

Human Resources and Workforce Development

Service catalogue



About HR

The role of Human Resources and Workforce Development is to:

- Support the delivery of NSS and our customer's strategy through the provision of a range of innovative sustainable solutions to equip, enable and motivate staff to meet the organisational challenges of a changing health service.
- Support and provide director(s), manager(s) and staff with professional advice and guidance in formulating and implementing human resources and occupational health and safety policies, processes and practices.
- Commit to providing a quality, timely and efficient service which reflects national organisational strategic and business objectives

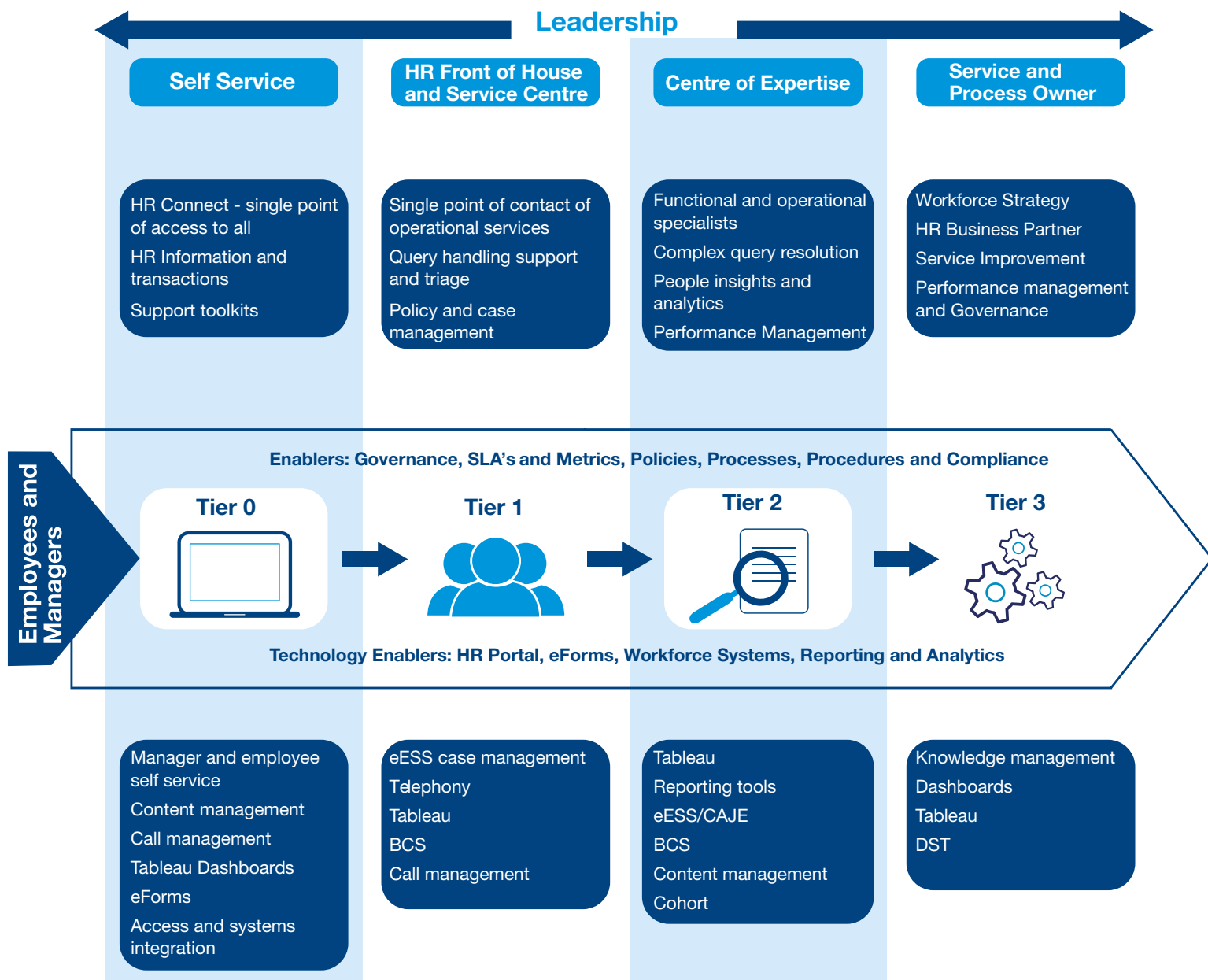


This service catalogue has been prepared as a generic statement of the core services we deliver in order to support and guide NSS business units and our customers.

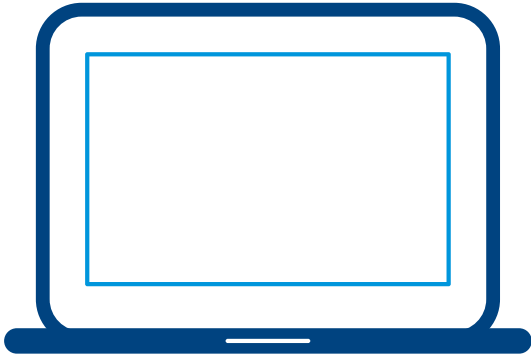
Our delivery Model and How to access our Services

The successful delivery of this model relies on partnership and a strong leadership approach between the business and HR.

To access the Human Resources and Workforce Development services our model operates on a tiered approach.



Tier 0 – Self Service – HR Connect



Our point of access is through our portal, HR Connect, which provides an entry point to a range of workforce systems and applications enabling employees and managers to undertake a range of self service transactions, and log calls directly into our HR Service Centre.

HR Connect is available 24/7 and has been designed as a one stop shop to provide immediate access to information and guidance for managers and employees quickly and easily by clicking on a relevant section they require assistance with, i.e. all HR policies, procedures, templates and forms.

Tier 1 – Front of House and HR Service Centre



This is the first direct contact with HR, via telephone, and is delivered through skilled HR professional staff who are able to resolve most queries through the provision of professional advice. They will also triage all calls into the wider HR function.

A proactive professional HR service centre provides managers with the tools, skills and solutions to enable effective management of their people.

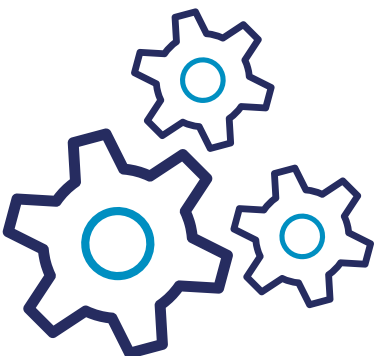


Tier 2 – Centre of Expertise

A range of specialist and technical HR services delivered by professional HR staff to support organisational effectiveness through evidence based interventions.

Tier 3 – Service and Process Owner

Where individual service managers and process owners are located, they are accountable for strategic delivery and overall governance of our service provision. In support are our HR Business Partners who are aligned to our customers to support delivery of shared organisational strategies.



HR Services

| | HR Area | Purpose |
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| 1 | <u>HR Advice and Support</u> | Provide support and guidance on all people management matters and the application of HR policies and procedures. |
| 2 | <u>Pay, Terms and Conditions</u> | Provide advice and guidance on the application and legal compliance for all Pay, Terms and Conditions covering Agenda for Change staff, Executive Level & Senior Managers and Medical & Dental staffing groups. Provision of the job evaluation service relating to Agenda for Change and advice for Executive and Senior Managers evaluation requirements. |
| 3 | <u>Policy and Case Management</u> | Provide a comprehensive strategic and operational advice service to support the full range of people management matters. |
| 4 | <u>Resourcing</u> | To support the organisation in the delivery of a sustainable and robust workforce plan, through the delivery of a responsive and relevant organisational resourcing service. |
| 5 | <u>People Change Management Service</u> | To provide a range of tailored support in order to enact organisational service redesign and organisational change impacting workforce. |
| 6 | <u>People Analytics and Insights</u> | Delivery of a bespoke reporting and people analytics service to enable data-led decision making, performance monitoring and workforce strategy development. |
| 7 | <u>Workforce Systems and Process Improvement</u> | Provision of workforce systems expertise and customer support covering systems management, maintenance, development and implementation. Provision of a process improvement consultancy service, monitoring, reviewing and refining the quality of processes and systems to ensure a value added service. |
| 8 | <u>Organisational Learning & Development</u> | Deliver an organisational learning and development consultancy service which includes the provision of learning and development interventions aligned to delivery of the organisations strategic objectives. |
| 9 | <u>Employee Engagement and Staff Governance</u> | Develop and implement tools and initiatives to support the NHS Staff Governance Standard and Partnership Working and deliver an employee experience that creates a culture where people choose to come and work, choose to dedicate themselves and choose to stay for reasons beyond only financial reward. |
| 10 | <u>HR Business Performance</u> | Deliver a performance driven and responsive HR service within an appropriate governance framework. |
| 11 | <u>Business Partnering</u> | To deliver a professional customer focussed HR service which is strategically integrated with the business ensuring best practice and organisational focussed people solutions are aligned to the workforce plans and overall service objectives. |
| 12 | <u>Health and Safety</u> | Provide impartial, confidential and professional advice, support and guidance to ensure relevant strategies, policies, procedures and process maps are in place to comply with all aspects of health and safety legislation, NHS Scotland and organisational governance. |
| 13 | <u>Workplace Health</u> | Support, maintain or improve employee health, taking into account specific requirements of the organisational workforce, its roles and demographic profile. |
| 14 | <u>Occupational Health</u> | Provide professional, competent and impartial technical advice to ensure compliance in relation to all aspects of occupational health legislation. |

HR Advice and Support

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| To provide support and guidance on all people management matters and the application of HR policies and procedures. | |
| Service Delivery | <ul style="list-style-type: none">• Provide online HR information portal 24/7 as first point of contact for all staff and managers• Provide professional response to customer enquiries, logging all calls and providing a unique reference number• Provide initial advice on simple queries and triage enquiries and escalate to the relevant specialist within agreed criteria.• Deliver HR record management system, including tracking employee changes and maintaining HR electronic files |
| Customer Benefits | <ul style="list-style-type: none">• Easy access to information through online portal, designed as a “One Stop Shop” to provide immediate access to relevant people related information.• Access to single point of contact telephone service, providing advice, guidance and support.• Dedicated customer support software to record, track and monitor enquiries to ensure that these are dealt with efficiently, on time and to the required quality.• High priority cases escalated and responded to in a timely manner to ensure smooth response to people matters. |
| Internal dependencies | To operate effectively in this service area, the team will require: <ul style="list-style-type: none">• Managers and staff to engage in a timely manner before issues escalate• Provide full information at the point of contact |
| External dependencies | Goals in this area may be affected by: <ul style="list-style-type: none">• Unplanned system outage |



Pay, Terms and Conditions

Provide advice and guidance on the application and legal compliance for all Pay, Terms and Conditions covering Agenda for Change staff, Executive Level & Senior Managers and Medical & Dental staffing groups.

Provision of the job evaluation service relating to Agenda for Change and advice for Executive and Senior Managers evaluation requirements.

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| Service Delivery | <ul style="list-style-type: none"> • Provide advice and guidance on employment legislation, terms and conditions of service – Agenda for Change, Executive Level/Senior Manager, Medical and Dental • Interpret and implement new employment legislation and national terms & conditions • Provide a benchmarking service across other public sector and commercial organisations • Manage the NHS job evaluation scheme, including support in the development of job descriptions, job evaluation tracking, storage of job evaluation outcomes and training to new evaluators • Ensure compliance and protection from equal pay claims and support management in discussion with employees in relation to Agenda for Change • Provide a full contract variation administration service, including processing of employee information to enable payroll processing (e.g. change of hours, maternity, retirement) and production of all paperwork |
| Customer Benefits | <ul style="list-style-type: none"> • Access to a dedicated impartial support to ensure compliance with legislative and organisational requirements, thus avoid internal grievance, safe guarding against legal challenge and reducing reputational risk • Fair and consistent application of terms and conditions to enhance the employee experience • Management of a robust job evaluation process to ensure timely evaluation of roles to prevent recruitment delays • Efficient and timely administration service ensuring employees records are effectively managed and updated |
| Internal dependencies | <p>To operate effectively in this service area, the team will require:</p> <ul style="list-style-type: none"> • Managers to seek advice in a timely manner and act upon it • All job information and documentation to be submitted, as required to publish timelines to enable job evaluation activities to be completed. • All employee contract variations to be fully completed and authorised in line with payroll timetables |
| External dependencies | <p>Goals in this area may be affected by:</p> <ul style="list-style-type: none"> • Timely provision of agreed national terms and condition changes • Availability of trained evaluators • Unplanned system downtime |



Policy and case management

To provide a comprehensive strategic and operational advice service to support the full range of people management matters.

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| Service Delivery | <ul style="list-style-type: none">• Provide a consistent policy and case management advice and support• Delivering risk based decision making tools to aid decision making• Delivering a policy management service that complies with the national “Once for Scotland” and current legislation• Providing and maintaining manager’s toolkits and guidance documents to aid managers through the application of policy and case management• Delivering training workshops for managers on policy and case management• Manage employee tribunal casework |
| Customer Benefits | <ul style="list-style-type: none">• Assignment of a dedicated HR Case Advisor for the ‘life’ of a case, providing impartial advice to ensure compliance with legislative and policy requirements• Safe guarding against legal challenge and reducing reputational risk• Fair and consistent application of terms and conditions to enhance the employee experience• Consistent interpretation and advice of policy and process• Increased competency of managers responsible for people management matters |
| Internal dependencies | <p>To operate effectively in this service area, the HR team will require:</p> <ul style="list-style-type: none">• Managers to engage with HR Service in a timely way to avoid unnecessary delay and escalation• Parties to provide input and resources as necessary to ensure resolution in a timely manner. |
| External dependencies | <p>Goals in this area may be affected by:</p> <ul style="list-style-type: none">• Timely provision of agreed national terms and condition changes• Availability of all parties throughout the life time of the case |



Resourcing

To support the organisation in the delivery of a sustainable and robust workforce plan, through the delivery of a responsive and relevant organisational resourcing service.

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| Service Delivery | <ul style="list-style-type: none"> • Provide support to the delivery of an organisational workforce plan linked to strategic/business and financial requirements • Provide workforce planning six step methodology and process • Provide advice on resourcing options to meet the demands of the workforce plan, including the identification and deployment of a range of alternative workforce solutions • Delivery of workforce initiatives to optimise employee retention • Support and advise on maximising youth employment agenda • Support the design and implementation of organisational succession planning and talent management tools • Deliver effective resourcing strategies to support the organisation in delivering its equality monitoring outcomes • Deliver a best practice values based recruitment service, utilising appropriate selection tools and competency frameworks • Manage the overall candidate journey throughout the recruitment process • Provide advice and guidance on the identification of appropriate advertising/marketing strategies • Provide advice and guidance in relation to recruitment policies, processes and legislation • Support managers to ensure recruitment is fair and objective and within equality frameworks • Administrate all recruitment processes including; advertising, pre-employment checks and appointment processes • Deliver recruitment training to recruiting managers • Provide a robust and effective redeployment service ensuring displaced employees are supported into suitable alternative employment in line with appropriate policy and legislation requirements. • Promote the organisation through a range of external and internal channels |
| Customer Benefits | <ul style="list-style-type: none"> • A sustainable workforce plan, aligned with organisational objectives • Fair and robust service delivery, ensuring compliance with current legislation, policy and best practice to avoid and mitigate risk • Effective advertising and promotion and improved calibre of candidate attraction to all vacancies • A positive candidate experience to maintain organisational reputation • Managers are competent in taking forward workforce planning and all resourcing requirements • Creation of an inclusive and diverse workplace that represents the population of Scotland • Effective succession planning to ensure future continuity and quality of leadership, management and services |

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| Internal dependencies | <p>To operate effectively in this service area, the HR team will require:</p> <ul style="list-style-type: none"> • HR Business Partners to implement the six step methodology for workforce planning • Vacancies to be fully approved through the agreed process before submission • Supporting documentation to be provided at the point of vacancy request • Short listing and interviews to be conducted in a timely manner in line with agreed timescales • All selection to be conducted in line with agreed frameworks and criteria • Regular communications and updates to the recruitment team to ensure onward communications with candidates. • Recruiting managers to communicate directly with interviewed candidates in terms of rejection and offer. • The organisation to consider the employment market in a flexible and dynamic way and consider all options and possible scenarios • Managers to engage as soon as possible when future workforce requirements change. |
| External dependencies | <p>Goals in this area may be affected by:</p> <ul style="list-style-type: none"> • Availability of external resources to support this process (e.g. Academy to support medical recruitment, external advertising agencies etc) • Funds for both the post and suggested advertising options being available • Availability of applicants who meet the required criteria • Availability of suitable qualified candidates • Local demographic profile • Unplanned system downtime |



People Change Management Service



To provide a range of tailored support in order to enact organisational service redesign and organisational change impacting on workforce.

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| Service Delivery | <ul style="list-style-type: none"> • Provide specialist support in the design of organisational design requirements to deliver services effectively, including workforce planning plus analysis of current and future state • Advice and support on effective employee engagement tools and methodology • Advice and support on all employee and industrial relations matters to support change including Staff Governance and Partnership Working between Management and Trade Union/Professional Organisations • Advice on the interpretation of legislation, policy and procedure in relation to the workforce implications of change • Advice on the interpretation and application of TUPE regulations • Provision of an end to end organisational change process • Delivery of workforce support programmes • Training and development for leaders and managers in taking forward all aspects of service redesign and change programmes • Provide a robust and effective redeployment service ensuring displaced employees are supported into suitable alternative employment in line with appropriate policy and legislation requirement. |
| Customer Benefits | <ul style="list-style-type: none"> • Efficient service redesign when required to maximise operational benefits • Access to a dedicated HR support to ensure compliance with legislative and organisational requirements, thus avoiding internal grievance and safeguarding against legal challenge and reducing reputational risk • Access to dedicated OD support from the commencement of each redesign programme • Facilitation of good employee and industrial relations to ensure effective delivery of change • Fair and consistent application of terms and conditions to enhance the employee experience |
| Internal dependencies | <p>To operate effectively in this service area, the team will require:</p> <ul style="list-style-type: none"> • Managers to seek advice in a timely manner and act upon advice given • All parties to engage positively in the transition process |
| External dependencies | <p>Goals in this area may be affected by:</p> <ul style="list-style-type: none"> • Availability of relevant parties to ensure timely completion of transition process |

People Insights and Analytics

Delivery of a bespoke reporting and people analytics service to enable data-led decision making, performance monitoring and workforce strategy development.

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| Service delivery | <ul style="list-style-type: none">• Capture customer requirements for the provision of bespoke workforce reports and data requests as required• Provide monthly self-service workforce dashboards for executive and senior management teams depicting key workforce areas using real-time data - case management, sickness absence, turnover, age and gender profile, completion of mandatory and statutory learning and annual appraisal• Use predictive analytics to provide department level specific year end forecasts based on workforce trend• Develop creative and dynamic visual dashboards supporting the business in identifying workforce trends and organisational effectiveness• Develop standard process control charts to analyse year on year trend for targeted business areas and provide early identification of any significant variation requiring investigation• Work with the customer to identify opportunities to harness data from across the suite of HR workforce systems to provide a more in-depth picture of the current workforce, e.g. sickness absence information and cost along with the recording of return to work discussions |
| Customer benefits | <ul style="list-style-type: none">• Access to validated, real-time people data ensuring decision making is based on the most up to date information• Supporting better decision making and setting of organisational targets• Supports early identification of areas of concern and organisational hot spots• Supports early identification of non-compliance with policy and process via RAG and statistical process control charts• Evidence based workforce decision making and action planning |
| Internal dependencies | <p>To operate effectively in this service area, the team will require:</p> <ul style="list-style-type: none">• Clear and complete requirements and specifications for report and dashboard development• Access to workforce data |
| External dependencies | <p>Goals in this area may be affected by:</p> <ul style="list-style-type: none">• Planned/unplanned downtime of workforce systems• Inaccuracies in data input and maintenance (self-service)• Access to/provision of data from third party system providers |



Workforce Systems and Processes



Provision of workforce systems expertise and technical support covering systems management, maintenance, development and implementation.

Provision of system and process improvement consultancy service, monitoring, reviewing and refining the quality of systems and processes to ensure a value added service.

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| Service delivery | <ul style="list-style-type: none"> • Provide workforce systems training and development and maintenance of user support materials • Provide front line technical systems support across a suite of workforce systems – eESS Core, eESS self-service, eESS payroll interface, Turas Appraisal, learnPro, Jobtrain, HR Connect portal • Manage workforce systems access routines including creation of user accounts (once email address received), first time log in support, password re-set and maintenance of security and permission profiles • To provide first stage management of IT data feed routine which triggers set up of new employees with email account and system access • Provide end to end business process review identifying opportunities to digitise the business and ensure a value added service. • Develop creative, innovative and sustainable process solutions for an ever-changing environment. • Continuous process improvement through monitoring, reviewing and refining the quality of processes and systems. • Project management of workforce system developments and new system implementations from capture of customer requirements to design, user testing and implementation. |
| Customer benefits | <ul style="list-style-type: none"> • Increased usage of workforce systems • Improved data quality as a result of engaged and fully trained users • Maintaining and promoting the emphasis on system self-service for managers and employees • Freeing up staff time from manual administrative tasks to focus on value add services • Ensuring processes and procedures are efficient and effective |
| Internal dependencies | <p>To operate effectively in this service area, the team will require:</p> <ul style="list-style-type: none"> • User engagement with workforce systems and user support materials • Managers leading and communicating self-service approach • Managers communicating and engaging staff in benefits or system and process improvement |
| External dependencies | <p>Goals in this area may be affected by:</p> <ul style="list-style-type: none"> • Availability of internal resources to respond to changing demand • Planned/unplanned downtime of workforce systems • Escalation of system issues to 3rd party for resolution |

Organisational Learning and Development

Deliver an organisational learning and development consultancy service which includes the provision of learning and development interventions aligned to delivery of the organisations strategic objectives.

Service Delivery

- Provision of a leadership programme and development support, including bespoke activities linked to individual development needs
- Provision of an effective self directing essential line management development programme
- Provide a range of management development solutions, including bespoke activities linked to individual development needs
- Provision of a Coaching Service
- Deliver programme of activity to embed NHS values and behaviours
- Facilitate and support individuals and teams to achieve effective personal potential and professional performance
- Provide workforce support programmes; inc 360 frameworks, MBTI, skills assessments, emotional aspects of change
- Develop bespoke solutions to prioritise and access the right solution for development needs
- Support the organisation to develop the leadership behaviours, skills and approaches required
- Deliver a programme of organisational development toolkits
- Provide a series of self directed tools to support staff manage change and deliver improvement.
- Deliver specific interventions to support service redesign, organisational change or process improvements via the Workforce Support Programme
- Provide advice and support in the implementation of personal development planning
- Support and advice on a range of interventions to support effective performance management
- Provide support to respond to individual and team development needs in relation to a range of competency frameworks
- Provide a range of e-learning modules covering statutory, mandatory for all, mandatory for role and mandatory for profession training
- Administer the learning & development calendar
- Support managers with targeted development activities/solutions in relation to local workforce plans and service developments.
- Deliver a full corporate induction programme for all new starters across day one, week one and up to 3 month timescales
- Support individuals with personal career pathway development
- Provision of a corporate learning guide offering a range of training and development opportunities through internal and external provider
- Provide Action Learning Sets
- Access to a range of training and development opportunities for employees via the Learning Guide

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| Customer Benefits | <ul style="list-style-type: none"> • Access to a range of training solutions, to deliver a trained and agile workforce • Access to a range of tested leadership and management programmes • Compliance with Staff Governance responsibilities and regulatory requirements • Creation of a culture of organisational effectiveness and performance that deliver the aspirations of the organisation. • Return on investment and continuous improvement of provisions |
| Internal dependencies | <p>To operate effectively in this service area, the team will require:</p> <ul style="list-style-type: none"> • Individuals to take personal ownership for their own development • Individuals and managers to fully participate in the performance management process |
| External dependencies | <p>Goals in this area may be affected by:</p> <ul style="list-style-type: none"> • Funding for delivery of training • Availability of suitable learning opportunities • Capacity to meet demand • Organisational priorities |



Employee Engagement and Staff Governance

Develop and implement tools and initiatives to support the NHS Staff Governance Standard and Partnership Working and deliver an employee experience that creates a culture where people choose to come and work, choose to dedicate themselves and choose to stay for reasons beyond only financial reward.

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| Service Delivery | <ul style="list-style-type: none"> • Provide advice and guidance on a range of employee engagement requirements, tools and interventions • Support the delivery of the iMatter annual survey as a tool to improve employee engagement • Implement systems to support managers in the development of actions plans that show how improvements are being made and how they will continue to be made. • Deliver initiatives to promote the NHS Scotland Staff Governance Standard to maintain NHS Scotland's status as an exemplary employer • Provide support in the monitoring and reporting of Staff Governance in the organisation • Support and facilitate good employment practice in respect of the Industrial Relations model of Partnership Working • Record, monitor and publish the annual Facility Time returns in line with legislative requirements • Promote effective partnership working between management and trade unions/professional organisations through provision of training and support materials • Deliver a range of programmes of employee recognition including employee awards, long service awards, retirement recognition • Deliver a programme of valued employee benefits for all staff • Gather workforce culture data to inform development of new initiatives • Delivery of specialist projects associated with Government, national policy and legislation changes, e.g. pensions, migrant workers, Brexit/EU settlement scheme |
| Customer Benefits | <ul style="list-style-type: none"> • Compliance within Staff Governance and Partnership Working requirements • Access to tools and techniques to create an involved and valued workforce and an overall positive employee experience to support continuous improvement • To ensure the continuous improvement of Employment Experience and thus improve candidate attraction and staff retention |
| Internal dependencies | <p>To operate effectively in this service area, the team will require:</p> <ul style="list-style-type: none"> • Managers and staff to fully engage in iMatter process, including action planning • Work through local Partnership Forums to fully engage with staff |
| External dependencies | <p>Goals in this area may be affected by:</p> <ul style="list-style-type: none"> • Political and environmental factors affecting the employee experience • National or local Partnership agendas |



HR Business Performance

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| To deliver a performance driven and responsive HR service within an appropriate governance framework | |
| Service Delivery | <ul style="list-style-type: none">• Executive management and submission of range of committee and board reports• Handling and submission of Scottish Government and legislative reporting requirements• Effective Information Governance management to ensure the safe handling of information to meet our legal and ethical duties.• Risk and resilience management• Performance management and reporting against agreed metrics• Conduct regular customer surveys & satisfaction feedback• Management of complaints in line with MCHP• Strategic and Resource Allocation Planning• Financial management• Supplier and Contract Management• Management of Service Level Agreements |
| Customer Benefits | <ul style="list-style-type: none">• Performance driven HR service provision with clear measurement and deliverables• Robust operating governance arrangements to ensure compliance with relevant legislation. |
| Internal dependencies | <p>To operate effectively in this service area, the team will require:</p> <ul style="list-style-type: none">• Individuals and managers to fully participate and comply with governance.• Individual commitment to deliver against service metrics and objectives |
| External dependencies | <p>Goals in this area may be affected by:</p> <ul style="list-style-type: none">• Unplanned downtime of business systems• Timely provision and clear understanding of requests and submissions• An incident that could lead to the disruption of our services, people and technology. |



Business Partnering



To deliver a professional customer focussed HR service which is strategically integrated with the business ensuring best practice and organisational focussed people solutions are aligned to the workforce plans and overall service objectives.

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| Service Delivery | <ul style="list-style-type: none">• Provide a proactive and dynamic relationship management service, working alongside local managers to gain deep business insight in order to explore the associated people requirements to support them in meeting their current and future challenges• Provide HR advice and knowledge, to support the organisation to develop local workforce plans and approaches aligned to deliver business and financial objectives• Provide an effective workforce planning service through the implementation of the six step planning methodology and process including the provision of training• Provide the organisation with appropriate analysis, solutions and interventions based upon relevant and real time people insight data• Act as a key interface between the organisation and the HR function to facilitate the provision of a timely and responsive advice and support service on a wide range of strategic and operational people related matters• Provide bespoke HR solutions to address local people performance matters• Advice and support on the delivery of employee engagement initiatives• Provide advice and support on workforce requirements to enable compliance with workforce legislation, policies, practices and find resolution of employee and industrial relations matters• Assist the organisation in the workforce implications of implementation of organisational priorities involving service redesign and change management programmes. |
| Customer Benefits | <ul style="list-style-type: none">• Effective workforce plans supporting delivery of the strategic objectives• Strategically focussed HR solutions• Strong customer relationship management• Compliance with legislation, HR Policy and process and good practice• Good employee relations |
| Internal dependencies | <p>To operate effectively in this service area, the team will require:</p> <ul style="list-style-type: none">• Early engagement by managers to ensure workplace issues are identified at planning stages |
| External dependencies | <p>Goals in this area may be affected by:</p> <ul style="list-style-type: none">• Prioritisation of resource availability of Business Partner |

Health and Safety

To provide impartial, confidential and professional advice, support and guidance to ensure relevant strategies, policies, procedures and process maps are in place to comply with all aspects of health and safety legislation, NHS Scotland and organisational governance.

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| Service Delivery | <ul style="list-style-type: none"> • Main contact for the liaison with enforcing authorities on behalf of the organisation • Providing expert advice and guidance and provision of professional and competent technical advice to ensure compliance in relation to all aspects of health and safety legislation, including the development and maintenance of Organisational health and safety strategies, policies, procedures and process mapping • Provision of workforce health and safety data and intelligence to ensure that informed and evidence based decisions are made and dashboard reporting of service standard agreements, issues, risks and concerns and aid service delivery and management • Supporting the develop and embedding of a profile matrix to determine significant H&S issues, their nature and level, likelihood of adverse effects and effectiveness of the controls in place. • Delivering an audit programme through a risk based approach by physical workplace inspections and process control reviews • Delivery and maintenance of a H&S Management System and processes including incident management, RIDDORs, lost time injury investigation, recording, investigation, escalation and monitoring • Provision of expert advice and guidance to other disciplines to ensure safe implementation of any works, including Conducting specialist workplace assessments • Design, develop and deliver workshops and training, including campaign materials and programmes to address and support health and safety initiatives within the workplace |
| Service Benefits | <ul style="list-style-type: none"> • Ensure compliance with relevant legislation, employer obligations and appropriate Staff Governance Standard requirements • Enables the organisation to deliver its responsibilities as an employer to ensure, so far as is reasonably practicable, the health, safety and wellbeing at work of staff and anyone else who may be affected by their business undertakings and thus reduce risk of prosecution, fines, ill health and injury. • Balance systems and behavioural aspects of H&S management and embed H&S management as part of the organisations day to day business • Support and guidance in the development of health and safety policies, procedures and risk assessments in accordance with the latest legislation and to ensure that these policies are implemented by management and employees • Help the organisation engage its employees and managers to ensure everyone understands the benefits of the services available to them, and their roles and responsibilities in regards to H&S. • Existence of a portfolio of targeted, evidence based safety communications, campaigns and initiatives |
| Internal dependencies | <p>To operate effectively in this service area, the team will require:</p> <ul style="list-style-type: none"> • Managers to communicate to all employees any changes relating to H&S policies and processes, and engage with their health and safety responsibilities and encourage participation from staff in ensuring they utilise the services on offer • Managers to implement recommendations on workplace adjustments |
| External dependencies | <p>Goals in this area may be affected by:</p> <ul style="list-style-type: none"> • Availability of internal resources to respond to changing demand • Availability of suitable adjustments • Unplanned downtime of workforce systems |



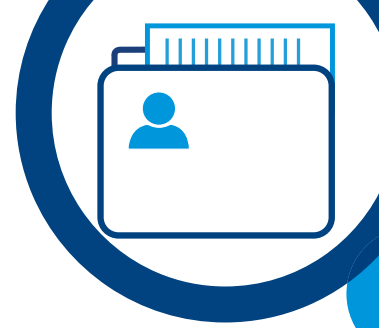
Workplace Health

To help support, maintain or improve employee health, taking into account of specific requirements of the organisational workforce, its roles and demographic profile.

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| Service Delivery | <ul style="list-style-type: none"> • Provision of expert advice and guidance in the development of wellbeing policies, procedures and risk assessments in accordance with current legislation, to ensure that these policies are implemented by management and employees • Provision of wellbeing statistical trend analysis • Provision of expert workplace health advice and guidance in line with the Scottish Centre of Healthy Working Lives award criteria • Facilitation of the delivery of emotional wellbeing activities, communications, campaigns and initiatives, including health testing, health smoking cessation. • Access to a fully trained mental health trainer with the provision of advice and guidance on developing stress and mental health policies • Delivery of train the trainer sessions on stress risk assessments to identify increased stress in the organisation. • Conducting stress risk assessments providing the organisation with an independent review of the employee within their working environment along with recommendations, initiatives, strategies and support required • Design, develop and deliver workshops and training, including campaign materials and programmes to address and support health initiatives within the workplace |
| Service Benefits | <ul style="list-style-type: none"> • Access to support and guidance which supports workplace health, ensuring employees stay healthy and productive at work. • Ensure compliance with relevant legislation, employer obligations and appropriate Staff Governance Standard requirements • Improved employee experience, through the promotion of services available to staff • Promotion of a culture of physical wellness, improving overall health and wellbeing and making a positive impact on the lifespan of employees • Promotion of a culture of positive emotional wellness, to support a healthy mental state and well-being and enable positive performance at work. • Potential reduction of absenteeism and increase productivity in the workplace |
| Internal dependencies | <p>To operate effectively in this service area, the team will require:</p> <ul style="list-style-type: none"> • Managers to engage with their workplace health responsibilities and encourage participation from staff in ensuring they utilise the services on offer • Managers to implement recommendations on workplace adjustments • Participate, engage and communicate to all employees of any changes relating to wellbeing policies and processes |
| External dependencies | <p>Goals in this area may be affected by:</p> <ul style="list-style-type: none"> • Availability of internal resources to respond to changing demand • Availability of suitable adjustments |



Occupational Health



To provide professional, competent and impartial technical advice to ensure compliance in relation to all aspects of occupational health legislation.

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| Service Delivery | <ul style="list-style-type: none"> • Provision of evidence driven approach to occupational health, working within a safe, effective, quality occupational health standards best practice model. • Provision of expert advice and guidance in developing and maintaining occupational health policies, procedures and process maps • Development and maintenance of the occupational health management system, providing statistical occupational health and health surveillance activities trend analysis, including confidential medical information and records, access and transfer • Provision of specialist OHS advice and guidance to inform pre-employment processes and assessments on employees, referred into occupational health • Offer advice and recommendations on sickness absence, identifying and monitoring support to facilitate a return to work ensuring capability for the role. • Conducting specialist risk assessments and statutory health surveillance as required including immunisation, • Contract management of a physiotherapy service to reduce sickness absence, and an employee assistance programme inc: communications and usage analysis • Design, develop and deliver workshops and training, including campaign materials and programmes to address and support health and initiatives within the workplace |
| Service Benefits | <ul style="list-style-type: none"> • Provision of impartial, relevant, confidential support and guidance to ensure the fitness and competence of employees at work. • Ensure compliance with relevant legislation, employer obligations and appropriate Staff Governance Standard requirements • Delivery of systems and processes, that provide assurance that occupational health issues are identified at an early stage, employees are not exposed to hazards that affect their health and that employee health is not making them unfit to undertake work. • Protect employees and reduce absenteeism levels. • Provide temporary or permanent workplace adjustments to facilitate early return to work, or whether the organisation is required to look at alternative solutions. • Robust pre employment assessments, to ensure fitness for role and to minimise later impacts on absence and retention. • Specific and impartial clinical expertise aimed at helping achieve the most appropriate conclusion, including external peer assessment reviews • Targeted portfolio of evidence based health communications and campaigns |
| Internal dependencies | <p>To operate effectively in this service area, the team will require:</p> <ul style="list-style-type: none"> • Managers to engage with their workplace health responsibilities and engage with OHS as soon as issues arise • Managers to implement occupational health recommendations on workplace adjustments • Participate, engage and communicate with all employees on any changes relating to wellbeing policies and processes |
| External dependencies | <p>Goals in this area may be affected by:</p> <ul style="list-style-type: none"> • Availability of internal resources to respond to changing demand • Availability of suitable adjustments • Unplanned downtime of workforce systems |