

The newsletter of the Healthcare People Management Association

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Building on the success from our awards

Another great celebration of excellence at the Brewery in June with record numbers attending the ceremony. A bit like a Best Man's speech it's difficult to pick out highlights without leaving someone out and upsetting people so I won't attempt it in the short space I have for this editorial. Some pictures from the evening are in this edition of *Network* and the Compendium of Shortlisted entries can be obtained from HPMA headquarters at linnet@chamberdunn.co.uk. I hope everyone enjoyed the evening and, for those that attended, the afternoon conference on delivery success through staff engagement.

I've had very positive feedback about both events but was also conscious that the increasing popularity of the awards evening meant some guests were quite a distance from the stage. In striving for improvement we're reviewing the whole awards process from category selection and application process to the evening event and how we spread the best practice demonstrated in the entries. If you have any comments on any aspect of the awards programme please let us know by emailing HPMA headquarters at linnet@chamberdunn.co.uk or tweeting me @croftpod.

To help spread best practice we're planning to

hold events hosted by branches but open to HPMA members across the UK. The branches are currently identifying which themes they would like to host and more information will be available in September. We will also feature more details from the winning entries in coming issues of *Network*.

In this month's *Network* we continue our APPRECIATE series with articles on performance management (page 9) and involvement (page 10) as well as announcing our partnership with Changeboard (page 8). We have highlights from a stimulating HPMA Wales Annual Conference (page 3), continue sharing the employee engagement case studies with a look at Guy's and St Thomas' NHS Foundation Trust (page 11) and have our usual listings of upcoming events and legal updates.

I hope you are enjoying the summer weather and, as ever, if there's anything you would like to share with us or the wider network get in touch at www.hpma.org or via Twitter @croftpod.



Kevin Croft
HPMA President

KEEP UP TO DATE

Twitter

Kevin Croft, HPMA President @Croftpod <https://twitter.com/croftpod>

Deborah Tarrant, follow the London VP on twitter @minideb26 <https://twitter.com/minideb26>

Yorkshire & The Humber You can follow the branch on twitter <http://twitter.com/HPMAyorks>

Wales Chair follow the branch on twitter @HPMAWales <https://twitter.com/hpmawales>

London follow the branch on twitter @HPMALondon

HPMA LinkedIn groups

HPMA HR Deputies <http://www.linkedin.com/groups?gid=4986386> (limited to deputies or equivalent)

HPMA London <http://www.linkedin.com/groups?gid=5180469> (members only)

HPMA Wales <http://www.linkedin.com/groups?gid=4696956>



NEWS ROUND-UP

Working Longer Group employer representatives required

NHS Employers is seeking employer representatives to join the NHS Working Longer steering group, which was established to address the impact of a raised retirement age on NHS staff, employers and the provision of health services. It is vital that employers' views continue to be represented on this important area.

As a representative on this partnership working group you will have an opportunity to input at a national level. This would be suitable for HR Directors or deputy HR directors.

They are also seeking employers who have an interest in this area and would like to be part of a virtual reference group. This could be those involved in pensions, occupational health or HR and offers an excellent development opportunity.

You can register your interest via workinglongerreview@nhsemployers.org or contact Rachael Armistead on 0113 306 3015 for an informal discussion on what will be involved in becoming an employer representative.

Zero hours contracts changes announced

Exclusivity clauses in zero hours contracts will be banned and anyone working under such an arrangement will be entitled to work for other employers, Vince Cable has announced.

The business secretary said that some 'unscrupulous' employers had abused the flexibility offered by the contracts by demanding that workers only work for them, despite not guaranteeing them any hours.

The ban will form part of the Small Business, Enterprise and Employment Bill, published recently.

The Government has ruled out a total ban on the contracts, claiming that they can be useful for students and older workers who value flexibility. It is thought that a ban on exclusivity clauses

will benefit around 125,000 workers locked into working solely for their employer on a zero hours arrangement.

In the past, zero hours contracts have attracted criticism from unions and worker bodies, which claim that too many businesses use them to chop and change their workforce at short notice.

Flexible working rights extended

More than 20 million workers now have the right to request flexible working arrangements.

The new law entitles any employee with 26 weeks' service to ask for a range of flexible options, including compressed hours, 4-day weeks, working from home and job shares, the CIPD reports.

Previously, only those with children, or those who had caring responsibilities had an automatic right to request flexible working. This has now been extended to all employees to modernise workplaces and recognise the importance of work-life balance.

Employers can still refuse requests for working. CIPD research has shown that the most typical reasons employers refuse flexible working requests are: impacts meeting customer demand (39 per cent), inability to reorganise work (30 per cent) and impact on performance (16 per cent).

However, when flexible working is adopted, the institute also found an overwhelming majority of employers support it, with 73 per cent saying it has a positive impact on staff motivation and engagement. More than three-quarters of employees say it helps with retention.

'Although many organisations already use flexible working, CIPD research reveals that take-up of some forms of flexible working are still very low – potentially limiting the talent pool of workers that firms are able to recruit from,' Susannah Clements, CIPD deputy chief executive.

For further details on flexible working changes, go to page 13.

Report on NHS finances

The Healthcare Financial Management Association (HFMA) has produced a new briefing for NHS finance staff, boards and other interested parties 'NHS financial temperature check: Finance directors' views on the financial challenges facing the NHS (June 2014)'. The report found there was an overall surplus of £604m arising from CCGs, NHS trusts and NHS foundation trusts, including brought forward surpluses, equating to less than 1% of the NHS England budget of about £95bn. This was £194m below plan.

To view the full report, go to: <http://www.hfma.org.uk/nhstemperaturecheck/>

It's all about the people - HPMA Wales Annual Conference

Over 150 people attended the HPMA Wales Conference 'It's all about the People – Collaboration and Co-ownership' at the Cardiff City Stadium on 16 May, which was chaired by Martin Jones, Workforce and OD Director for Betsi Cadwaladr University Health Board.

Delegates at the annual Welsh conference were pleased to receive opening addresses from the Minister for Health & Social Services, Mark Drakeford and Julie Rogers, Head of Workforce and Organisational Development, NHS Wales. Mark Drakeford provided an insight into the concept of 'Prudent Healthcare' involving going back to basic diagnostic healthcare, the importance of early clinical triage and people taking responsibility for their own health. Julie Rogers formally launched the new competency framework.

🗨️ **Excellent day, content and venue. Well organised. Interesting speakers. 🗨️**

Keynote speaker Steve Head from Steve Head Ltd – Speaking and Coaching Company both educated and entertained us by talking about 'Making the 1% Difference' where he suggested that a lot of issues within organisations are caused by increased stress, poor communication, a lack of trust and low morale. It is the little things that make the difference in the workplace. He also encouraged us to compile GOB lists (Glimpse of Brilliance) to remind us all of those times where we made a positive difference to someone else in our daily work lives.

🗨️ **Steve Head is the best motivational speaker to date. 🗨️**



🗨️ **Steve Head was absolutely outstanding. 🗨️**

The afternoon commenced with interesting workshops including the HPMA Award winners Welsh Ambulance Service Trust giving their experience about 'The Redesign of our Trust'. Helen Thomas from NHS Wales Shared Services Partnership talked about 'The Power of 'e' in OD'. Mike Lewis from Hawliau Consultancy asked 'Where have all the values gone?' and Chris Hancock from 1000 Lives discussed 'Using Human Factors to achieve High Reliability in Healthcare Organisations'.

🗨️ **Excellent masterclasses – speakers very knowledgeable – makes you think. 🗨️**

Dr Paul Thomas, Leadership Fellow – Hallam and Sheffield University Business School closed the conference with his challenging and thought provoking talk 'Simplexity – let's make things simple' where he spoke about the simple ways of improving leadership including stopping internal emails within organisations to encourage people to interact with each other more.

🗨️ **Dr Paul Thomas was really thought provoking – great. 🗨️**

🗨️ **Paul Thomas was amazing. 🗨️**

🗨️ **Excellent venue and hospitality – very interesting day to refocus the mind. 🗨️**

🗨️ **Really enjoyable and inspirational. Good ideas on improving our practice, on valuing people and getting the best out of them. 🗨️**



HPMA National Conference - Delivering Success in the NHS

Building on the success of our previous UK-wide events, the HPMA presented a National Conference, which was generously sponsored by Capsticks, on how some of the best NHS organisations are achieving success through their people. With a combination of expert speakers, workshops and panel discussion, the conference provided an opportunity to learn from the best as well and was followed by the glittering and inspiring HPMA annual awards evening.



topics in smaller workshops. The delegates had to select two workshops which were led by leading practitioner in their fields. After a final break and a chance to look at the poster presentation for the finalists in the HPMA awards, it was time for the afternoon panel, which gave each group a chance to pose the questions which they have discussed in their workshops to a panel of experts for tips, hints or even just for a different point of view.

The Panel consisted of Ifti Majid (Deputy Chief Executive, Derbyshire Healthcare Foundation Trust), Simon Hart (Director of HR and OD, Oxleas NHS Foundation Trust), Joe Dromey (Head of Policy & Research, Involvement & Participation Association), Kevin Croft (Director of People & Organisational Development at Epsom and St Helier University Hospitals NHS Trust, and President of HPMA), Andrew Foster (Chief Executive, Wrightington, Wigan and Leigh NHS Foundation Trust), Jon Lenney (Director of Human Resources & Organisational Development, Wrightington, Wigan and Leigh NHS Foundation Trust) and Kate Grimes (Chief Executive, Kingston Hospital NHS Foundation Trust).

And what better way to unwind and celebrate after such an action-packed day, than to head off to the HPMA Awards at The Brewery to cheer on all the finalists who showed exemplary work in their organisations!

* Overall winner – Wrightington, Wigan and Leigh NHS Foundation Trust

The event was hosted at the Grange City Hotel in central London, and wouldn't have been able to go ahead without help from the HPMA London branch – so thank you! The chair of the afternoon was HPMA President, Kevin Croft, who did a wonderful job at facilitating the day and keeping everyone on track.

The afternoon started with a Networking lunch, giving everyone a chance to get to know each other and to warm up for the main event. After a welcome from Kevin Croft, it was straight into the keynote address by Peter Cheese, Chief Executive at CIPD, who gave some very insightful and inspiring ideas and offered lots of food for thought for the delegates. Next was Joe Dromey, Head of Policy and Research at IPA, who spoke about successful employee engagement in the NHS based on their recent case study report.

After hearing from these two inspiring speakers, it was time for the delegates to get involved and to discuss varying

* Lifetime achievement – Andrew Foster, Chief Executive, Wrightington, Wigan and Leigh NHS Foundation Trust with Kevin Croft, HPMA President



network



* HR Team of the Year winners - Derbyshire Community Health Services

* Academi Wales award for leadership development winner – Lancashire Teaching Hospitals NHS Foundation Trust



* The HSJ award for strategic approach to recruitment winner – North Middlesex Hospital NHS Trust



* GateHouse award for excellence in organisational development winners – Welsh Ambulance Services NHS Trust



Winners and runners up

Here is the full list of winners and runners up for the 15 categories of the HPMAs annual awards. Congratulations to all the finalists! We will be featuring some of their work in coming issues of Network.

1 Capsticks award for innovation in HR

WINNER

Bev Edgar, Director of HR, Worcestershire Acute Hospitals NHS Trust

Project: The chaplain's blog – an innovative approach HR in staff engagement

RUNNERS UP

Natalie Howard, Project Manager – Liberating Sisters to Lead (Acting), University College London Hospitals NHS Foundation Trust

Project: Values-based recruitment

Richard Larkin, Associate Director of HR – Resourcing, Barts Health NHS Trust

Project: Recruitment - time to fill rate

2 Social Partnership Forum award for partnership working with trade unions

WINNER

Jacqui Kennedy, Assistant Director HR, Business Services Organisation

Project: Promoting LGBT&T inclusive workplaces

RUNNERS UP

Paul Boustead, Deputy HR Director, DCHS

Project: Partnership working the DCHS way

Rachael Allsop, Director of HR, The Health & Social Care Information Centre

Project: Genuine partnership working between employers and trade unions at the Health and Social Care Information Centre (HSCIC)

3 NHS Health at Work Network and Syngentis [The Health & Work Community Interest Company] award for excellence in improving employee health & wellbeing

WINNER

Joy Powell, Wellbeing through Work Account Manager, ABMU Health Board

Project: Wellbeing through work – keeping our staff well in work

RUNNERS UP

Robyn Palmer, Senior Programme Officer, NHS Employers

Project: Flu fighter campaign

Tracy Selsby-Orlandi, Head of Occupational Health, Derby Hospitals NHS Foundation Trust

Project: NICE guidelines – promoting mental health

4 GateHouse award for excellence in organisational development

WINNER

James Moore, Assistant Director of OD, Welsh Ambulance Services NHS Trust

Project: The redesign of our trust

RUNNERS UP

Helen Thomas, Workforce Information Systems Development & Improvement Manager, NHS Wales Shared Services Partnership

Project: The power of 'e' in OD

Philip Sweet, Design Team Lead, Taunton and Somerset NHS Foundation Trust

Project: Clinical directorate and specialty development programme

5 Award for best practice and innovation using ESR

WINNER

John Foo, Head of Workforce Planning and ESR, St Helen's and Knowsley Teaching Hospitals Trust

Project: Implementation of ESR self service to partner organisations

RUNNERS UP

Adrian Whittle, Head of Compensation and Benefits, NHS Property Services Ltd

Project: Delivering value – innovative use of ESR

Julie Rogers, WfIS & ESR Manager, NHS Wales Shared Services Partnership

Project: NHS Wales – a shared training centre

6 Bevan Brittan award for HR's contribution to organisational change and/or turnaround

WINNER

Bradford District Care Trust

Project: Administration transformation programme

Entrants: Fiona Sherburn, Deputy Director HR & OD

RUNNER UP

Camden & Islington NHS Foundation Trust

Project: The Reconnecting/Changing Lives Project at Camden & Islington NHS FT

Entrants: Mark Cole, Head of Learning & Development

RUNNER UP

Worcestershire Acute Hospitals NHS Trust

Project: HCL Skillstream - Medical Locums Management

Entrants: Bev Edgar, Director of HR

7 CIPD award for best improvement of HR capability in a team

WINNER

Julie Darby, Head of Employment Services, Black Country Partnership NHS Foundation Trust

Project: HR capability in BCPFT

RUNNERS UP

Andrew Jones, Associate Director of HR, East Cheshire NHS Trust

Project: Improving HR capability to contribute to the strategic agenda

Kerry Eldridge, Deputy Director of Workforce & OD, East and North Hertfordshire NHS Trust

Project: Improvement of HR capacity within a team

8 The Aston OD award for team-based working

WINNER

Sian Hall, Lead for Simulation & Resuscitation, Hywel Dda University Health Board

Project: Aston team-based working approach and the integration into medical simulation

RUNNERS UP

Sara Brown, Interim Associate Director for Education & OD, Birmingham Children's Hospital NHS Foundation Trust

Project: InTent – building and enhancing 'Team BCH'

Evelyn Frank, Head of General Recruitment, NHS Wales Shared Services Partnership

Project: Transformation and modernisation of recruitment

9 The HSJ award for strategic approach to recruitment

WINNER

Gerry Lambe, Head of Resourcing, North Middlesex Hospital NHS Trust

Project: Together We Work. Project to recruit an additional 450 healthcare professionals.

RUNNERS UP

Karen Launder, Recruitment Manager, Plymouth Hospitals NHS Trust

Project: Healthcare assistant recruitment campaign

Ruth Cooper, Head of HR, Doncaster and Bassetlaw Hospitals NHS Foundation Trust

Project: Develop. Belong. Here

10 The CMP Resolutions 'Courage to Manage' Award

WINNER

Rebecca Oakley, Head of Organisational Effectiveness, DCHS

Project: Creating a courageous culture

RUNNER UP

Caroline Mabey, Deputy Director OD, Royal Free London NHS FT

Project: Beyond a policy – empowering people to be part of the solution

11 Academi Wales award for leadership development

WINNER

Louisa Graham, Head of Organisational Development, Lancashire Teaching Hospitals NHS Foundation Trust

Project: Establishing leadership excellence in LHTTr

RUNNERS UP

Michelle Turner, Director of HR & OD, Liverpool Women's NHS Foundation Trust

Project: Putting people first – leadership development programme

Joan Peden, Co-Director, Human Resources, Belfast Health and Social Care Trust

Project: Living leadership – the Belfast Way

12 APPRECIATE Champion

WINNER

Nicole Ferguson, Staff Engagement Lead, Wrightington, Wigan and Leigh NHS Foundation Trust

Project: Staff engagement the WWL way

RUNNERS UP

Kate Grimes, Chief Executive, Kingston Hospital NHS Foundation Trust

Project: Embedding staff engagement to improve the quality of patient care

Denise Bolger, Head of Equality and Organisational Development, Birmingham Community Healthcare Trust

Project: Join the journey

13 Deputy HR director of the year

WINNER

Louisa Graham, Head of Organisational Development, Lancashire Teaching Hospitals NHS Foundation Trust

RUNNERS UP

Natalie McMillan, Assistant Director – Resourcing, York Teaching Hospital NHS Foundation Trust

Andrew Jones, Deputy Director of HR & Workforce, East Cheshire NHS Trust

14 HR director of the year

WINNER

Amanda Rawlings Director of People and OE, DCHS

RUNNERS UP

Michael Pantlin Director of HR and OD, Barts Health

Bev Edgar Director of HR and OD, Worcestershire Acute Hospitals NHS Trust

15 HR team of the year

WINNER

Derbyshire Community Health Services

Amanda Combellack, Team Leader Advice and guidance

RUNNERS UP

University College London Hospitals NHS Foundation Trust

Dean Hambleton-Ayling, Deputy Head of Workforce

Bradford District Care Trust

Fiona Sherburn, Deputy Director HR & OD



The overall winner, sponsored by NHS Professionals

Nicole Ferguson, Staff Engagement Lead, Wrightington, Wigan and Leigh NHS Foundation Trust

Project: Staff engagement the WWL way



President's award for outstanding lifetime achievement Sponsored by DACBeachcroft

WINNER

Andrew Foster, Chief Executive, Wrightington, Wigan and Leigh NHS Foundation Trust

New partnership with HR jobs organisation announced

The HPMA has recently formed a new partnership with Changeboard. Here we explain what Changeboard can offer HPMA members.

Changeboard is a business dedicated to helping HR and recruitment professionals find relevant jobs and career advice.

Since the site launched in 2004, it has become the largest provider of specialist HR jobs in the world. <http://www.changeboard.com/>

In 2013 it advertised over 57,000 specialist human resources jobs for over 2,200 clients worldwide. It is estimated that over 250,000 HR professionals visit Changeboard each month.

Changeboard has evolved to also create products and services for the global HR community.

Changeboard magazines, events and conferences share insights from thought leaders and senior HR professionals to specific people-based challenges. They enable HR professionals to both manage their own careers, and support the career development of all employees more effectively.

As a values-based business, Changeboard

passionately champions the HR community to support future talent initiatives. Co-founder and CEO, Jim Carrick-Birtwell, is also CEO of plotr Community Interest Company.

What Changeboard can offer you

The Changeboard magazine is published quarterly and will be sent out free of charge to all HR Directors of the HPMA. If any other members would like to receive a copy then just send a mail to: lisa@changeboard.com

In addition, Changeboard is happy to offer all HPMA members half price advertising for job postings on their very successful HR job board.

Ratecard price is £700 + VAT and for HPMA members it will be just £350 + VAT

For more information, please contact lisa@changeboard.com

Doctors are Different...

Date: **Friday 12 September 2014**

Time: **9.30–4pm**

Venue: **Capsticks LLP, 35 Newhall Street, Birmingham B3 3PU**

Dealing with doctors in difficulty brings HR practitioners into a potentially challenging arena. This session will include practical tips based on our extensive experience in handling doctor issues and will help you actively support your case managers, case investigators and responsible officers.

Jacqui Atkinson, Partner and Chloe Edwards, Senior Lawyer at Capsticks will provide practical input and a sector overview on issues outside HR which all HR practitioners will need to grapple with in supporting the management of the medical workforce. We are running a workshop, divided into a morning and afternoon session, covering topics such as:

- At what point is MHPS activated
- Getting the recruitment right
- Governance and System Reviews
- Multi-disciplinary approach to case management

To book please contact clare.proctor@bhamcommunity.nhs.uk

APPRECIATE CAMPAIGN

Performance management

Here is the second in a series of blogs from Lucinda Carney expanding on each element of the HPMA's APPRECIATE campaign. This campaign is all about re-focusing on the essential skills of people management which will enable NHS staff to deliver their best for patients.

Performance management has become a much maligned term that almost deserves a re-brand as too many people see it as synonymous with taking someone down the disciplinary route. This should be the absolute last resort and is generally the result of poor or no performance management. For our purposes, performance management is probably best positioned as maximising performance and potential.

In the Appreciate campaign we start with having clear Aims or objectives and it is the same with performance management, as without clear goals no one actually knows what delivering maximum performance looks like. Many of us may think that setting goals and carrying out an annual appraisal is enough, but again this is where problems arise. Appraisal and personal development reviews form part of the performance management cycle but done badly or in isolation they can be negative.

West and Dawson (2012) studied the impact of appraisal on employee engagement – which has been shown to correlate with improved performance outcomes including patient safety. They found that a well-structured appraisal with clear guidance or feedback increased engagement. Unfortunately, they also found that a poorly managed appraisal was worse than no appraisal at all! The differentiator seems to be involvement of staff and this would align with best practice in other sectors too.

Great performance management involves the member of staff in setting and evaluating progress against their Aims or goals. Through regular,

supportive 1 to 1's or supervision throughout the year, performance is tweaked and enhanced. Development needs are addressed in a timely fashion through a range of on-the-job methods including shadowing and coaching, and appraisal is the formal assimilation of these outputs. As a result, appraisal is not the only time in the year that performance and development is discussed, and it involves meaningful two-way dialogue as opposed to feeling like a 'tick box' exercise.

If we manage a team, we must recognise that one of the most important aspects of our role is to deliver results through others by managing the performance of our people effectively. We need to be disciplined to do this, making time for regular 1 to 1's allowing us to stay connected with our team and using these meetings to discuss individual performance and air any issues rather than just discuss 'the day job'. This doesn't have to be time consuming, as nipping issues in the bud early prevents much longer painful conversations later. It also saves time during appraisal as you are already on the same page.

Ken Blanchard, an authority in leadership advocates developing the skill of 'A one minute praising or reprimand' which is a great principle. We need to get honest with our people and have the courage to discuss even small performance points when they are timely and relevant. By creating an environment where both positive and developmental feedback is valued, everyone has the opportunity to learn and grow without feeling defensive and mistakes can be prevented.



Lucinda Carney is a chartered psychologist and managing director of Advance Change, an organisational development consultancy that specialises in enabling engaging culture change and building high performance organisations.

Tweet@actusappraisal
www.actus.co.uk
www.advancechange.co.uk

Quarterly meeting of Deputy Directors of HR network for London

The fourth meeting of the new Deputy Directors' of HR network for London and surrounding areas. Free to attend.

Date: **Tuesday 14 October 2-5pm**

Venue: **Capsticks LLP (1 St George's Road, Wimbledon, London, SW19 4DR, opposite Wimbledon train and tube station)**

To register for the event, please go to: <http://www.hpma.org.uk/quarterly-meeting-deputy-directors%E2%80%99-hr-network-london-0>

APPRECIATE CAMPAIGN

Involvement

In the last article in our current series on the key components of APPRECIATE, we look at the fifth aspect which is involvement.



Karen Jones (left) and Joanne Spencer, Directors of Infinite You and Infinite Us Limited

In our view, all organisations are embedded in the society in which they operate and for us this includes an inherent responsibility for the social, cultural and moral elements which that entails. Involvement is therefore a crucial component in fulfilling this connection and in this article we will briefly touch on the value which we believe can be delivered through 'employee involvement'.

Many organisations focus time, energy and resources in ensuring that their employees feel involved and connected to the vision, values and goals of the business. This is helpful, as an engaged employee can then articulate these aims and objectives and will be clear about how their role contributes to that overall vision.

This certainly generates motivation and a feeling of connection; however, it does not tap into the inherent skill, knowledge and expertise which each and every member of staff could contribute to the more efficient and effective running of the business.

A business which embraces the active involvement of its employees takes engagement one step further and places an inherent value on their social, cultural and intellectual inclusion, enabling them to have an active role in the operational running of business. The approach is built on the premise that they know best how the work is done in their area and therefore are well placed to suggest new initiatives to improve productivity or to re-design processes that address issues of poor workflow or quality concerns, for example.

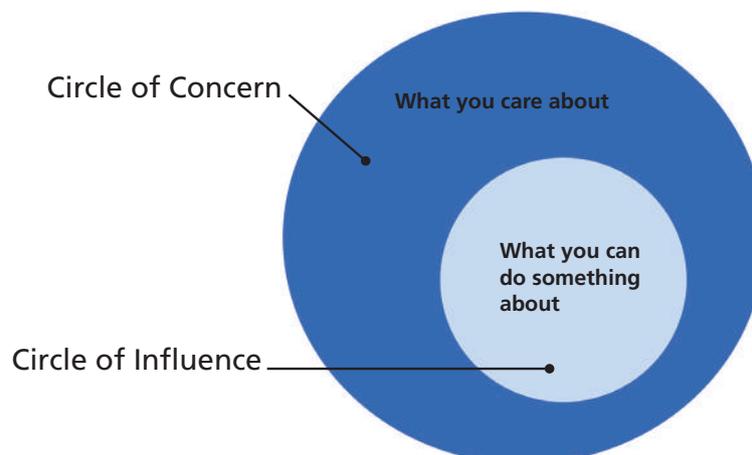
Involvement encourages employees to want to work with the organisation to continually improve and understand the value and contribution which they can bring in supporting that desire. In short, they become enablers of change and there is plenty of compelling research and evidence which illustrates there is a strong correlation between employee involvement and business improvements of organisational profitability and performance.

We work with many organisations to help them to build and enable an 'involvement culture' and in this article we thought we would share with you one of the tools, which we regularly use with our clients. It works really well; it involves employees in an inclusive manner and is called the 'Circle of Concern/Circle of Influence'.

Produced by Stephen Covey, it is used to work through the thinking required to consider the things which are concerning us and from that list, those which we have within our gift to influence, change and resolve. We have to accept that there are many things in life which may concern us over which we have no influence at all. Spending time worrying about these issues is draining and creates a negative mind set, so far better to focus energy on resolving aspects of the operation which can be changed – the ones we have the power to do something.

To use the tool, ask your team to think about which elements of their role are concerning them. This could be concerns about service, quality, process or systems, for example. Encourage them

CONTINUED ON P12



Employee engagement at Guy's and St Thomas' NHS Foundation Trust

In the third article in our series based on the IPA's report 'Meeting the Challenge: Successful Employee Engagement in the NHS', we take a look at how Guy's and St Thomas' NHS Foundation Trust has tackled employee engagement.

Guy's and St Thomas' NHS Foundation Trust is a large acute trust based in central London. It has had consistent and very high levels of employee engagement over the past few years. In the most recent national NHS staff survey, it came fourth out of 141 trusts on engagement. The Trust has similarly high levels of patient satisfaction from the national inpatient survey. Here's how they've done it.

Values

Both leaders and employees at the Trust point to the strong focus on values in explaining the high levels of engagement. Drawn up in partnership with staff in 2006, the values initially seemed to have a limited impact. The Trust sought to address this by developing, along with employees, a behaviours framework in order to make the values more tangible and real.

The product was a detailed values and behaviours framework, listing the expected behaviours and actions under each of the Trust's five values. The framework has different levels, for frontline staff, supervisors, department managers and directors – all are expected to demonstrate the values in everything they do.

The Trust has recently introduced values based recruitment with applicants asked to demonstrate how they conform to the Trust's values. The values also play a significant role in induction. And most importantly, the values also now form the basis of the performance development review (formerly appraisal) process.

Post-Francis Listening Exercise

Following the publishing of the report in February 2013, a series of events were held, attended by more than 600 Trust staff. These sessions aimed

to both communicate the findings of the report and involve staff in exploring what they meant for Guy's and St Thomas'. As well as these Trust-wide discussions, service managers across the Trust were encouraged to hold local events to engage with their staff.

The findings of the exercise led the Trust to develop its 'Showing we Care' strategy, which set out a series of 'pledges' to patients and staff based on the pre-existing values, brought together into a film.

All of this was thoroughly communicated to staff to show their ideas had been listened to. The key to the success of the exercise was making it about genuinely listening to staff.

Barbara's Story

Barbara's Story is a fictional film about Barbara, an elderly patient with dementia coming for treatment at the Trust. The film has been used to engage all staff in understanding the issues such patients face. This seems to have had a real impact. Staff explained how it both helped them understand the challenges for patients with dementia, and to think about what they and the Trust need to do to better support them.

The success of Barbara's Story has led to the creation of a free training package for health and social care organisations and it has already been circulated to over 900 institutions.

Partnership

Guy's and St Thomas' is an excellent example of partnership working between management and trade unions. This is built both on well-established ways of working, and on an approach that recognises the benefits of partnership.

APPRECIATE CAMPAIGN

There is a focus on early engagement at the Trust to ensure that any issues are dealt with promptly before they escalate. Management and unions meet on a regular basis and they always look to keep each other informed if they see an issue coming up.

Senior leadership at the trust recognises the benefit of working in partnership with the trade unions and understand that they provide information that might not otherwise be picked up. They are seen as partners in decision-making; providing positive challenge and adding value.

As Dino Williams, Chair of Staff Side explained, 'The role of the unions is to give employees a voice, but also to shape that voice into something more constructive. We try to seek solutions for problems in the organisation.'

Engagement and efficiency

A previous efficiency programme struggled to engage staff as it had been seen as focused largely on financial savings, rather than the challenge of maintaining the quality and safety of patient care in testing economic times. In response, Guy's and St Thomas' re-thought their approach. Fit for the Future is their attempt to bring together the challenges of efficiency, safety and quality.

There is a determined effort to promote a sense of organisation-wide ownership over the challenges the Trust faces.

This is done by being open and honest with employees about the scale of the challenges

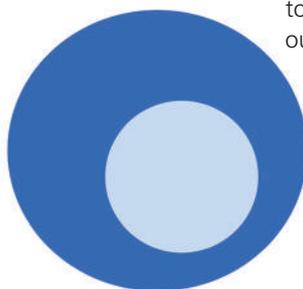
Key lessons

- A strong sense of organisational values, embedded throughout the organisation, can provide the foundations for employee engagement
- Encouraging employee voice, for example through the Post-Francis listening exercise can help build engagement
- Working in partnership with trade unions can help strengthen employee voice and engagement
- With trusts coming under growing pressure, engaging employees in decision-making and innovation will become increasingly important.

facing the trust, and then inviting them to be part of solving them. Employees are encouraged to develop and implement ideas that can help improve efficiency, safety and quality – including through a recent 'Dragon's Den' event where teams were invited to pitch ideas and given financial support to deliver them.

For more information, go to <http://www.ipa-involve.com/resources/publications/case-studies/employee-engagement-at-guys-and-st-thomas/>

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to be as specific as possible. In the outer ring, the 'circle of concern', capture what the team say, recording their actual words and keep going until they run out of worries to share with you. Don't worry if there are a lot of worries as it's important not to screen their responses.

Once you have captured all of the concern elements, ask the team to consider which items from this list the team are able to influence. It may be that they are not able to influence the 'whole' concern; however, it may be that they can influence some of it.

Record everything they can influence and

capture it in the inner circle, the 'circle of influence'. These elements are now in the gift of the team to take action on to resolve/move them forwards and you can now support them in making some of the changes needed which will then resolve their concerns.

As well as being a very powerful tool to start to create involvement, it also enables personal responsibility, creates movement in a positive direction and emphasises a 'can do' culture. Have a go and see the possibilities, which it can create - it's very powerful!

For further information and additional tools please see our website www.infiniteyou.co.uk or contact Karen or Joanne on 07970612420/5.

Flexible working for all: what does it mean for HR?

A majority of HR professionals support flexible working for all in principle, XpertHR research finds. But some are concerned as to the challenges in practice.

From 30 June 2014, the Children and Families Act 2014 extended the right to request flexible working to all employees with 26 weeks' service. New XpertHR research looks at the impact of the extension of flexible working for all, drawing on responses from 326 organisations employing 624,786 workers.

HR is supportive of the changes. One services sector respondent hails them as a step 'towards a better work/life balance for everybody, and all companies need to buy in with immediate effect in order to be ready and able to comply.'

Two-thirds of employers are in favour of flexible working for all, with support strongest among public sector respondents.

Flexible working for all: a risk of resentment?

But while UK HR professionals generally welcome flexible working for all in principle, some express concern as to how it will work in practice.

'The publicity that will surround the changes will unfairly raise expectations of what can be achieved,' says one private sector respondent. 'Not all roles are suitable for flexible working and it may raise resentment when requests are rejected.'

Some smaller employers express concern that more flexible working requests could mean an increased administrative burden, and that they could face resourcing issues in picking up any slack when requests are accepted.

Women three times more likely than men to work flexibly

The XpertHR survey suggests that flexible working in the UK remains a mainly female domain, as women have historically tended to take primary responsibility for childcare. Across the whole economy, a median 18% of women and 6% of men currently work flexibly.

In the public sector, these figures rise significantly, with 33% of women and 14% of men working flexibly.

Across all workers, flexible working arrangements are twice as prevalent in the public sector as in the private sector. At the median, 30% of public sector workers work flexibly, compared

Are you in favour of the extension of the right to request flexible working to all employees (from 30 June 2014)?



n = 326
Survey Date: 2014
Source: XpertHR Surveys
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with 15.5% in the services sector and 5.5% in manufacturing.

It remains to be seen what impact the extension of the right to request flexible working to all employees will have on how many requests are made, who makes them, and how many are granted.

Flexible working policy changes

Three in 10 employers had already amended their flexible working policies to accommodate flexible working for all in time for 30 June 2014, while more than half plan to make changes in the near future. The remaining one in seven says that no changes have been made or are planned, in some cases because all employees can already make flexible working requests.

Among those making or planning changes, four-fifths made minor amendments to their existing flexible working policy, and one-fifth have completely revised their flexible working policy.

The most common changes made or planned include updating the eligibility criteria for making flexible working requests, and amending the timescale for responding to requests and/or related appeals.



XpertHR Benchmarking offers access to the full data from this survey, and enables you to create bespoke reports on how your organisation's experience of employment tribunal claims compares.

Prevention of illegal working

The Home Office has introduced changes to document checking for employees to prevent illegal working, as well as changes to the civil penalty scheme as of 16 May 2014. We will consider below some of the key changes and what this will mean for NHS employers.

DAC beachcroft



Sajida Hussain,
Solicitor, Employment
& Pensions Group, Leeds,
DAC Beachcroft LLP

Document checks

The changes that have been introduced are:

- List A (for permanent right to work) is amended to reduce the number of acceptable documents and List B (for time limited right to work) is replaced with a new two-part List B. Group 1 contains documents which require a repeat check when an employee's permission to work in the UK expires. Group 2 contains documents which require checks after six months.

- The annual repeat checks for List B documents has been removed. Instead, where an employee presents a document containing an expiry date, the follow-up check required is when their permission to carry out work in the UK expires.

- For List B Group 1, the statutory excuse against payment of a fine will now run from the date of the first check until expiry of the work permission.

- At the point of expiry, if employers have evidence that the employee has an outstanding application or appeal to vary or extend their permission, then the statutory excuse will continue for a further period of 28 days.

- During the 28-day period employers must now contact the Employer Checking Service ('ECS') and receive a Positive Verification Notice. If received, the statutory excuse will last for a further six months. We would urge caution against hasty decisions regarding termination of employment upon receipt of a Negative Verification Notice without the benefit of legal advice particularly given the Home Office appears to accept delays can occur in acknowledging applications and appeals. They have requested that employers wait 14 days before contacting the ECS and this makes the timeframe tight and does not leave much room for deliberation and/or further investigation.

- For List B Group 2 documents, employers are required to contact the ECS and receive a Positive Verification Notice. The statutory excuse against payment of a fine will then last for six months following which employers must contact the ECS again.

Civil penalty scheme

There is also a new revised method for calculating fines if an employer is found to be employing an illegal worker. A sliding scale is still in operation which will continue to take into consideration an employer's mitigating factors and compliance records. However, for a first breach in a three-year period the new starting penalty will be £15,000 per illegal worker, and for a second or subsequent breach the new starting penalty will be £20,000.

What does this mean for NHS employers?

It will come as welcome relief to employers that the Government has taken this opportunity to reduce the regulatory burden on employers. The previous Lists A and B were convoluted and the annual repeat checks were onerous. These changes will now hopefully make it easier in the long run to administer right-to-work checks.

However, in the short term NHS employers will have to get their heads around a new set of guidance which is no longer all within one document. The timeframes specified around carrying out verification checks where employees are unable to provide documentation because, for example, they have applications or appeals outstanding, also do not leave much room for delay or deliberation. NHS employers are advised to update policies and procedures and conduct internal training to ensure that the changes are implemented to avoid potential fines!

Are your HPMA colleagues getting eNetwork

If you or any of your colleagues have experienced problems downloading, viewing or receiving the latest issues of the electronic newsletter, please email admin@hpma.org.uk

Shared parental leave system from 1 April 2015

A new system of shared parental leave (SPL) will apply to parents whose babies are due on or after 5 April 2015. These provisions are being implemented under the Children and Families Act 2014 and accompanying regulations, which are currently in draft but will come into force from 1 October 2014 onwards. The regulations are available on the gov.uk website.

Key points so far in the draft regulations are as follows:

- Mothers will still be entitled to 52 weeks of maternity leave. However, the new rules allow the mother to switch part of her statutory maternity leave and pay into shared parental leave and pay. Shared parental leave and pay will be available provided the parents satisfy the eligibility requirements.
- In the 52-week period there will be two weeks' compulsory maternity leave (four weeks if they are manual workers) which cannot be shared.
- Eligible parents will then be able to share the remaining maternity leave and pay between themselves.
- Fathers will still be entitled to two weeks basic paternity leave. The two weeks' paternity leave will be reviewed by the government in 2018.
- Mothers with partners (who must also meet the qualifying conditions) will be able to end the

mother's maternity leave and pay and share the untaken balance as shared parental leave and pay.

- Employees who have taken shared parental leave will have the right to return to the same job if the total leave taken is 26 weeks or less in aggregate, even if the leave is taken in discontinuous blocks. Any further leave will attract the right to return to the same job, or if that is not reasonably practicable, a similar job.
- It will be up to the parents how they share the parental leave – they could take it in turns or take time off together, provided they take no more than 52 weeks of this leave, combined in total.
- Additional paternity leave and pay will be abolished under the new framework.

Readers are encouraged to keep up to date with developments in the regulatory guidance, as it is likely that employees will begin making requests later this year.



Sharon Gregory
www.sgtd.co.uk
For Croner/June 2014

Consulting Skills 2 day course for HR/OD professionals

Delivered by PA Consulting

22 and 23 October 2014, 9am to 5pm, PA Consulting, 123 Buckingham Palace Road, London SW1W 9SR

Would you like to develop your consultancy skills, improve your ability to act as a change catalyst and develop your skills in identifying, delivering and embedding solutions?

This intense two-day training course will introduce delegates to a consultancy model and the tools and techniques which underpin each stage of the model.

It is a very practical course that involves developing your consulting skills through working in groups with clients in a realistic scenario.

HPMA members on the last course said it completely matched their expectations (100%) and that they would use the skills in their work (96%).

This course is offered at cost price to members. It costs £330 for the two day course.

To find out more, please contact Diana Cliff on diana.cliff@rmh.nhs.uk

'Sleep-in shifts' and the National Minimum Wage

Where a worker is required to work 'sleep-in' night shifts at the employer's premises and be available for emergency purposes, are they entitled to be paid the National Minimum Wage (NMW) for the entire shift?



Victoria Watson is a Partner in Capsticks LLP

In the recent case of *Esparon t/a Middle West Residential Care Home v Slavikovska*, the Employment Appeal Tribunal (EAT) decided that the answer is 'yes'. At first sight this may concern healthcare employers but a closer reading of the decision is required.

Slavikovska was a senior care assistant. She worked at the care home during the day. She was also resident at the home and did 'sleep-in' shifts through the night at the rate of £25 a night. The purpose of the shifts was so that her employer could meet its legal obligation to have staff available at the home for the residents at all times.

The EAT recognised that it is difficult to distinguish between cases where the worker was 'at work', being paid to be on the employer's premises in case of an emergency, and where the worker was 'on-call' and not deemed to be working the whole time. However, the EAT decided that in this case the claimant had worked during her sleep-in sessions, even when she was asleep, because it was essential that she was there and that the whole shift was 'time work' under the NMW.

What about on-call shifts?

An important factor in this case was that the claimant was paid to fulfil her employer's legal obligation to have staff present at the care home at all times in case of an emergency. This can be distinguished from situations where there is no legal obligation for the worker to be on-site, but where the worker is provided with sleeping accommodation during an on-call period.

For example, in the case of *South Manchester Abbeyfield Society v Hopkins and Woodworth*, the EAT decided that in accordance with regulation 15(1A) and 16(1A) of the NMW, a worker could

not bring into account all the hours spent on-call for the purposes of the NMW – the only hours that count in considering time work are those where the worker is awake for the purpose of working, not when they are asleep.

Working Time Regulations

Employers should bear in mind that there is also a difference between the treatment of sleep-ins between the NMW and the Working Time Regulations 1998 (WT Regs). Whereas time spent asleep during on-call time is not classed as time work for the purposes of the NMW, the time a worker spends during a 'sleep-in' (asleep or otherwise) will be classed as working time for the purposes of the WT Regs in line with the ECJ cases *Jaeger* and *SIMAP*.

This does not affect what an employee pays the worker but means that the time spent on 'sleep-ins' should be accounted for to ensure that the WT Regs are not breached in terms of rest periods and the number of hours an employee works per week.

Summary

For the healthcare sector, the *Slavikovska* case is certainly of interest but should be considered along with the *Hopkins* case. Attention should be paid to the distinction that is to be drawn between on-call time and sleep-ins where the entire period is deemed to be time work under the NMW. Where there is a legal obligation for a worker to stay on site (rather than an option to sleep on site during an on-call period), it is recommended that the wages paid for such a period are taken into account in the calculation as to whether the worker's pay during the reference period (the average hourly rate over the usual pay reference period) meets the NMW.

Coaching skills course

There are a few places left on this successful course running on 9, 10 September and 7 October from SLaM Partners and accredited by the European Mentoring and Coaching Council. Please email Diana Cliff on diana.cliff@rmh.nh.uk to find out more.



Future HR leaders: Your HR/OD Career

**A Joint HPMA London/CIPD London event
Wednesday 24 September 18.00 to 21.00**

An evening focused on giving you some time to think about your own and your team's career progression in HR in the NHS.

Consider how you might use the CIPD Professional Map, think through your career choices, work out your support strategies to get to where you want to be and polish up your CV/applications.

Hear from:

- Clare Bishop, Head of Career Development at the CIPD tbc

Learn from three different personal career journeys:

- Susan Young, Director of HR & OD at Chelsea & Westminster
- Rachel Patterson, Interim Head of Workforce Compliance, UCLH
- Steph Broadribb, Assistant Director, Learning & Organisational Development, The Open University

There will be plenty of opportunity for discussion and the event will be followed by networking drinks. The session will be facilitated by Julia Tybura, Chair, CIPD SE Thames Branch and Lead Facilitator, CIPD London Chairs' Group.



Dates: Wed 24 Sept
Time: 18.00 – 21.00
Venue: The UCH Education Centre, 1st Floor West, 250 Euston Road, London, NW1 2PG
To book: <http://www.hpma.org.uk/civicrm/event/info?reset=1&id=439>

This event is sponsored by:

