

# Human Resources and Organisational Development Department *Service Directory*

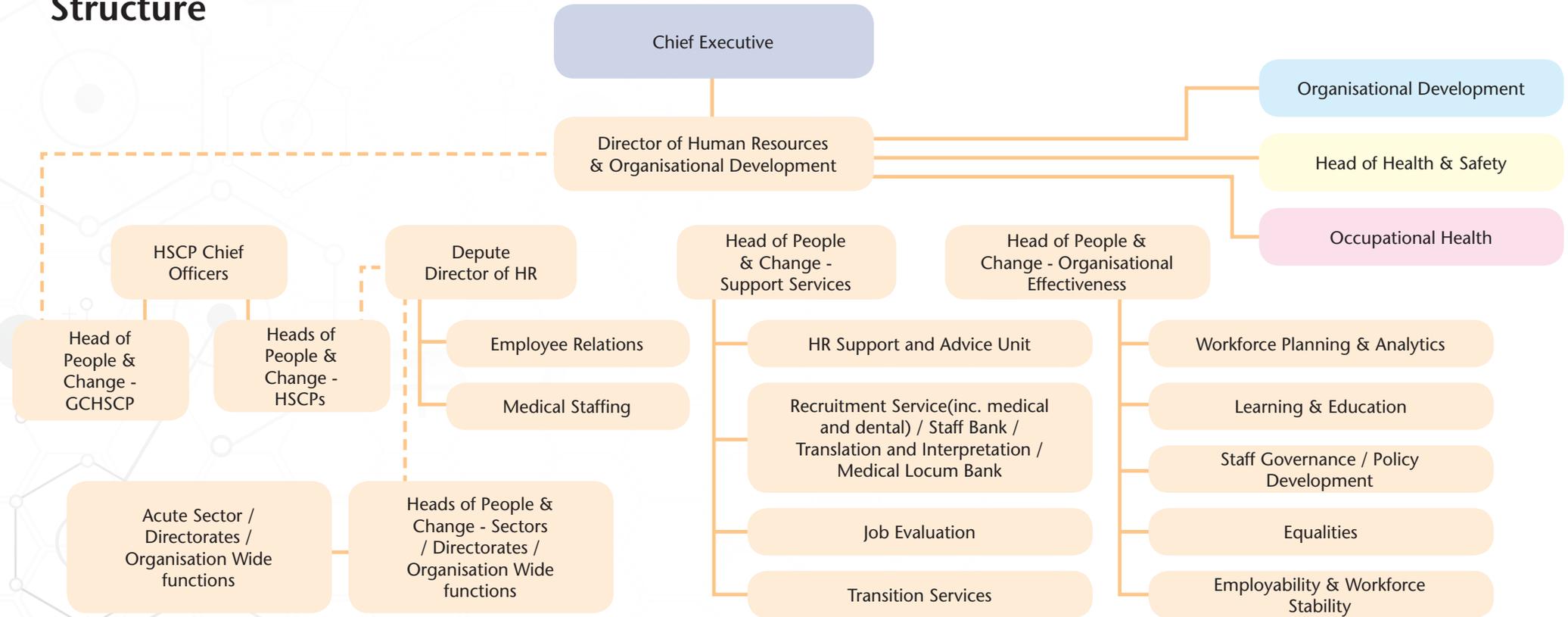


Support and advice whenever you need it

● Internet ● Telephone ● E-mail ● Direct

# Human Resources And Organisational Development Department

## Structure



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# Section 1. Introduction

The purpose of this document is to provide service users with information on the services that will be provided by the re-configured Human Resources and Organisational Development Department within NHS Greater Glasgow and Clyde following the recent review.

## Our Vision

- The Human Resources and Organisational Development team will work together as One Team in a proactive and patient focused way. We will deliver workforce innovation and change in the challenging and dynamic world of healthcare provision.
- We will actively promote organisational values and the development of NHS Greater Glasgow and Clyde's behaviours and culture in support of person centred care.
- We will be a service of best practice ensuring NHSGG&C's workforce have the skills and competence to deliver high quality patient care.

## One Team Approach

A fundamental principle underpinning our new approach is that the Human Resources and Organisational Development Service will function as One Team. Benefits include:

- A 'one team' approach to provide support for managers will improve the service offered by HR and help focus resources to where they are needed most.
- Co-location of HR services will give us the opportunity to share our values, standards and best practice, leading to greater consistency in the advice and support we provide.
- The new model will provide a faster response and rapid escalation for those that need it.
- Heads of People and Change will be enabled to focus on strategic issues.

## What Will Change?

Our new Human Resources Support and Advice Unit (HRSAU) will provide a 'one team' approach to provide support for managers. This will help focus resources to where they are needed most. Using a tiered approach to dealing with Human Resources enquiries and issues means we can offer a tailored service to meet your needs, 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. These improvements will help us to offer a better level of support and advice to you. One of the biggest changes is our new HRConnect web site which went live on 9<sup>th</sup> May.

**Broadly, you will be able to access HR services on three different levels or tiers, as outlined below:**



### Tier 1 – HRConnect - Your first port of call

HRConnect has been designed to allow managers and staff to get the information, guidance, or documentation they need on a self service basis immediately and on a 24/7 basis.

- 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 – Human Resources Advice and Support Unit (HRSAU)

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

The HRSAU will be staffed by the teams who are currently based in Acute, Partnerships and in Corporate areas, brought together into one team.

The HRSAU will be the **Second Point** of contact for Human Resources service users, and will cover all generalist HR work, case management and customer enquiries. The HRSAU will provide:

- A dedicated customer support and advice service available from 8.00 a.m. to 6.00 p.m. These are our initial opening hours and will be reviewed according to the needs of the service.
- Support and advice can be provided by telephone, e mail, in writing, or in person.
- An Enquiry support to managers, employees and Human Resources colleagues on HR and people management issues. The Unit will utilise 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 Unit's work will extend beyond the customer help line to encompass face to face support to customers where this is needed.

The areas where support and advice will be available include:

Attendance Management	Disciplinary	Grievance
Dignity at Work issues	Terms and Conditions	Appeals
Job Evaluation	Contractual issues and queries	Change and Re-design
Performance Management	HR People Management	Employment Tribunals
Injury Allowance		

### Tier 3 – Specialist Advice and Support

Where employee relations issues arise, these will be dealt with initially through the Human Resources Advice and Support Unit. When these issues are complex or significant in organisational terms they may be escalated either to our new Employee Relations Team or to the Medical Staffing team.

Employee Relations is a small specialist service managed by the Deputy Director of Human Resources and Organisational Development. It will provide specialised high level expertise to all Heads of People and Change in the most complex of cases, including Employment Tribunals and Board Appeals. This function will also have a development role to improve consistency and ensure cases are managed to appropriate timescales.

A range of specialist services will also be available under Organisational Effectiveness, including Workforce Planning and Analytics, Learning and Education, Staff Governance, Equalities and Employability and Sustainability.

A summary of our specialist services is shown in the table below:

<ul style="list-style-type: none"><li>• Occupational Health</li><li>• Medical Staffing</li><li>• Job Evaluation</li><li>• Health &amp; Safety</li><li>• Organisational Development</li><li>• Recruitment Service</li><li>• Bank Service</li><li>• Transition Service</li><li>• Employee Relations</li></ul>	<ul style="list-style-type: none"><li>• Learning &amp; Education</li><li>• Staff Governance</li><li>• Workforce Planning &amp; Analytics (inc. Information Systems and Data Quality)</li><li>• Equalities</li><li>• Employability &amp; Workforce Sustainability</li></ul>
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A number of services, such as the Recruitment Service, Staff Bank and Translation and Interpretation services will continue to be provided in broadly the same way as at present. The same will also be the case for Health & Safety and Occupational Health services.

## **Accountability and Performance Reporting**

Our new Service Standards Agreement will describe our service delivery standards across all areas of the re-configured Human Resources and Organisational Development department. This outlines the quality standards our customers can expect and the service indicators we will use to ensure that our performance meets the expectations of our service users.

The Service Standards Agreement will be monitored by the Human Resources Service Delivery Board, a new body which will consider and discuss reports on activity, performance, and effectiveness of the Human Resources and Organisational Development department. The Board will monitor compliance with Service Standards Agreements, agree developments to meet the changing needs of the service, and seek to resolve any issues that arise.

The rest of this document outlines the services provided by the various sections within the new Human Resources and Organisational Development department.

## **Accessibility**

This document is also available on HRConnect in accessible pdf format compatible with assistive technology

## HR Review – Service Index

HR Operational Unit	Human Resources Support & Advice Unit		
Manager	Head of People and Change – Support Services		
Purpose/ Overview	<ul style="list-style-type: none"> <li>The HRSAU is normally the Second Point of contact for HR service users. The HRSAU is where we carry out generalist HR work, case management and manage customer enquiries.</li> <li>Contact with the unit can be made on-line, by telephone and in person.</li> <li>To provide support to managers, employees and human resources colleagues on people management issues and application of HR polices and procedures.</li> <li>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.</li> </ul>		
Service Delivery	<p>Customer Enquiries</p> <ul style="list-style-type: none"> <li>Incoming calls will be answered in line with contact centre industry standard criteria</li> <li>Your enquiry is logged and given a unique reference number</li> <li>We will triage your enquiry, provide initial advice and allocate it to one of our dedicated HR teams</li> <li>More complex or specialist queries will be fast-tracked</li> </ul>		
Our areas of expertise	Attendance Management	Performance Management	Contractual
	Disciplinary	Terms and Conditions	Dignity at Work
	Grievance	Job Evaluation	Change and Re-design
	<p>Our HR Administration team provides the following support:</p> <ul style="list-style-type: none"> <li>Administration of contractual changes (e.g. hours, maternity/adoption leave, paternity, excess travel)</li> <li>Updating and maintaining electronic databases including Empower (in future eESS), Sharepoint, Case Management System</li> <li>Administration of clinical access requests and discretionary points process</li> <li>Administration of employee relations cases including note taking at hearings and scanning of completed documentation for archiving</li> </ul>		
Performance Reporting	<ul style="list-style-type: none"> <li>Human Resources Service Delivery Board – reporting and monitoring against Service Standards Agreement issues, risks and concerns.</li> <li>Human Resources Senior Management Team - reporting and monitoring on Service Standard Agreements, issues, risks and concerns.</li> </ul>		

<b>HR Operational Unit</b>	<b>Human Resources Support &amp; Advice Unit</b>
<b>Customer Responsibilities</b>	<ul style="list-style-type: none"> <li>• Participate and engage in Human Resources Service Delivery Board/ Service Reviews providing feedback and suggestions of improvements, all feedback to support NHS Greater Glasgow and Clyde values.</li> <li>• Participate, engage and communicate to their Sector/Directorate staff any changes relating to Human Resources policies and processes.</li> <li>• All timelines will be agreed in partnership i.e. Human Resources, Individual, Line Manager and/or Directors/Chief Officers.</li> </ul>

<b>HR Operational Unit</b>	<b>Recruitment Service</b>		
<b>Manager</b>	Head of People and Change – Support Services		
<b>Purpose/ Overview</b>	<ul style="list-style-type: none"> <li>• The recruitment service enable managers to attract and recruit the best candidates for the job from a diverse and relevant pool of applicants.</li> <li>• We operate a best practice recruitment function that reflects the needs of NHS Greater Glasgow and Clyde to have a workforce that can provide the services our patients need.</li> <li>• Assist you to recruit candidates with the qualities you need to deliver person-centred care to the highest standards.</li> </ul>		
<b>Service Delivery</b>	<p>We will :</p> <ul style="list-style-type: none"> <li>• Provide advice and guidance for all managers/staff involved in the recruitment of staff.</li> <li>• Support you to ensure recruitment is fair and objective and that you get the best candidate for the job.</li> <li>• Ensure there are fair and transparent practices for the recruitment of staff/bank staff throughout the board.</li> <li>• Continuously improve the consistency and effectiveness of recruitment and selection processes.</li> </ul>		
<b>Our areas of expertise</b>	<b>Vacancy Approval &amp; Preparation</b>	<b>Recruitment, Advertising and Marketing Communications</b>	<b>Application Response Management</b>
	<b>Pre employment compliance checks</b>	<b>Short listing and Interviewing processes</b>	<b>Recruitment Events and Job Fairs Co-ordination and Support</b>
	<b>Appointment – Conditional &amp; Unconditional offers</b>	<b>Disclosure Scotland Protection of Vulnerable Groups Scheme and Right to Work in UK checks</b>	<b>Selection Methodology and Guidance</b>
<b>Performance Reporting</b>	<ul style="list-style-type: none"> <li>• Human Resources Service Delivery Board – regular reporting and monitoring of Service Standards Agreements, issues, risks and concerns.</li> <li>• Human Resources Senior Management Team - reporting and monitoring on service standard agreements, issues, risks and concerns.</li> </ul>		

HR Operational Unit	Recruitment Service
<p><b>Customer Responsibilities</b></p>	<ul style="list-style-type: none"> <li>• Ensure availability to complete each stage of the recruitment process to minimise any unnecessary delays in the time to hire performance standards of the recruitment service.</li> <li>• To provide vacancy details to recruitment using the Vacancy Request Form.</li> <li>• Obtain approval to hire from Finance/Line Manager.</li> <li>• Provide an up to date and approved job description.</li> <li>• Draft job advertisements.</li> <li>• Shortlist and interview selected candidates against advertised posts.</li> <li>• Assess each applicant in the pool against essential criteria as per Person Specification.</li> <li>• Select candidates for interview.</li> <li>• Record interviews on NHS Greater Glasgow and Clyde standard documentation.</li> <li>• Communicate interview outcomes to Recruitment.</li> <li>• Provide feedback to successful and unsuccessful candidates after interviews.</li> <li>• Contact candidate and make verbal conditional offer.</li> <li>• Advise outcome to unsuccessful candidates.</li> <li>• Arrange new employee Induction.</li> <li>• Arrange payroll engagement.</li> </ul>

HR Operational Unit	Staff Bank
<p><b>Manager</b></p>	<p>Head of People and Change – Support Services</p>
<p><b>Purpose/ Overview</b></p>	<ul style="list-style-type: none"> <li>• To provide bank nursing and midwifery staff to help services meet peaks in demand and nurses, midwives and healthcare assistants to help services deliver high quality patient care.</li> <li>• Assist with the management of planned and unplanned shortfalls in the nursing and midwifery workforce.</li> <li>• Ensure our staff are available to fill short term bank shifts.</li> </ul>
<p><b>Service Delivery</b></p>	<p>Using the Staff Bank service:</p> <ul style="list-style-type: none"> <li>• Telephone us at the Staff bank Contact Centre and we will process your request.</li> <li>• Or use the online booking system to book bank shifts.</li> <li>• We will work with you to manage areas of clinical concern e.g. hotspots</li> <li>• We will advise you on how to effectively deploy bank staff.</li> <li>• We pro-actively collate nurse future availability to meet the demands of short notice shifts.</li> <li>• We will provide you with reports on the use of Bank staff including fill rates.</li> </ul>

HR Operational Unit	Staff Bank		
<b>Our areas of expertise</b>	Administer the process for use of non NHS agency staff via external agency suppliers of temporary Nursing staff	Ensure our usual recruitment standards are used to recruit Bank staff	We train and develop the bank workforce to ensure bank staff have skills needed to deliver safe, effective, person centred care
	Monitor limitations on working hours for bank staff	Monitor NMC registrations	Investigate and address complaints and incidents in regard the Nursing and Midwifery bank work force
	Annual Newly Qualified Nursing and Midwifery recruitment campaign	Support winter planning programme	Manage bank workforce sickness/ absence, annual leave, competency, capability and conduct
<b>Performance Reporting</b>	<ul style="list-style-type: none"> <li>• Human Resources Service Delivery Board – regular reporting and monitoring of Service Standards Agreements, issues, risks and concerns.</li> <li>• Human Resources Senior Management Team - reporting and monitoring on service standard agreements, issues, risks and concerns.</li> </ul>		
<b>Customer Responsibilities</b>	<ul style="list-style-type: none"> <li>• Request bank shifts using the web based booking system.</li> <li>• Ensure Bank Nursing and Midwifery staff are managed appropriately whilst on shift.</li> <li>• Ensure bank staff are provided with appropriate briefings of duties on commencement of shifts.</li> <li>• Ensure timesheets are signed off and submitted to meet weekly payment cycles for bank staff.</li> <li>• Work with Nurse Bank Professional Lead and Nurse Bank managers to highlight concerns in regards bank staff addressing areas of concern at the earliest opportunity.</li> <li>• Participate in regular service review meetings with the Staff Bank Management team.</li> <li>• Advise Staff bank of increases in demand e.g. opening new ward.</li> <li>• Advise of areas of any patient safety concerns.</li> <li>• Work in partnership with the Staff Bank colleagues to formally investigate care concerns.</li> </ul>		

<b>HR Operational Unit</b>	<b>Translation &amp; Interpretation Services</b>		
<b>Manager</b>	Head of People and Change – Support Services		
<b>Purpose/ Overview</b>	<ul style="list-style-type: none"> <li>To provide a Translation and Interpreting service that is cost effective, high quality, safe and professional.</li> <li>Work with NHS Greater Glasgow and Clyde services to enable convenient and problem free access to Interpreters.</li> <li>Offer telephone and face to face Interpreting services.</li> <li>We support and plan for scheduled and unscheduled appointments.</li> <li>Offer interpreters for all of the main languages used in communities served by NHS Greater Glasgow and Clyde.</li> </ul>		
<b>Service Delivery</b>	<ul style="list-style-type: none"> <li>To monitor demand and requests fill rates and work with services to ensure maximum efficiency in deployment of Interpreting services.</li> <li>To provide guidance and support on deploying Interpreting services.</li> <li>To coordinate and manage performance and standards of external Interpreting and Translation providers.</li> </ul>		
<b>Our areas of expertise</b>	An interpreting and translation service in a variety of languages	All main languages are representative of the communities served by NHS Greater Glasgow and Clyde	Provide guidance and support on deploying Interpreting services
	Telephone Interpreting services	Monitor demand and requests fill rates	Translation service
	Face to face Interpreting services	A confidential service provided by our interpreters	Coordinate and manage performance and standards of external Interpreting and Translation providers
<b>Performance Reporting</b>	<ul style="list-style-type: none"> <li>Human Resources Service Delivery Board – regular reporting and monitoring of Service Standards Agreements, issues, risks and concerns.</li> <li>Human Resources Senior Management Team - reporting and monitoring on service standard agreements, issues, risks and concerns.</li> </ul>		
<b>Customer Responsibilities</b>	<ul style="list-style-type: none"> <li>Assess the patient’s needs and recognise that a language need exists.</li> <li>Assess which language is being requested.</li> <li>Assess and make provision for that need in liaison with the patient.</li> <li>Contact the NHS Greater Glasgow and Clyde Interpreting service to arrange access to Interpreting services either face to face /telephone following NHS Greater Glasgow and Clyde booking arrangements.</li> <li>Ensure appropriate record keeping to accurately record within the patient’s notes the language or dialect used.</li> </ul>		

<b>HR Operational Unit</b>	<b>Job Evaluation</b>		
<b>Manager</b>	Head of People and Change – Support Services		
<b>Purpose/ Overview</b>	<ul style="list-style-type: none"> <li>• Provide a job evaluation service following the NHS Scotland Agenda for Change policy and procedures.</li> <li>• Ensure compliance and protection from equal pay claims and support management in discussion with employees in relation to Agenda for Change pay and grading.</li> <li>• Record and store all job evaluation outcomes for organisation and audit purposes.</li> <li>• Provide specialist advice in relation to job evaluation/grading issues related to organisational change.</li> <li>• Support the development and coordination of Executive Level / Senior Manager grading applications which are submitted to the National Evaluation Committee.</li> </ul>		
<b>Service Delivery</b>	<ul style="list-style-type: none"> <li>• To manage the annual job matching panel schedule.</li> <li>• To provide an efficient and effective job grading service to meet organisational needs.</li> <li>• To co-ordinate and manage job matching and evaluation processes and procedures.</li> </ul>		
<b>Our areas of expertise</b>	Advice and guidance on the NHS Job Evaluation Scheme	Development of job descriptions	Advice on role development & design
	Job matching & grading, including reviews	Job analysis	Training for job matchers and HR colleagues
	Manage the Computer Aided Job Evaluation System to record all formal job evaluation activities	Local evaluation (grading)	Job description searches and reports function
<b>Performance Reporting</b>	<ul style="list-style-type: none"> <li>• Human Resources Service Delivery Board – regular reporting and monitoring of Service Standards Agreements, issues, risks and concerns.</li> <li>• Human Resources Senior Management Team - reporting and monitoring on service standard agreements, issues, risks and concerns.</li> </ul>		
<b>Customer Responsibilities</b>	<ul style="list-style-type: none"> <li>• To provide all job information and documentation required to enable JE activities to be completed.</li> <li>• To comply with operational timelines and submission dates to enable the job matching panel schedule to be operated as planned.</li> <li>• Managers will inform employee(s) of all job matching and evaluation outcomes and write to employee(s) to confirm outcomes.</li> <li>• Managers will notify payroll of any pay related changes that occur due to job matching and evaluation outcomes.</li> </ul>		

<b>HR Operational Unit</b>	<b>Transition Service</b>		
<b>Manager</b>	Head of People and Change – Support Services		
<b>Purpose/ Overview</b>	<ul style="list-style-type: none"> <li>• HR specialism and expertise for provision of best practice specialist advice and guidance that supports delivery of Boards Transition service.</li> <li>• Delivery of strategic objectives around workforce change, workforce development and organisational change, supporting the transition of staff at all levels throughout the Board.</li> <li>• Promote service and customer excellence ensuring that values, behaviours and standards expected are consistently implemented.</li> </ul>		
<b>Service Delivery</b>	<ul style="list-style-type: none"> <li>• Ensuring that NHS Greater Glasgow and Clyde’s employees transitioning to alternative posts have the best possible experience and support while transitioning to the service.</li> <li>• Provision of comprehensive advice to senior operational management teams on the interpretation of complex employment and people transition issues.</li> <li>• Co-ordination of all activity relating to the placement of staff affected by organisational change, ill-health, conduct or capability into new roles within the Board.</li> <li>• Work with recruitment service in an integrated manner to ensure effective vacancy management processes which prioritise the availability of alternative posts to staff.</li> <li>• Support the development and delivery of key Human Resources policies to ensure consistency across all staff groups.</li> </ul>		
<b>Our areas of expertise</b>	Staff placement	Workforce Change	Workforce Development
	Vacancy Management	Advice and Guidance	Employment and Transition Issues
	Supporting staff	Policy Development & Delivery	
<b>Performance Reporting</b>	<ul style="list-style-type: none"> <li>• Human Resources Service Delivery Board – reporting and monitoring against Service standards Agreement issues, risks and concerns.</li> <li>• Human Resources Senior Management Team - reporting and monitoring on service standard agreements, issues, risks and concerns.</li> </ul>		
<b>Customer Responsibilities</b>	<ul style="list-style-type: none"> <li>• Participate and engage in Human Resources Service Delivery Board/ Service Reviews providing feedback and suggestions of improvements, all feedback to support NHS Greater Glasgow and Clyde values.</li> <li>• Participate, engage and communicate to their Sector/Directorate staff any changes relating to Human Resources policies and processes.</li> <li>• All timelines will be agreed in partnership i.e. Human Resources, Individual, Line Manager and/or Directors/Chief Officers..</li> </ul>		

<b>HR Operational Unit</b>	<b>Workforce Planning and Analytics</b>		
<b>Manager</b>	Head of People and Change – Organisational Effectiveness		
<b>Purpose/ Overview</b>	<ul style="list-style-type: none"> <li>To provide a comprehensive, integrated and customer focused Workforce Planning and Analytics service for NHS Greater Glasgow and Clyde Managers and Professional Leads.</li> <li>To provide short and long term workforce planning in services.</li> </ul>		
<b>Service Delivery</b>	<ul style="list-style-type: none"> <li>To provide internal and external workforce data and intelligence to help you make informed and evidenced based workforce planning decisions.</li> <li>Represent NHS Greater Glasgow and Clyde on national workforce groups and forums.</li> <li>Monitor workforce planning, reporting and evaluate this using real time tracking of workforce change.</li> <li>Utilise workload measurement tools, techniques and methodology.</li> <li>Provide workforce planning expertise and best practice, including the promotion of the 6 steps methodology.</li> <li>Develop, produce, interpret and analyse a range of standard and ad hoc Workforce reports for use by Sectors/ Directorates, Senior Management and Business Users across NHS Greater Glasgow and Clyde.</li> <li>Advise and help you to select appropriate methods and data for analytical purposes to meet our customer requirements.</li> <li>Develop Workforce systems, carrying out user acceptance testing and change management processes to ensure relevant systems are fit for purpose.</li> <li>To provide training and support on the use of Workforce Information Systems.</li> <li>Administer workforce systems including passwords and maintain security levels.</li> <li>Responsible for the Implementation of national eESS system in NHS Greater Glasgow and Clyde.</li> <li>Continuously improve the quality and accuracy of workforce data, building on and developing the NHS Greater Glasgow and Clyde workforce information matrix.</li> <li>Invest in the development of dashboard type reporting.</li> </ul>		
<b>Our areas of expertise</b>	Provision of internal and external workforce data	Expert use of the 6 steps methodology	Standard and ad hoc Workforce reports
	Implementation of national eESS system	Develop and administer workforce systems	Dashboard reports
	Tracking workforce change	Training and support on the use of Workforce Information Systems	

HR Operational Unit	Workforce Planning and Analytics
Performance Reporting	<ul style="list-style-type: none"> <li>Human Resources Service Delivery Board – regular reporting and monitoring of Service Standards Agreements, issues, risks and concerns.</li> <li>Human Resources Senior Management Team - reporting and monitoring on service standard agreements, issues, risks and concerns.</li> </ul>
Customer Responsibilities	<ul style="list-style-type: none"> <li>Participate and engage in Human Resources Service Delivery Board/ Service Reviews providing feedback and suggestions of improvements, all feedback to support NHS Greater Glasgow and Clyde values.</li> <li>Participate, engage and communicate to their Sector/Directorate staff any changes relating to Human Resources policies and processes.</li> <li>All timelines will be agreed in partnership i.e. Human Resources, Individual, Line Manager and/or Directors/Chief Officers.</li> </ul>

HR Operational Unit	Learning & Education
Manager	Head of People and Change – Organisational Effectiveness
Purpose/ Overview	<ul style="list-style-type: none"> <li>To provide strategic support to develop future workforce capability and service development requirements identified within workforce plans at Board and local levels.</li> <li>Design, develop and deliver learning and development opportunities for our workforce to meet the objectives of the NHS Greater Glasgow and Clyde Learning and Education Plan ensuring that these meet national and organisational priorities.</li> </ul>
Service Delivery	<ul style="list-style-type: none"> <li>Support learning and education requirements relating to national and organisational priorities to meet the needs of the Appropriately Trained strand of the Staff Governance Standards.</li> <li>Support managers with bespoke development activities/solutions in relation to local workforce plans and service developments.</li> <li>To provide facilitation at service development events.</li> <li>Develop, implement, review and evaluate the Corporate Induction Framework.</li> <li>Coordinate the provision of agreed mandatory and statutory training activities ensuring these are accessible by all staff.</li> <li>Provide a central booking service for staff to attend L&amp;E activities.</li> <li>The Learning &amp; Education Calendar offers a wide range of development opportunities.</li> <li>Provide management development activities ensuring links to our Organisational Development leadership development options.</li> <li>Support reporting mechanisms for learning and development activity including mandatory statutory training activity, KSF and Induction.</li> <li>Ensure that our activities are quality assured and evaluated.</li> <li>Utilise technology to innovate and develop bespoke e-modules using e-learning options and other technologies.</li> </ul>

HR Operational Unit	Learning & Education		
<b>Service Delivery continued</b>	<ul style="list-style-type: none"> <li>• Offer technical support, administration, maintenance and training for systems in relation to learning and development e.g. eKSF, Learnpro, iMatter, eESS – OLM/OPM.</li> <li>• Develop Education Pathways with clear links to our workforce plan and work closely with partners in the Education sector.</li> <li>• To offer vocational learning opportunities including competency based training and qualifications (e.g. SVQ's, ILM, ECDL) and guide managers on best value options to commissioning vocational activity.</li> <li>• Provide expert advice, training and support to managers and staff in the local implementation of personal development planning using the Knowledge and Skills Framework.</li> <li>• Provide accessible learning support through activities such as the NHS Greater Glasgow and Clyde Bursary programme.</li> <li>• Work with other NHS Greater Glasgow and Clyde education and development providers including Practice Development to provide integrated solutions to our customers.</li> <li>• Work with other Human Resources and Organisational Development colleagues to support a coordinated approach to workforce development activities to meet organisational priorities.</li> </ul>		
<b>Our areas of expertise</b>	Design, develop and deliver bespoke development activities/ solutions	Support for the provision of Statutory and Mandatory Training	A central booking service
	Learning through technology including e-learning options	Vocational training opportunities including competency based training and qualifications (e.g. SVQs, ILM, ECDL)	Personal development planning using the Knowledge and Skills Framework
	NHS Greater Glasgow and Clyde Bursary programme	Corporate Induction Framework	Development and implementation of learning plans
<b>Performance Reporting</b>	<ul style="list-style-type: none"> <li>• Human Resources Service Delivery Board – regular reporting and monitoring of Service Standards Agreements, issues, risks and concerns.</li> <li>• Human Resources Senior Management Team - reporting and monitoring on service standards agreements, issues, risks and concerns.</li> </ul>		
<b>Customer Responsibilities</b>	<ul style="list-style-type: none"> <li>• Participate and engage in Human Resources Service Delivery Board/ Service Reviews providing feedback and suggestions of improvements, all feedback to support NHS Greater Glasgow and Clyde values.</li> <li>• Participate, engage and communicate to their Sector/Directorate staff any changes relating to Human Resources policies and processes.</li> <li>• All timelines will be agreed in partnership i.e. Human Resources, Individual, Line Manager and/or Directors/Chief Officers.</li> </ul>		

<b>HR Operational Unit</b>	<b>Staff Governance/Policy Development</b>		
<b>Manager</b>	Head of People and Change – Organisational Effectiveness		
<b>Purpose/ Overview</b>	<ul style="list-style-type: none"> <li>• Our aim is to improve the employee experience and promote NHS Greater Glasgow and Clyde as an employer of choice.</li> <li>• Promote benefits and rewards across the organisation to raise awareness and maximise impact.</li> <li>• Responsible for Corporate programmes and initiatives including Staff Governance and Facing The Future Together (FTFT).</li> <li>• Support and monitor the implementation of the 20/20 Workforce Vision.</li> <li>• Manage the NHS Staff Survey and the iMatters programme.</li> </ul>		
<b>Service Delivery</b>	<ul style="list-style-type: none"> <li>• Support the work of the Staff Governance Committee.</li> <li>• Support the Board’s Remuneration Committee.</li> <li>• Raise awareness of the principles of the NHS Scotland Staff Governance Standard.</li> <li>• Incorporate new &amp; revised PIN policies into the NHS Greater Glasgow and Clyde HR Policy Framework, reviewing policies to ensure they are fit-for-purpose.</li> <li>• Plan and manage publicity and training for new initiatives.</li> <li>• Manage the NHS Staff Survey and iMatters in NHS Greater Glasgow and Clyde.</li> <li>• Responsible for the developing and monitoring the delivery of the NHS Greater Glasgow and Clyde Staff Governance Action Plan, responding to Staff Survey/iMatters results which demand improvements in the staff experience.</li> <li>• Develop the annual National Staff Governance Return for Scottish Government.</li> <li>• With our trade unions and staff-side organisations, ensure effective partnership working is embedded in the organisation.</li> <li>• Work with Communications &amp; Corporate Inequalities colleagues e.g. to deliver joint initiatives Chairman’s Award, Taking a Stand.</li> <li>• Ensure that the Staff Governance Standard strands are aligned to workstreams in other forums e.g. Health &amp; Safety Forum.</li> </ul>		
<b>Our areas of expertise</b>	Staff Governance	NHS Staff Survey	Partnership working
	Remuneration Committee	iMatters	HR Policy Framework
	PIN policies	Facing The Future Together (FTFT)	2020 Workforce Vision
<b>Performance Reporting</b>	<ul style="list-style-type: none"> <li>• Human Resources Service Delivery Board – regular reporting and monitoring of Service Standards Agreements, issues, risks and concerns.</li> <li>• Human Resources Senior Management Team - reporting and monitoring on service standards agreements, issues, risks and concerns.</li> </ul>		

HR Operational Unit	Staff Governance/Policy Development
Customer Responsibilities	<ul style="list-style-type: none"> <li>Participate and engage in Human Resources Service Delivery Board/ Service Reviews providing feedback and suggestions of improvements, all feedback to support NHS Greater Glasgow and Clyde Values.</li> <li>Participate, engage and communicate to their Sector/Directorate staff any changes relating to Human Resources policies and processes.</li> <li>All timelines will be agreed in partnership i.e. Human Resources, Individual, Line Manager and/or Directors/Chief Officers.</li> </ul>

HR Operational Unit	Equalities
Manager	Head of People and Change – Organisational Effectiveness
Purpose/ Overview	<ul style="list-style-type: none"> <li>To lead the workforce equality agenda to ensure that NHS Greater Glasgow and Clyde has a workforce which is representative of the communities it serves.</li> <li>Ensure workplace policies/procedures provide a level playing field for all existing staff and for the people who want to work with us in the future.</li> <li>To ensure equality for all, with no risk of more favourable treatment for certain groups over other interest groups.</li> <li>Establish accountability and leadership across the HR function to ensure workforce equality is being delivered, monitored and managed to support wider culture change within the organisation.</li> </ul>
Service Delivery	<p>We will mainstream Equality, Diversity and Human Rights issues ensuring:</p> <ul style="list-style-type: none"> <li>Ensure all HR policies and procedures are Equality Impact assessed.</li> <li>Deliver high quality Equality and Diversity training to equip staff with the skills they need to promote equality and eliminate discrimination.</li> <li>Provide HR reports on employment relations issues containing high quality smart metrics on Equality and Diversity to identify trends, patterns within the workforce, including regular Equal Pay audits.</li> <li>Develop the NHS Greater Glasgow and Clyde Workforce Equality Plan.</li> <li>Take remedial action when metrics suggest less favourable treatment of individuals/groups displaying certain protected characteristics.</li> <li>Promote initiatives/campaigns to minimise discrimination.</li> <li>Work towards achieving workplace accreditations e.g. Stonewall Equality Index</li> <li>Provide the workforce data to evidence compliance with the Equality Act 2010.</li> <li>To offer expertise and guidance on Equality, Diversity and Human Rights.</li> <li>Review Equal Opportunity data ensuring that NHS Greater Glasgow and Clyde employs and promotes the very best candidates regardless of background</li> </ul>

<b>HR Operational Unit</b>	<b>Equalities</b>		
<b>Service Delivery continued</b>	<ul style="list-style-type: none"> <li>Involved in the Modern Apprenticeship and wider recruitment activity to encourage applications from under represented groups.</li> <li>Review and monitor number of reasonable adjustments made within the workplace.</li> <li>Develop campaigns and programmes to address under representation within the workforce.</li> </ul>		
<b>Our areas of expertise</b>	Equality and Diversity training	Workplace accreditations	Equal Opportunity data
	Workforce Equality Plan	Initiatives/campaigns to minimise discrimination	Reasonable adjustments
	Expertise and guidance on Equality, Diversity and Human Rights	Workforce data to evidence compliance with the Equality Act 2010	Equal Pay audits
<b>Performance Reporting</b>	<ul style="list-style-type: none"> <li>Workforce Statistics Group</li> <li>Board Equality Monitoring Report</li> <li>CIT: HR Workforce Equality Group</li> <li>Human Resources Service Delivery Board – regular reporting and monitoring of Service Standards Agreements, issues, risks and concerns.</li> <li>Human Resources Senior Management Team - reporting and monitoring on service standard agreements, issues, risks and concerns.</li> </ul>		
<b>Customer Responsibilities</b>	<ul style="list-style-type: none"> <li>Participate and engage in Human Resources Service Delivery Board/ Service Reviews providing feedback and suggestions of improvements, all feedback to support NHS Greater Glasgow and Clyde Values.</li> <li>Participate, engage and communicate to their Sector/Directorate staff any changes relating to Human Resources policies and processes.</li> <li>All timelines will be agreed in partnership i.e. Human Resources, Individual, Line Manager and/or Directors/Chief Officers.</li> </ul>		

<b>HR Operational Unit</b>	<b>Workforce Employability</b>		
<b>Manager</b>	Head of People and Change – Organisational Effectiveness		
<b>Purpose/ Overview</b>	<ul style="list-style-type: none"> <li>To develop and implement a wide ranging strategy for employing young people in NHS Greater Glasgow and Clyde.</li> <li>To promote NHSGG&amp;C as an employer of choice for young people.</li> </ul>		
<b>Service Delivery</b>	<ul style="list-style-type: none"> <li>Responsible for the Young People’s Employment Strategy and work with Directors, Managers and external stakeholders to implement this.</li> <li>We promote NHS Greater Glasgow and Clyde by raising awareness of the jobs and careers on offer through activities such as work experience placement, programmes and careers events.</li> <li>Developing new entry routes for young people to create opportunities to work in the NHS.</li> <li>Design and deliver the NHS Greater Glasgow and Clyde Modern Apprenticeship programme ensuring NHS Greater Glasgow and Clyde meets the national targets in all services are supported to participate.</li> <li>Work within services to develop tailored and specific programmes which will support young vulnerable people who face barriers to employment.</li> </ul>		
<b>Our areas of expertise</b>	Young People’s Employment Strategy	Identify & create new entry routes for young people	Modern Apprenticeship programme
	Removing barriers to employment in NHS Greater Glasgow and Clyde for young people	Promote opportunities for young vulnerable people to work in NHS Greater Glasgow and Clyde	Develop tailored and specific employability programmes
<b>Performance Reporting</b>	<ul style="list-style-type: none"> <li>Human Resources Service Delivery Board – regular reporting and monitoring of Service Standards Agreements, issues, risks and concerns.</li> <li>Human Resources Senior Management Team - reporting and monitoring on service standards agreements, issues, risks and concerns.</li> </ul>		
<b>Customer Responsibilities</b>	<ul style="list-style-type: none"> <li>NHS Greater Glasgow and Clyde needs services to play their part in the implementation of an inclusive Young Peoples strategy. This means by accepting young people into their services in a range of ways that will help young people to access jobs, work experience and training.</li> <li>Participate and engage in Human Resources Service Delivery Board/ Service Reviews providing feedback and suggestions of improvements, all feedback to support NHS Greater Glasgow and Clyde Values.</li> <li>Participate, engage and communicate to their Sector/Directorate staff any changes relating to Human Resources policies and processes.</li> <li>All timelines will be agreed in partnership i.e. Human Resources, Individual, Line Manager and/or Directors/Chief Officers.</li> </ul>		

<b>HR Operational Unit</b>	<b>Employee Relations</b>		
<b>Manager</b>	Deputy Director of Human Resources and Organisational Development		
<b>Purpose/ Overview</b>	<ul style="list-style-type: none"> <li>Employee Relations is a small specialist service.</li> <li>Provide specialised advice to the Heads of People and Change in the most complex of ER cases.</li> <li>Provide a performance management role to improve consistency and ensure cases are managed to appropriate timescales.</li> </ul>		
<b>Service Delivery</b>	<ul style="list-style-type: none"> <li>Development and review of the employment law components of employment policy and practice to underpin NHS Greater Glasgow and Clyde's strategic objectives.</li> <li>Ensure Human Resources policy and procedures comply with legislation, changes due to case law and updates.</li> <li>Provide guidance and support for colleagues managing complex discipline, grievance, or performance issues.</li> <li>Guidance on complex employment legislation.</li> <li>Skills Development support for Human Resources colleagues in managing employee relations issues.</li> <li>Policy training and awareness of Human Resources policies, PIN guidelines and workforce issues in relation to employee relations.</li> <li>Board Appeals</li> <li>Management of Employee Tribunal casework.</li> <li>Carry out specialist projects linked to changes in employment legislation.</li> <li>Provide employee relations reports including discipline, grievance, Dignity at Work statistics.</li> </ul>		
<b>Our areas of expertise</b>	HR policy and procedures	Guidance on complex employment legislation	Skills Development support for HR colleagues
	Management of Employee Tribunal casework	Employee relations reports	Board Appeals
	Employment legislation	Policy training	Case law and updates
<b>Performance Reporting</b>	<ul style="list-style-type: none"> <li>Human Resources Service Delivery Board – regular reporting and monitoring of Service Standards Agreements, issues, risks and concerns.</li> <li>Human Resources Senior Management Team - reporting and monitoring on service standards agreements, issues, risks and concerns.</li> </ul>		
<b>Customer Responsibilities</b>	<ul style="list-style-type: none"> <li>Participate and engage in Human Resources Service Delivery Board/ Service Reviews providing feedback and suggestions of improvements, all feedback to support NHS Greater Glasgow and Clyde Values.</li> <li>Participate, engage and communicate to their Sector/Directorate staff any changes relating to Human Resources policies and processes.</li> <li>All timelines will be agreed in partnership i.e. Human Resources, Individual, Line Manager and/or Directors/Chief Officers.</li> </ul>		

<b>HR Operational Unit</b>	<b>Medical Staffing</b>
<b>Manager</b>	Deputy Director of Human Resources and Organisational Development
<b>Purpose/ Overview</b>	<ul style="list-style-type: none"> <li>• Provide specialist advice and guidance on a range of Human Resources issues, including the interpretation and implementation of Human Resources policies and Medical &amp; Dental Terms and Conditions; ensuring best practice and compliance with NHS Scotland and Government directives, GMC/GDC Regulations and statutory legislation. Lead on specialist projects relating to medical terms and conditions.</li> </ul>
<b>Service Delivery</b>	<ul style="list-style-type: none"> <li>• We support the Board Medical Director, Lead Director for Acute Medical Services and Chiefs of Medicine in dealing with complex and highly sensitive Human Resources issues pertaining to Medical Staff.</li> <li>• Our team advise the Heads of People &amp; Change/People and Change Managers in managing medical conduct and competency cases, managing sick doctors, job planning/appraisal and complex terms and condition/pay issues.</li> <li>• As a central team co-ordinate the implementation of new policies and procedures and collate medical staffing information for the, Scottish Government, Director of Human Resources and Organisational Development and Directors, where a coordinated response is required across the service area.</li> <li>• Advice on Terms &amp; Conditions of Service, HR Policies &amp; Procedures.</li> <li>• Expert advice &amp; support on: <ul style="list-style-type: none"> <li>♦ Complex medical conduct and competency cases, sick doctor cases</li> <li>♦ Job planning and Mediation</li> <li>♦ Complex &amp; sensitive pay issues e.g. pay protection</li> </ul> </li> <li>• Policy Development &amp; Implementation</li> <li>• Co-ordinate the implementation of the annual Consultant Discretionary points Process.</li> <li>• Centrally run the Associate Specialist/Staff Grade Discretionary Points Process.</li> <li>• Revalidation &amp; Appraisal</li> <li>• Dealing with Doctors in Difficulty: <ul style="list-style-type: none"> <li>♦ Liaise with GMC regarding doctors in difficulty (i.e. competencies, health issues)</li> <li>♦ Liaise with Human Resources, Occupational Health and NES regarding doctors who are in difficulty and advise on appropriate actions.</li> </ul> </li> <li>• Medical Workforce Information</li> <li>• Monitoring Team: <ul style="list-style-type: none"> <li>♦ Oversee, organise and deliver the bi-annual monitoring of all Junior Doctor grade rotas, working towards achieving New Deal and European Working Time Regulations (EWTD) compliance in accordance with national and local protocols.</li> <li>♦ Liaise with Regional New Deal Personnel, participate in Regional and National Workforce Groups to maintain a consistent approach to junior doctor issues.</li> </ul> </li> </ul>

HR Operational Unit	Medical Staffing		
Our areas of expertise	Complex and highly sensitive HR issues pertaining to Medical Staff.	Monitoring of all Junior Doctor grade rotas	Complex medical conduct and competency cases
	Medical Staff: Terms & Conditions of Service, HR Policies & Procedures	Dealing with Doctors in Difficulty	Job planning and Mediation
	Medical staffing information	Consultant Discretionary points Process	Revalidation & Appraisal
Performance Reporting	<ul style="list-style-type: none"> <li>• Human Resources Service Delivery Board – regular reporting and monitoring of Service Standards Agreements, issues, risks and concerns.</li> <li>• Human Resources Senior Management Team - reporting and monitoring on service standard agreements, issues, risks and concerns.</li> </ul>		
Customer Responsibilities	<ul style="list-style-type: none"> <li>• Participate and engage in Human Resources Service Delivery Board/ Service Reviews providing feedback and suggestions of improvements, all feedback to support NHS Greater Glasgow and Clyde Values.</li> <li>• Participate, engage and communicate to their Sector/Directorate staff any changes relating to Human Resources policies and processes.</li> <li>• All timelines will be agreed in partnership i.e. Human Resources, Individual, Line Manager and/or Directors/Chief Officers.</li> </ul>		

<b>HR Operational Unit</b>	<b>Organisational Development</b>		
<b>Manager</b>	Director of Human Resources and Organisational Development		
<b>Purpose/ Overview</b>	<ul style="list-style-type: none"> <li>• Our purpose is to provide a range of planned interventions designed to support NHS Greater Glasgow and Clyde grow a culture to manage change, develop leadership capability and capacity and align people, process and practices to be most effective.</li> <li>• The Organisational Development process is concerned with developing, enhancing or improving all aspects of the organisation.</li> </ul>		
<b>Service Delivery</b>	<p>Our role is to work with managers and team leaders to:</p> <ul style="list-style-type: none"> <li>• Identify, prioritise and access the right solution for their own and their staffs' leadership development needs. The Leadership Progression document describes four levels of leadership and their associated provision.</li> <li>• Support the organisation develop the leadership behaviours, skills and approaches needed to grow a culture of wellbeing and staff engagement and deliver the aspirations of Facing the Future together.</li> <li>• Design and deliver programmes and toolkits to support the above. Details of these provisions and how they can be accessed by NHS staff are available in the Board-wide Leadership pages of HR Connect.</li> <li>• Provide a series of self directed tools and media to support staff manage change and deliver improvement. Further information on how NHS staff can access these is available on the Change and Improvement pages of HR Connect.</li> <li>• Diagnose, design and facilitate specific interventions to support team development, change or process improvement.</li> <li>• Ongoing evaluation, Return in Investment and continuous improvement of provisions.</li> <li>• Provide an internal consultancy support to Senior Management Teams.</li> <li>• Support managers where appropriate respond to team development needs identified by iMatters.</li> </ul>		
<b>Our areas of expertise</b>	Leadership Development	Team Effectiveness	Coaching
	Facilitation	Diagnostics and bespoke team development solutions	Programme Design and Delivery
	Internal Consultancy	Change and Improvement	
<b>Performance Reporting</b>	<ul style="list-style-type: none"> <li>• Human Resources Service Delivery Board - regular reporting and monitoring of Service Standards Agreements, issues, risks and concerns.</li> <li>• Human Resources Senior Management Team - reporting and monitoring on service standard agreements, issues, risks and concerns.</li> <li>• Corporate Organisational Development Meeting.</li> <li>• With customers in line with agreed contract for activity.</li> </ul>		
<b>Customer Responsibilities</b>	<ul style="list-style-type: none"> <li>• Identification of development needs.</li> <li>• Active Engagement and support of agreed development and subsequent evaluation.</li> <li>• Participate and engage in Human Resources Service Delivery Board/ Service Reviews providing feedback and suggestions of improvements, all feedback to support NHS Greater Glasgow and Clyde values.</li> </ul>		

<b>HR Operational Unit</b>	<b>Health &amp; Safety</b>		
<b>Manager</b>	Head of Health and Safety		
<b>Purpose/ Overview</b>	<ul style="list-style-type: none"> <li>• Work closely with other functions within the Human Resources and Organisational Development Department.</li> <li>• Ensure compliance with health and safety legislation, NHS and NHS Greater Glasgow and Clyde governance.</li> <li>• We provide professional and competent technical advice to ensure compliance with NHS Scotland and NHS Greater Glasgow and Clyde policy and procedures.</li> </ul>		
<b>Service Delivery</b>	<ul style="list-style-type: none"> <li>• Development and maintenance of Organisational Health and Safety strategies, policies and procedures.</li> <li>• Development of management reports including statistical trend analysis in specific regard to incident reporting.</li> <li>• The provision of information and data analysis to aid service management and improvement.</li> <li>• Development and maintenance of a range of audit programmes.</li> <li>• Development and maintenance of appropriate specialised training materials for all NHS Greater Glasgow and Clyde Health and Safety courses, including Moving and Handling; Management of Aggression and Health and Safety.</li> <li>• Work in Partnership and engage with NHS Greater Glasgow and Clyde Management, Health and Safety teams and staff.</li> <li>• Development and maintenance of Health and Safety systems and processes including incident management processes; statistical and trend analysis against incident trends, RIDDORs; and, Health &amp; Safety management system (Health &amp; Safety Management Manual).</li> <li>• Management information and advice, including the provision of specialist health and safety advice and guidance; maintenance of the health and safety pages on HRConnect; and, carrying out specialist risk assessments.</li> <li>• Work with Estates and Capital Planning colleagues on building and refurbishment works to ensure all statutory requirements are achieved.</li> </ul>		
<b>Our areas of expertise</b>	Health and Safety strategies, policies and procedures	Statistical trend analysis regarding incident reporting	Audit programmes
	Specialised training provision	Health and Safety systems and processes	Health & Safety management system
	Specialist health and safety advice and guidance	Advice on building and refurbishment works	Specialist risk assessments
<b>Performance Reporting</b>	<ul style="list-style-type: none"> <li>• Human Resources Service Delivery Board – regular reporting and monitoring of Service Standards Agreements, issues, risks and concerns.</li> <li>• Human Resources Senior Management Team - reporting and monitoring on service standard agreements, issues, risks and concerns.</li> </ul>		
<b>Customer Responsibilities</b>	<ul style="list-style-type: none"> <li>• Participate and engage in Human Resources Service Delivery Board/ Service Reviews providing feedback and suggestions of improvements, all feedback to support NHS Greater Glasgow and Clyde values.</li> <li>• Participate, engage and communicate to Sector/Directorate staff any changes relating to Health and Safety policies and processes.</li> <li>• All timelines will be agreed in partnership i.e. Human Resources, Individual, Line Manager and/or Directors/Chief Officers.</li> </ul>		

<b>HR Operational Unit</b>	<b>Occupational Health</b>
<b>Manager</b>	Occupational Health Service Manager
<b>Purpose/ Overview</b>	<ul style="list-style-type: none"> <li>• The role of Occupational Health is to manage all aspects relating to the impact of work on health and health on work.</li> <li>• The service supports both the employees and the managers of the organisation and will provide impartial, relevant, confidential, competent information, support, guidance and advice which will be respectful of our organisational values.</li> <li>• Ensure compliance with occupational health legislation, NHS and NHS Greater Glasgow and Clyde governance and the provision of technical advice and guidance to ensure compliance with current NHS policy and procedures.</li> </ul>
<b>Service Delivery</b>	<p>Development and maintenance of all Occupational Health Policies and procedures</p> <ul style="list-style-type: none"> <li>• Development and maintenance of all Occupational Health Policies and procedures.</li> <li>• Provide Management reports including statistical trend analysis in specific regard to Occupational Health and health surveillance activities.</li> <li>• Provide information and statistics to aid service management and improvement.</li> <li>• Work in Partnership and engage with Sector/Directorate management, Health and Safety teams and staff.</li> <li>• Provision of specialist Occupational Health advice and guidance.</li> <li>• The development and maintenance of the Occupational Health Management system (COHORT)</li> <li>• Escalation of risks through the appropriate Sector/Directorates and NHS Greater Glasgow and Clyde governance channels, including the NHS Greater Glasgow and Clyde Risk Register as required.</li> <li>• Provide specialised training programmes for staff and managers of NHS Greater Glasgow and Clyde regarding staff health and wellbeing.</li> <li>• Carry out Pre placement health assessments.</li> <li>• Offer an Immunisation programme for staff.</li> <li>• Assess employees referred to Occupational Health during employment.</li> <li>• Offer advice on sickness absence and identify support needed, where applicable.</li> <li>• Carry out specialist risk assessments and statutory health surveillance.</li> <li>• Responsible for the security of all Occupational Health records including confidential medical information and records, access and transfer.</li> <li>• Provide information, advice and guidance via HRConnect.</li> </ul>

HR Operational Unit	Occupational Health		
Our areas of expertise	Occupational Health Policies and procedures	Specialist Occupational Health advice and guidance	Specialised training programmes
	Occupational health and health surveillance activities	Assess employees referred to Occupational Health	Pre placement health assessments
	Specialist risk assessments	Advice on sickness absence	Occupational Health information and statistics
Performance Reporting	<ul style="list-style-type: none"> <li>Human Resources Service Delivery Board – regular reporting and monitoring of Service Standards Agreements, issues, risks and concerns.</li> <li>Human Resources Senior Management Team - reporting and monitoring on service standard agreements, issues, risks and concerns.</li> </ul>		
Customer Responsibilities	<ul style="list-style-type: none"> <li>Participate and engage in Human Resources Service Delivery Board/ Service Reviews providing feedback and suggestions of improvements, all feedback to support NHS Greater Glasgow and Clyde Values.</li> <li>Participate, engage and communicate to their Sector/Directorate staff any changes relating to Human Resources policies and processes.</li> <li>All timelines will be agreed in partnership i.e. Human Resources, Individual, Line Manager and/or Directors/Chief Officers.</li> </ul>		

