacts -
Whistleblowing

Occupational Health

Human Resources
Support & Advice
Unit

Raising Issues

Whistleblowing
(for service concerns/
issues of public interest)

Datix
(Incidents & near misses)

Trade Unions
& Partnership

