

Public Health Scotland

Corporate Human Resources Project

Project Initiation Document: Objective 1: Deliverable 3

1.0 Introduction

- 1.1 Progressing the requirements of Objective 1, Deliverable 3 of the HR for Public Health Scotland PID, separate Discovery Reviews have been conducted under the leadership and oversight of Jacqui Jones, Director of Human Resources and Workforce Development, National Services Scotland (NSS) and Jim Carruth, Head of People and Improvement, Health Scotland (HS) detailing the current internal HR arrangements for their respective organisations.
- 1.2 Documents summarising the results of this initial work were considered at a meeting of the HR for PHS Steering Group on 4th December 2018.
- 1.3 The HR for PHS Steering Group recognised the intrinsic value of the separate documents but concluded that creation of a further summary document setting out commonality and differences in HR/Workforce and other responsibility arrangements within NSS and HS would be useful and would help to inform full completion of Objective 2, Deliverables 4/5 of the HR for PHS PID.
- 1.4 This paper seeks to provide such a summary.
- 1.5 Copies of the full HR/Workforce and other responsibility arrangements documents submitted by NSS and HS are attached as Appendices 1 and 2 to this document.

2.0 Areas of Commonality in HR/Workforce Service Provision in NSS and HS

- 2.1 Informed by the Discovery Review documents produced by NSS and HS, the following specialist areas of HR/Workforce service provision are common to both organisations:
 - **Workforce Planning and Development** (Strategic organisational understanding and influence, robust Workforce Planning arrangements, Support strategic intent through provision of a range of innovative and sustainable workforce supply solutions, Effective management of organisational change etc)
 - **Staff Governance** (Exemplars of Partnership Working, Design and implementation of annual Staff Governance Plans, Monitoring and reporting of performance, Values based approaches to Recruitment and Staff Engagement including iMatter etc)

- **Employee Resourcing** (Specialist and general recruitment, Workforce on-boarding, Workforce redeployment etc)
- **HR Policy and Case Management** (Interpretation and advice on HR Policy and Procedures, Provision of Manager advice, Support for Manager and Partnership employee relations activity on Discipline, Grievance, Dignity at Work etc)
- **Terms and Conditions and Remuneration** (Advice and guidance on pay, contractual matters, job evaluation and grading, employee benefits etc)
- **Management Reporting** (Workforce information analysis and reporting (local, corporate and national), KPIs, Budget Management and reporting etc)
- **Workforce Health and Wellbeing** (Occupational Health and Safety, Healthy Working Lives, Risk Assessment and Reporting, Sickness absence management and reporting, Workforce equalities monitoring and reporting etc)
- **Workforce Learning and Development** (Workforce Learning and Development Programmes, Leadership development, Education and professional development, Team development, Coaching/Mentoring, Workforce Induction and Mandatory training etc)
- **Workforce Information System(s)** (Programme management of continued implementation and optimum benefits realisation of e ESS, LearnPro, iMatter, SSTS and developing Digital HR solutions etc)

3.0 Areas of Difference in the HR/Workforce Roles, Responsibilities and Approach of NSS and HS

- 3.1 It is evident from comparison of the Discovery Reviews conducted by NSS and HS that their respective HR/Workforce services are designed and operate reflecting the nature of the different organisations.
Areas of difference can be summarised as follows:
- 3.2 **NSS:** The Human Resources and Workforce Development Directorate within NSS is structured to support and guide NSS's Strategic Business Units (SBUs).
- 3.3 NSS adopt a three Tier approach to delivery of HR/Workforce Development support to the SBUs:

Tier 1: Initial Access to guidance and information for Managers and Staff through HR Connect – an online information portal providing guidance and helpful tools. This service is available 24/7 365 days per annum.

Tier 2: Access to HR staff for enquiries, advice, guidance, support, through case management and to request Management Information reports.

Tier 3: Access to HR Staff for complex advice and support, Case Management, Policy and T&Cs interpretation. NSS have a formal HR Business Partner approach to delivery of HR/Workforce Development support to SBUs.

Each HR Business Partner is responsible for delivery of a range of services and support and outcomes and measures as agreed with their SBU.

Historically, NSS have been committed to the innovative use of technology. Accordingly a number of Digital Services have been introduced to support and improve the Manager and Staff HR/Workforce Development experience. Current NSS Digital Services are set out in detail in the NSS Discovery Review document.

NSS HR/Workforce Development Directorate provides the full HR/Workforce service as set out in paragraph 2.1 above.

3.4 **HS:** In HS the People and Workplace Team sit within the Strategy Directorate to promote delivery of corporate services through an integrated approach.

HR Services are integrated into the People and Workplace groupings of:

- HR
- Estates, Facilities and Health & Safety
- People Development and OD

People and Workplace staff are required to have a close understanding of HS's strategic priorities and aims and to promote and reflect these in meeting needs and advising Managers and staff.

Context and breadth/depth of integrated working relationships are important to HS in the style and delivery of People and Workplace services to Managers and staff.

The HS People and Workplace staff provide the full HR/Workforce service as set out in paragraph 2.1 above. On rare occasions highly specialist knowledge and experience has been sought from the wider NHSS Network where this was not available within HS.

4.0 HR/Workforce Service Provision: NSS/HS HR Metrics and User Feedback

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Details in relation to the current HR metrics and key performance indicators for both organisations are attached within the earlier appendices. Further work is currently being undertaken, jointly, to produce composite organisational metrics and key performance indicators. For example, headcount, sickness absence, workforce demographics etc. This will inform work to complete deliverable six for February 2019.

NHS NATIONAL SERVICES SCOTLAND
 Performance Plan: HR Objectives 2018/19

Objective 1 of 8: Customers at the Heart of Everything We Do	
Agreed outcomes	Performance Indicators / Measures
Within NSS	
Internal customers are highly satisfied with the services they receive from supporting business units and directorates	<ul style="list-style-type: none"> • ≥54% internal customer satisfaction with supporting business units and directorates services • (2017/18 was ≥38%)
Internal customers will positively promote and advocate supporting business units and directorate services	<ul style="list-style-type: none"> • ≥32 internal customer advocacy of supporting business units and directorates services • (2017/18 was ≥52)
Internal customers find supporting business units and directorates easy to do business with	<ul style="list-style-type: none"> • ≥47% internal customer rating for how easy supporting business units and directorates are to do business with • (2017/18 was ≥43%)
Internal customers are confident supporting business units and directorates understand and are meeting their needs	<ul style="list-style-type: none"> • ≥52% internal customer rating for supporting business units and directorates meeting customer needs • (2017/18 = ≥44%)
Increase understanding of NSS needs for internal teams	<ul style="list-style-type: none"> • Increase the HR is responsive score from the customer survey from ≥0.5 • (2017/18 was ≥0.4)
With Other bodies - Occupational Health – and other external SLA work	
Public bodies are highly satisfied with the services they receive from NSS	<ul style="list-style-type: none"> • ≥70% SLA satisfaction with NSS services. NB – customer satisfaction question not asked previously, but will be in 2018/19

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Public bodies will positively promote and advocate NSS services	<ul style="list-style-type: none"> • ≥62 public body advocacy of NSS services • (2017/18 was ≥1)
Public bodies find NSS easy to do business with	<ul style="list-style-type: none"> • ≥67% public body rating for how easy NSS is to do business with (2017/18 was ≥62%)
Public bodies are confident NSS understands and is meeting their needs	<ul style="list-style-type: none"> • ≥65% public body rating for NSS meeting customer needs • (2017/18 was ≥62%)
Within NSS - Occupational Health	
Internal customers are highly satisfied with the services they receive from supporting business units and directorates	<ul style="list-style-type: none"> • >54% of employees who use Occupational Health services state that they are highly satisfied. (<4 complaints from NSS employees. This is a target captured for the Nurse Director objectives)
Internal customers will positively promote and advocate supporting business units and directorate services	<ul style="list-style-type: none"> • >-32% managers state that they would positively advocate the use of Occupational Health services.
Internal customers find supporting business units and directorates easy to do business with	<ul style="list-style-type: none"> • >47% find the Healthy Working Lives Team including Health & Safety Team easy to do business with.
Internal customers are confident supporting business units and directorates understand and are meeting their needs	<ul style="list-style-type: none"> • >52% of the customers as defined as Directors and Business Units are confident that Healthy Working Lives services understand and are meeting their needs.

Objective 2 of 8: Increase our Services Impact	
Agreed outcomes	Performance Indicators / Measures
In HR Services	
An efficient and effective Recruitment Service	<ul style="list-style-type: none"> • Reduce the average time taken to complete the HR part of the process for AfC posts to ≤30 days

	<ul style="list-style-type: none"> Reduce the average time taken to complete the HR part of the process for HCS/Nursing/AHP posts to <35 days
Improved Service Response Times	<ul style="list-style-type: none"> >80% of transactions between HR and Payroll are completed in 20 days >85% of calls logged in Gemini are closed each month
In Value & Sustainability	
Achieve financial balance	<ul style="list-style-type: none"> HR operates within the allocated budget of £3.339 million. Prepare for deficit in budget 2019/20 by March 2019. 5% CRES achieved

Objective 3 of 8: Improve the Way we do Things	
Agreed outcomes	Performance Indicators / Measures
Productive	
Increased productivity within HR and improved use of resources	<ul style="list-style-type: none"> Reduce the time taken to evaluate new posts to <=3.5 weeks Reduce the time taken to re-evaluate existing posts to <=4.5 weeks Job Analysis and Local Evaluation to be completed in:- <ul style="list-style-type: none"> <12 weeks for single posts <18 weeks for generic posts Hybrid Matching process to be completed in:- <ul style="list-style-type: none"> <8 weeks for single posts <10 weeks for generic posts Post Update process to be completed in:- <ul style="list-style-type: none"> <3 weeks for single posts <4 weeks for generic posts Job evaluation reviews to be completed in <= 5 weeks No more than 5% of job evaluation outcomes to be exceptions outwith timeframes within the financial year

<p>Improved customer experience</p>	<ul style="list-style-type: none"> • Improved customer experience across HR through alignment of call management and relevant workflow processes across all functions of HR by March 2019
<p>HR is implementing solutions in support of the NSS digitalisation transformation</p>	<ul style="list-style-type: none"> • Development and implementation of an electronic NSS Health and Safety Performance Management System by March 2019 • Development and implementation of NSS Occupational Health System – Cohort 10 (web enabled) by March 2019 • Enablement of Management and Self Referrals to Occupational Health by March 2019 • Migration of all KSF and staff appraisals to NHSS (NES) TURAS Solution by April 2018 and any outstanding actions completed by September 2018 • Extension of Gemini workflow requests (upgrade/extend or ‘migrate to other’) by March 2019 • Digitally transform the notification of change process by March 2019 • Digitally transform the parental leave process through the provision of a portal by March 2019 • eJob matching and redeployment process with associated management reporting by March 2019 • Deliver meaningful HR analytics and live workforce information through a phased approach via the tableau reporting capability <ul style="list-style-type: none"> ○ Phase 1 – incorporating elements of the People Report (sickness absence, turnover, leavers, agency expenditure) by the end of Quarter 2. ○ Phase 2 – compliance, case management, corporate responsibility and recruitment activity by the end of Quarter 3. ○ Phase 3 – incorporating all OHSAC reporting requirements to be delivered by the end of Quarter 4.

Objective 4 of 8: Be a Great Place To Work	
Agreed outcomes	Performance Indicators / Measures
Positive Staff Experience	
NSS has initiatives in place to increase employee engagement	<ul style="list-style-type: none"> • Development and implementation of a range of employee recognition and reward packages including:- • Excellence Awards • Long Service Awards • Reward Statement • Exit Interviews • 90% to be developed and implemented by March 2019
People Development Programme implemented which will equip the NSS workforce with skills required to deliver Strategic Objectives	<ul style="list-style-type: none"> • To cover a range of areas linked to Organisational Development and Learning and Development including:- <ul style="list-style-type: none"> ○ Talent Management and Succession Planning ○ Leadership Programme ○ Exec and SM Performance Appraisal ○ TURAS Appraisal/Learn etc • 90% of objectives contained in the development action plan to be delivered by March 2019.
NSS has an equipped workforce with required skills to deliver strategic objectives	<ul style="list-style-type: none"> • Make access available to >500 managers, deliver and evaluate the new Essential Line Manager Training by March 2019
Healthy, Well & Safe	
Staff believe NSS seeks to improve well-being	<ul style="list-style-type: none"> • NSS Sickness Absence Rate <4% • HR Sickness Absence Rate <4% • (HR Sickness Absence Rate as at 31 March 2018 was 3.14%) • RIDDOR incidents <4

	<ul style="list-style-type: none"> • Lost time accidents <1,800 hours
Staff are safe in their workplace.	<ul style="list-style-type: none"> • RIDDOR incidents – 0 in HR
Engaged & Committed	
Manage vacancies	<ul style="list-style-type: none"> • Keep vacancies within 8% of total WTE (NSS)
Appropriate level of turnover	<ul style="list-style-type: none"> • Turnover: within the range 5 - 7% (NSS)

Objective 5 of 8: Leading and Developing People	
Agreed outcomes	Performance Indicators / Measures
Well Led	
Publishing of Equal Pay Gap Report in line with the Equality Act 2016 requirements	<ul style="list-style-type: none"> • Ensure the Equal Pay Gap Report is published by April 2019 in line with the Equality Act 2016 requirements. Clearly identify where actions have been taken to address issues or anomalies from the previous Equal Pay Gap report and what further actions, if any, require to be taken.
Effective Governance	

Objective 6 of 8: Corporate Contribution	
Agreed outcomes	Performance Indicators / Measures
At NSS Level	

Increase recruitment of young people across NSS	<ul style="list-style-type: none"> • Increase recruitment of young people across NSS by >70
Improve opportunities for people with disabilities across NSS	<ul style="list-style-type: none"> • Increase recruitment of people with disabilities across NSS by >21 • Evidence and demonstrate how NSS has supported people with disabilities to have a great work experience and to have equality of progression within the organisation by March 2019.

Objective 7 of 8: Cultural Change Process	
Agreed outcomes	Performance Indicators / Measures
Continual Improvement	
HR is embedding a continuous improvement culture	<ul style="list-style-type: none"> • >6 HR Case Management audits undertaken in order to identify and address gaps relating to process and timescales by March 2019 • Develop and implement action plan to deliver process improvements identified from the 5 lessons learned exercises undertaken in 2017/18 by March 2019 • >2 lessons learned exercises undertaken to evaluate improvements implemented from action plan by March 2019 • Improve the overall customer satisfaction score to >40% (scoring above 4) through an improved understanding of the Job Evaluation Process

NHS Health Scotland HR Metrics

General Meetings Per Month	Snr HR Officer	2 wte	% time 2 wte
Interviews	5	10	3.30%
Absence Meetings	5	10	3.30%
General Advice	37.5	75	25%
Course/Events	7.5	15	5%
Directorate Level Meetings	3.5	7	2.30%
Disciplinary Hearings	5	10	3.30%
Bullying & Harassment Meetings	3	6	2.00%
Grievance Hearing	0	0	0.00%
Capability	5	10	3.30%
Appeals	0	0	0.00%
General ER Meetings - Informal	27	54	18.00%
Facilitated Discussions	0	0	0.00%
Mediation	0	0	0.00%
HR Team Meetings	3	6	2.00%
Policy Meetings	3	6	2.00%
Job Evaluation/Matching	5	10	3.30%
Redeployment	3	6	2.00%
HR admin	25	50	16.60%
FOI responses	5	10	3.30%
SG work	7.5	15	5.00%
Total - 150 hours	150	300	

General Meetings Per Month	HR Team Manager	%time
Interviews	0	0.00%
Absence Meetings	0	0.00%
General Advice	37.5	25%
Course/Events	7.5	5%
Directorate Level Meetings	15	10.00%
Disciplinary Hearings	0	0.00%
Bullying & Harassment Meetings	0	0.00%
Grievance Hearing	0	0.00%
Capability	0	0.00%
Appeals	0	0.00%
General ER Meetings - Informal	7.5	5.00%
Facilitated Discussions	0	0.00%
Mediation	0	0.00%
HR Team Meetings	7.5	5.00%
Policy Meetings	15	10.00%
Job Evaluation/Matching	0	0.00%
Redeployment	0	0.00%
HR admin	15	10.00%
FOI responses	7.5	5.00%
SG work	7.5	5.00%
121s	7.5	5.00%
Corporate/strategic Meetings	22.5	15.00%
Total - 150 hours	150	

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General Meetings Per Month	HR Administrators	2wte	% time
Interviews	0	0	0.00%
Absence Meetings	0	0	0.00%
General Advice	37.5	75	25%
Course/Events	7.5	15	5%
Directorate Level Meetings	7.5	15	5.00%
Disciplinary Hearings	0	0	0.00%
Bullying & Harassment Meetings	0	0	0.00%
Grievance Hearing	0	0	0.00%
Capability	0	0	0.00%
Appeals	0	0	0.00%
General ER Meetings - Informal	0	0	0.00%
Facilitated Discussions	0	0	0.00%
Mediation	0	0	0.00%
HR Team Meetings	3	6	2.00%
Policy Meetings	0	0	0.00%
Job Evaluation/Matching	7.5	15	5.00%
Redeployment	0	0	0.00%
HR admin	79.5	159	53.00%
FOI responses	7.5	15	5.00%
SG work	0	0	0.00%
Total - 150 hours	150	300	

General Meetings Per Month	All	%time
Interviews	10	1.30%
Absence Meetings	10	1.30%
General Advice	187.5	25%
Course/Events	37.5	5%
Directorate Level Meetings	37	4.90%
Disciplinary Hearings	10	1.30%
Bullying & Harassment Meetings	6	0.80%
Grievance Hearing	0	0.00%
Capability	10	1.30%
Appeals	0	0.00%
General ER Meetings - Informal	61.5	8.20%
Facilitated Discussions	0	0.00%
Mediation	0	0.00%
HR Team Meetings	19.5	2.60%
Policy Meetings	21	2.80%
Job Evaluation/Matching	25	3.30%
Redeployment	6	0.80%
HR admin	234	31.20%
FOI responses	32.5	4.30%
SG work	22.5	3.00%
121s	7.5	1.00%
Corporate/strategic Meetings	22.5	3.00%
Total - 750 hours	750	



