

## **‘Once for Scotland’ Workforce Policies**

**August 2019**

*‘Once for Scotland’ Workforce policies will promote NHSScotland as a modern, exemplar employer; showcasing our core values, and promoting consistent employment policy and practice that supports the implementation of the Staff Governance Standard and effective recruitment and retention*

### **Background**

A programme of work is on-going to transform the development, application and accessibility of workforce policies into a ‘Once for Scotland’ approach. The first phase of the programme addresses the ‘core’ workforce policies i.e.

- Attendance
- Bullying & Harassment
- Capability
- Conduct
- Grievance, and a
- Workforce Policies Investigation Process

### **Scottish Workforce & Staff Governance (SWAG) Committee Meeting 25 July 2019**

Following regional engagement events held pre-policy development (January 2019) and mid-policy development (March 2019) and a one month formal consultation, the draft refreshed workforce policies were submitted to SWAG Committee (July 2019).

SWAG accepted the process undertaken to refresh the ‘core’ workforce policies and develop the digital solution. SWAG Committee requested that the ‘Standard Sections’ (that are applicable to all policies, which will be written once and accessible through the digital solution) and Supporting Documentation be made available to members in order to review and approve the draft workforce policies delivered in Phase 1.

The draft workforce policies will be reviewed at the SWAG Committee meeting on 23 October 2019.

### **Implementation**

Following approval of the ‘core’ workforce policies by SWAG Committee, Phase 1 will move to NHS Board implementation. It is proposed that:

- A national communications toolkit is developed for NHS Boards, to assist with publicising the formal launch of the Phase 1 policies
- 'Early bird' access to the digital solution is given to HR Departments and Staffside to allow NHS Boards to make preparations prior to launching with staff and managers
- NHS Boards will develop local implementation plans in partnership
- National materials – e.g. a communication and slide deck with overall guidance and key updates to PIN – will be developed to support local implementation
- HR Directors are responsible for managing the implementation of the refreshed workforce policies in their respective NHS Boards
- Training requirements include both awareness raising (short term) and soft skills (ongoing as part of Board leadership and management development arrangements). This will be for NHS Boards to take forward and share via the HR Directors network
- A 3 month period for refreshed policies to be implemented within NHS Boards with oversight from the 'Once for Scotland' Workforce Policies Programme
- Opportunity for review and feedback prior to formal publication of the refreshed policies by Scottish Government

## Review

It is recognised that there is a requirement to allow a period for the refreshed policies to be implemented in the Boards with oversight provided by the 'Once for Scotland' Workforce Policies Programme to oversee and address any issues of materiality that may arise.

There will be opportunities for feedback through the digital solution and through user-testing in addition to the formal governance structure.

## Phase 2

Following approval of the 'core' workforce policies and agreement to commence the next phase of work, the remaining Partnership Information Network (PIN) policies will be addressed in Phase 2. These include:

- Additional Employment<sup>1</sup>
- Embracing Equality, Diversity & Human Rights
- Gender-Based Violence
- Managing Health at Work<sup>2</sup>
- Personal Development Planning & Review
- Redeployment
- Safer Pre & Post Employment Checks
- Secondment
- Supporting the Work-Life Balance

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<sup>1</sup> Extract from PIN. Similar to Promoting Attendance this was not previously an individual PIN.

<sup>2</sup> Attendance component of the current Managing Health at Work policy addressed in Phase 1.

- Use of Fixed Term Contracts
- Facilities Arrangements for Trade Unions & Professional Organisations

There is valuable learning from the engagement approach and process for the development of the first phase of 'core' workforce policies in a 'Once for Scotland' approach. This has been incorporated in the planning for Phase 2.

It is anticipated that Engagement Events for Phase 2 will commence January 2020.

### **Get in Touch**

Please contact the team if you would like to discuss any aspect of the Programme.

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