

HUMAN RESOURCES POLICY – Draft 3

1.0 INTRODUCTION

The aim of NHS Rotherham Clinical Commissioning Group's (RCCG) Human Resources Strategy is to ensure best practice in the management and development of all staff. The Strategy supports directly employed staff and the wider workforce including GP leads and lay members. It is intended to link to the Organisational Development Strategy to achieve a high performing workforce that is flexible, responsive and proactive in its approach to the delivery of key objectives of the organisation. This Strategy has been developed in partnership with key stakeholders including staff side representatives to ensure an inclusive approach.

2.0 Scope

The Strategy supports directly employed CCG staff and the wider workforce including GP leads and lay members. RCCG will work closely with partner organisations in Rotherham in discharging its responsibilities and acknowledges that its commissioning strategy will to a large extent be delivered by the workforce of those organisations including The Rotherham Foundation Trust, Rotherham, Doncaster and South Humber NHS Trust, Rotherham Metropolitan Borough Council, primary care contractors and third sector providers. Commissioning decisions will shape the workforce of those organisations including, for example, the move from secondary to primary care, the development of the urgent care pathway. RCCG will therefore test the suitability of the contractor workforce to deliver its commissioning intentions and will work jointly with providers where appropriate on key appointments/objectives, e.g. the Urgent Care Project Lead.

The HR Strategy will also cover arrangements for interim, agency and temporary contract and "bank".

3.0 Responsibilities

For the purposes of clarity the responsibility for delivering elements of this strategy are as follows:

Chief Officer RCCG (supported operationally by the Assistant Chief Officer)

- Overall management of staff within RCCG.
- Oversight of the development of the HR Strategy and Workplan.
- Overall responsibility for agreeing and signing off workforce and OD arrangements.

HR Manager

- Agreement and discharge of the HR Workplan.
- Strategic HR advice to Chief Officer and Operational Executive.
- Professional support to line managers and staff including employee relations and employment tribunal cases.
- Recruitment and retention.
- Workforce planning and reporting for CCG and provider workforce.
- Workforce HR policies and procedures including recruitment and organisational change.
- Partnership arrangements with Staff Organisations.
- Reward including payroll arrangements, job evaluation and application of terms and conditions of service.
- Employee elements of Equality and Diversity strategy.
- Employer of choice arrangements, policies and procedures.
- Health and wellbeing arrangements including Occupational Health and annual flu protection arrangements.
- Annual NHS and RCCG specific staff survey arrangements.

Organisational Development (OD) Lead

- Staff engagement including RCCG team meetings.
- OD, Learning and Development, appraisal and mandatory and statutory training arrangements (facilitating input from WSYBCSU L&D lead).

4.0 KEY PRIORITIES

4.1 Workforce Planning

There will be an effective process in place for succession planning (appendix 1). There will be effective workforce reporting mechanisms in place to ensure awareness of the changing workforce profile, highlighting potential future capacity issues. Where key priorities for RCCG require changes to the organisational structure there will be a process to manage organisational change. The RCCG will have in place a recruitment and retention policy to support delivery of organisational objectives which will include partnership working arrangements across organisational boundaries and safe recruitment practices for the deployment of agency workers and contractors.

4.2 Staff Engagement

RCCG will continue to build on a culture of open communication. Employees will have the opportunity to contribute their views and ideas and management will ensure information is communicated to employees. There will be regular open staff briefings

with updates from the Chief Officer and from RCCG colleagues including GP Governing Body Members where there are some key messages to communicate. Other forms of communication such as smaller team briefs, one to ones and a RCCG webpage containing up to date information will be in place.

RCCG will work in partnership with Staff Side Organisations both locally and through the West and South Yorkshire and Bassetlaw Commissioning Support Unit (WSYBCSU). There will be a continuation of partnership arrangements with staff organisation representatives which will deal with issues pertinent to RCCG including close working with the Staff Chair, his/her attendance at staff meetings and staff organisation “surgeries”. Wider, national and South Yorkshire and Bassetlaw issues, e.g. policy development, consultation and approval will be covered by a Social Partnership Forum, hosted through the WSYBCSU. RCCG will be represented by the the Chief Officer and/or Assistant Chief Officer for Corporate Services, supported by the embedded HR Manager.

4.3 Championing Diversity

RCCG will develop a culture that promotes diversity and recognises the cultural needs of employees. The recruitment and selection procedure will ensure equality of opportunity. The physical environment provided for employees will be adaptable to suit the requirements of existing and future employees who may need adjustments to their workspace.

RCCG will engage with patients and the public and all employees will receive equality and diversity mandatory training. For those involved in service design and policy development RCCG ensure the appropriate training and guidance is in place to provide assurances that these employees will be conversant with equality impact assessments.

4.4 Employer of Choice

RCCG will ensure a range of policies and procedures are developed and implemented that will support the aim of being an employer that is able to attract and retain an effective and motivated workforce. The promotion of flexible working practices will meet the work life balance issues of employees. Benefits will be offered which fall outside of remuneration packages such as learning and development opportunities and support for continuous professional development where appropriate. A comprehensive occupational health service will be available to employees that will include physiotherapy and counselling along with a range of specialised ad hoc services.

RCCG will offer a safe working environment free from the threat of bullying, harassment, violence or discrimination. A no blame culture will be developed in relation to reporting of incidents and action will be taken on any areas for concern. A variety of employment policies such as disciplinary, grievance and managing

performance will be developed to ensure employees are managed in a fair, consistent and equitable manner.

All employees will receive regular one to one meetings with their line manager and an annual performance and development review. The outcomes of that review will feed into a training needs analysis and appropriate learning and development opportunities will be provided. These processes will cover both professional achievement and development and the health and wellbeing of the employee.

The annual NHS staff survey will be carried out which will assess employee satisfaction and their views of the RCCG as an employer. Shorter quarterly surveys will also be carried out to provide more regular feedback. The results will be analysed by the HR Manager and an action plan will be discussed and agreed with the Operational Executive and then implemented to address any concerns with a view to improving on the results year on year.

4.5 Organisational Development and Training and Education

RCCG aims to create an organisational culture that reflects professional conduct, attitudes and behaviours. This will be achieved by providing clear organisational direction and empowering the workforce to work autonomously whilst providing appropriate levels of support. Each employee will be supported in continuing their professional development through a range of education and training opportunities. All employees will be fully compliant with mandatory and statutory training. Whilst some elements of the mandatory and statutory training matrix must be delivered on a classroom type basis, the majority will be delivered via e-learning thus providing greater flexibility for the completion of the training.

A study leave policy will be implemented that will ensure a system is in place to deliver equity of access for employees. Procedures will be developed to ensure RCCG employees have access to external funding for training and development. RCCG will work with employees undertaking learning and development to ensure effective utilisation of the knowledge gained and will seek to share learning across the organisation.

5.0 SUMMARY

The strategic direction set out in this document will be underpinned by a robust HR work plan with associated key performance indicators. The detail of the operational activity required to support the strategy is contained within the work plan.

The HR Strategy aims to provide clear priorities for the RCCG in relation to the recruitment and retention of employees leading to the engagement of a diverse, effective, healthy and motivated workforce.

