



The HR *FRIEND* for Practices and Primary Care Providers

May 2005

Primary Care Contracting - formerly part of NatPaCT



Foreword

The thrust of HR policy (www.dh.gov.uk/hrinthenhs) across the NHS is to enable more staff to work in new, more effective ways in order to deliver high quality healthcare. This applies as much in primary care as any other sector, especially with the new GMS and PMS contracts and other primary care contracting arrangements which support an expansion of workforce capacity and changes in skill mix in primary care provision.

The new contract guidance

(http://www.dh.gov.uk/PolicyAndGuidance/HumanResourcesAndTraining?ModernisingPay/GPContracts/GPContractsArticle/fs/en?CONTENT_ID=4055212&chk=/DLj38) issued by the Department of Health in April 2004 signalled an intention to produce further guidance on HR issues in primary care.

During development of this overview, it was agreed that it should be addressed to all employers engaged in providing primary care:

- General Medical Services (GMS)
- Personal Medical Services (PMS)
- General Dental Services (GDS)
- Personal Dental Services (PDS)
- Community Pharmacy Services
- Optometric Services
- Primary Care Trust Medical Services (PCTMS)
- Alternative Provider Medical Services (APMS)
- Out Of Hours Bodies (OOH)

For all primary care providers, including PCTs providing services through PCTMS, essentially the same principles of employment practice and HR policy goals apply. What many providers lack, because of their relatively small size as employers, are HR specialists who can review current practice and implement new strategies. This short primer provides an overview of the key elements in good HR which providers can use to assess their existing policies and practice, and identify where they may need more help or advice - available through local PCTs and from other HR specialists.

The guide contains specific examples of good practice, which other providers may wish to consider adapting to their own particular circumstances. These examples are representative of the good HR work that is already widespread in primary care, producing positive results in terms of recruitment, retention and staff development.

Good HR: good for patients, good for staff

It is a minimum requirement on all organisations engaged in providing primary care that they should meet their statutory obligations as employers, but investment and effort committed to HR can achieve much more, which ultimately leads to enhanced quality of care for all patients.

Research in the acute healthcare sector demonstrates a direct link between good employment practice and perhaps the most fundamental performance indicator of all: patient mortality. In hospital trusts where board-level importance is given to core HR activities such as building teamwork, training and development, and meaningful appraisal for all staff, fewer patients die. Typically, these will also be hospitals that experience lower staff turnover and record more positive attitudes in staff surveys. (Professor Michael West, Organisational Studies Division, Aston Business School, Aston University. *People Management* 11 Oct 2001, 8 Nov 2001, 22 Feb 2002)

In primary care the indicator may not be as stark, but there remains a basic connection between good HR practice and patient well-being. Embedding HR practice into all primary care provider organisations, will improve the experience of both patients and staff.

Effective human resource management is imperative in delivering the modernisation agenda. New developments such as Agenda for Change (A4C) and the new primary care contracts have outlined an expectation for all PCTs to implement these principles. Funding for the impact of A4C was negotiated into the global sum for practice staff and therefore GP practices are being encouraged to take this forward. Many PCTs are already supporting the primary care workforce by setting up pilots, steering groups, training and guidance through many different avenues. Although it is not mandatory for primary care contractors to implement A4C by following the processes outlined in this document practices will inevitably meet A4C standards.

e.g. Task 1 in Section 3 - Recruitment: where the evidence is carrying out job descriptions and job evaluation.

e.g. Task 1 in Section 4 - Remuneration: where the evidence is the pay and reward structure policy (which should outline equal pay for work of equal value).

Guidance Notes

- This document will allow primary care practices to look at tasks needed to achieve good HR practice. The tasks are referenced to evidence boxes which outline the type of documents or actions needed to complete the tasks.
- The document also highlights the standards that these actions will meet, whether they be Improving Working Lives (IWL) standards or achieving Quality and Outcomes Framework (QOF) standards.
- The responsibility box can be completed by the practices themselves as there may be more than one individual responsible for the task.
- The document can be used as a working document and the additional columns can be used for further notes and additional information.

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1 - Good HR Practice

Task	Evidence	Standards it will meet
<p>1. General Principles of Good HR Practice</p> <p>a) Employers must ensure all staff are competent and all regulated staff are registered correctly</p> <p>b) Staff must have access to Continuing Professional Development (CPD) to remain competent in their work</p> <p>c) Staff must have the opportunity to develop and maintain their skills</p> <p>d) Staff in primary care should have the same entitlements as staff employed elsewhere in the NHS</p> <p>e) Equality and Diversity issues should be communicated and understood by all staff</p> <p>f) To adopt the Improving Working Lives (IWL) audit programme</p>	<p>1a) Recruitment policy and Performance Management System/Appraisals</p> <p>b) + c) Access to training courses, evidence of accreditation e.g. Investors in People (IiP) awards, ISO9000 (Quality Assurance standards) etc.</p> <p>d) + e) Equal Opportunities policy including communication to staff on existing HR in the NHS policies</p> <p>f) Review of IWL audit documents</p>	<p>Good HR Practice</p> <p>Employment Law & Legislation</p> <ul style="list-style-type: none"> • Ref: <i>Equal Opportunities Commission Code of Practice (Blackstone's Statutes on Employment Law)</i> • <i>There is new legislation on discrimination "The Employment Equality (Religion and Belief) Regulations 2003" and "The Employment Equality (Sexual Orientation) Regulations 2003" These regulations can be found on www.hmso.gov.uk</i> <p>Improving Working Lives (IWL) Practice Standards</p> <ul style="list-style-type: none"> • Ref: <i>IWL 1e for retention rates</i> <p>Investors in People</p> <ul style="list-style-type: none"> • Ref: <i>IiP indicator 6</i> <p>Quality and Outcomes Framework (QOF) organisational indicators</p> <ul style="list-style-type: none"> • Education and Training (C) • Education 3,4,8,9 • Practice Management (D) Management 6, 10
<p>2. General obligations of an employee</p> <ul style="list-style-type: none"> • Corporate Awareness <p>a) Loyalty and commitment to organisation</p> <p>b) Shared values, aims and objectives between employers/employees</p> <p>c) Contributing to corporate clinical governance</p> <p>d) Observing corporate policy on inappropriate behaviour in the workplace e.g. bullying etc.</p> <ul style="list-style-type: none"> • Self Awareness <p>e) Positive response to regular appraisal and feedback</p> <p>f) Working and learning from other healthcare teams/disciplines</p> <p>g) Taking personal responsibility in relation to Occupational Health</p> <ul style="list-style-type: none"> • Public Awareness <p>h) Responding to needs of patients and local communities as set out in the job description</p>	<p>2a) + b) Communication of organisational business plan objectives</p> <p>c) Refer to section 5 of this document</p> <p>d) Communication of bullying, harassment policy - zero tolerance policy</p> <p>e) Performance Management System (PMS) and Personal Development Plans (PDPs)</p> <p>f) Sharing best practice with staff</p> <p>g) Occupational Health policy</p> <p>h) Comments/suggestions given to staff from patients feedback</p>	<p>Good HR Practice</p> <p>IWL Practice Standards</p> <ul style="list-style-type: none"> • IWL 1c (zero tolerance policy) • IWL 1b (PDPs) Investors in People • IiP indicator 6 (PDPs)

Task	Who is responsible*	Checklist question	Additional information
<p>1. General Principles of Good HR Practice</p>		<ol style="list-style-type: none"> 1. Who in the organisation takes responsibility for ensuring these underlying principles are translated into general employment practice? 2. Who in the organisation takes responsibility for day-to-day handling of issues raised by these principles? 3. Are staff in the organisation aware of their general obligations as members of the primary care team? 4. Do staff have the opportunity to discuss and explore how these obligations affect their everyday work? 5. Where these principles and obligations are not being met, what mechanisms are available to employers and staff to improve the situation? 	
<p>2. General obligations of an employee</p>			

2 - Employment Law

Task	Evidence	Standards it will meet
<p>1. Provide all staff with a contract of employment to include</p> <p>a) Maternity/Paternity benefits b) Flexible Working (EU WTD) www.incomesdata.com/brief/wtimedir.htm c) Pay Structure d) Disciplinary Procedures e) Redeployment & Redundancy</p>	<p>1. Contract of Employment Example of contract of employment within a practice can be found at http://www.primarycarecontracting.nhs.uk/84.php</p>	<p>Good HR practice Employment Law & Legislation</p> <ul style="list-style-type: none"> • Ref: <i>Employment Act 2002</i> <i>Employment Rights Act 1996</i> <i>Working Time Regulations 1998</i> <i>(Blackstone's Statutes on Employment Law)</i>
<p>2. Health and Safety practice and procedures</p>	<p>2. Health and Safety policy written and displayed in organisation at all times - ensuring awareness by all staff including regular updates to cover introductions of new regulations</p> <p>Examples of policies can be found at http://www.legislation.hmsso.gov.uk/si/si2001/20012127.htm</p>	<p>Good HR practice Employment Law & Legislation</p> <ul style="list-style-type: none"> • Ref: <i>Health & Safety at Work Act 1974</i> <i>(Blackstone's Statutes on Employment Law)</i>
<p>3. No discrimination policy</p> <p>a) Age, gender, religion, race, etc</p>	<p>3a) Equal Opportunities Policy, Implementation of Disability Discriminations Act, (Disability Employment Advisors Certificate) Examples of policies can be found on the Equal Opportunities Commission website at www.eoc.org.uk. Also at http://www.primarycarecontracting.nhs.uk/84.php Recognition of Race Relations (Amendment) Act implications.</p>	<p>Good HR Practice Investors in People</p> <ul style="list-style-type: none"> • Ref: <i>IIP indicator 4</i> <i>IWL standards</i> • Ref: <i>IWL 2a, 2b, 2c, 2d</i> <i>Employment Law & Legislation</i> • Ref: <i>Trade Union and Labour Relations (Consolidation) Act 1992</i> <i>(Blackstone's Statutes on Employment Law)</i> • <i>There is new legislation on discrimination "The Employment Equality (Religion and Belief) Regulations 2003" and "The Employment Equality (Sexual Orientation) Regulations 2003" These regulations can be found on www.hmsso.gov.uk</i>
<p>b) Trade Union recognition</p>	<p>3b) Recognition of Trade Union members responsibility (staff side representatives)</p>	<p>Quality and Outcomes Framework (QOF) organisational indicators <i>Practice Management (D)</i> <i>Management 10</i></p>
<p>4. Transfer of Undertakings (Protection of Employment) Regulations within the NHS (TUPE)</p>	<p>4. TUPE Regulations to be communicated in employment contract on effect of relevant transfer on contracts of employment within the NHS. See http://www.dti.gov.uk/er/individual/tupe-pl699.htm for more information</p>	<p>Good HR practice Employment Law & Legislation</p> <ul style="list-style-type: none"> • Ref: <i>TUPE Regulations 1981</i> <i>(Blackstone's Statutes on Employment Law)</i>

Task	Who is responsible*	Checklist question	Additional information
1. Provide all staff with a contract of employment		1. Who carries responsibility for ensuring that Employment law is being complied with? 2. Have existing employment practices been checked against legal requirements? 3. When were these checks last made?	
2. Health and Safety practice and procedures		4. Who would the provider turn to for legal advice and when did they last use this service? 5. Have staff been formally made aware of their legal obligations?	
3. No discrimination policy			
4. Transfer of Undertakings (Protection of Employment) Regulations within the NHS (TUPE)			

3 - Recruitment

Task	Evidence	Standards it will meet
1. Review of existing staff roles	1. Job Descriptions and job evaluation Examples of job descriptions for practice staff can be found at http://www.primarycarecontracting.nhs.uk/84.php	Good HR practice Agenda for Change Quality and Outcomes Framework (QOF) organisational indicators • Practice Management (D) Management 6
2. Process for exit interview	2. Incorporated into Contract of Employment. See Section 2 of this document	Good HR practice
3. Person profile	3. Person specification for each job	Good HR practice Quality and Outcomes Framework (QOF) organisational indicators • Practice Management (D) Management 6
4. Recruitment advertising a) Select appropriate journal/newspaper b) Job Centre advertisements c) Using NHS on-line recruitment	4. Standard recruitment advertisement outlining NHS standards e.g. discrimination, equal opportunities policy etc. a) Consider value for money and cost effectiveness b) Clear concise text for advertisement c) Make use of the on-line recruitment service www.jobs.nhs.uk	Good HR practice
5. Devise standardised application forms	5. Application forms as hard-copy and on-line form if practice has on-line facility	Good HR practice
6. Interview/Selection Process	6. Devise a fair and transparent interview selection procedure	Good HR practice Employment Law & Legislation • Ref: Equal Opportunities Commission Code of Practice for Elimination of Discrimination in Employment (Blackstone's Statutes on Employment Law)
7. References checking	7. Policy for references including Criminal Reference Bureau (CRB) clearance. For clinical staff check registration with professional bodies	Good HR practice Clinical Negligence Scheme for Trusts (CNST) NHS Litigation Authority 2002 • Ref: CNST Standard 5
8. Feedback process	8. Ensure feedback is given to all candidates promptly if unsuccessful - explain this at the interview	Good HR practice
9. Induction process	9. Outline an induction process for all levels of staff outlining Health and Safety Standards policy etc.	Good HR practice Quality and Outcomes Framework (QOF) organisational indicators • Education and Training (C) Education 4
10. A policy on Retention of Staff to include Evidence a) Flexible working patterns e.g. Part-time work and career breaks b) Access to NHS childcare co-ordinators c) Ensure adequate staff training d) Better work/life balance for staff and better working conditions	10. Performance Management System to include staff objectives and Personal Development Plans (PDPs)	Good HR Practice Quality and Outcomes Framework (QOF) organisational indicators • Education and Training (C) Education 3,8,9

Task	Who is responsible*	Checklist question	Additional information
1. Review of existing staff roles		1. Who manages recruitment activity and what experience and training do they have in this area?	
2. Process for exit interview		2. Is recruitment of non-clinical and clinical staff done differently? What are the differences and what are the similarities?	
3. Person profile		3. Does the organisation have a standard application form and information pack? Is it appropriate for all positions?	
4. Recruitment advertising		4. Are those involved in interviewing candidates aware of the criteria to be used and the procedures to ensure fair selection?	
5. Devise standardised application forms		5. Who prepares and approves the formal job offer?	
6. Interview/Selection Process		6. How are references taken up and pre-employment checks made?	
7. References checking		7. Does the organisation have a standard induction programme that can be adapted to the individual needs of the new recruits?	
8. Feedback process			
9. Induction process			
10. A Retention of Staff policy			

4 - Remuneration

Task	Evidence	Standards it will meet
<p>1. Devise a contract for employment to include</p> <p>a) Flexible working (European Working Time Directive)</p> <p>b) Pay conditions</p> <p>c) Holidays</p> <p>d) Sickness and absence</p> <p>e) Maternity and paternity benefits</p> <p>f) Discipline and grievance</p> <p>g) Equal opportunities</p> <p>h) Pension scheme</p> <p>i) Redundancy</p> <p>j) Health and Safety</p> <p>k) Clinical and corporate governance</p>	<p>1. Terms and conditions set out in contract examples of clinicians contract http://www.bma.org.uk/ap.nsf/Content/Contractsupportingdocumentat ion</p> <p>a) Flexible working policy in line with European Working Time Directive (see Section 2)</p> <p>b) Pay and reward structure policy</p> <p>c) e), h) + i) Holiday entitlement document including maternity and paternity rights, pension and redundancy</p> <p>d) Sickness and absence policy</p> <p>f) Outline disciplinary procedures and communicate to staff</p> <p>g) Equal opportunities policy communicated to all staff</p> <p>j) Health and Safety policy communicated and understood by all staff, and displayed at all times</p> <p>k) Clinical and corporate governance policies to be outlined in contracts i.e. clinicians' contracts should outline clinician responsibility to patients, non-clinicians should outline corporate and social responsibility to patient care etc.</p>	<p>Good HR practice</p> <p>Improving Working Lives (IWL) standards (flexible working)</p> <ul style="list-style-type: none"> • Ref: <i>IWL 4a</i> <p>Employment Law & Legislation</p> <ul style="list-style-type: none"> • Ref: <i>Employment Act 2002 (Blackstone's Statutes on Employment Law)</i> <p>Investors in People (IIP)</p> <ul style="list-style-type: none"> • Ref: <i>indicator 4</i> <p>Quality and Outcomes Framework (QOF) organisational indicators</p> <ul style="list-style-type: none"> • <i>Practice Management (D) Management 10</i> <p>Agenda for Change</p> <p>Funding for the impact of A4C was negotiated into the global sum for practice staff and therefore GP practices are being encouraged to take this forward.</p>

Task	Who is responsible*	Checklist question	Additional information
<p>1. Devise a contract for employment</p>		<ol style="list-style-type: none"> 1. Is there an understanding within the organisation of the implications for employers of Agenda for Change? 2. Do all your employees have contracts of employment which include an accurate job description? 3. Are holiday and leave entitlements properly monitored to ensure equity and fairness for all staff? 4. Are all staff and their managers aware of procedures for dealing with grievance and disciplinary matters? 5. Do you have policies in place on equal opportunities? 6. Does the mix of staff in your organisation reflect the local community it serves? 7. Are all your staff aware of their pension rights? 8. If redundancy becomes an issue are you aware of the procedures to be followed? 9. Are all staff aware of your guidelines on Safe Working Practice and Occupational Health, affecting them and patients? 	

5 - Clinical Governance

Task	Evidence	Standards it will meet
1. Ensure safe and consistent clinical practice and professional accountability	1. Clinical Governance audit including CPD forms for all staff especially clinical staff	Good HR practice Clinical Governance Audit standards Clinical Negligence Scheme for Trusts (CNST) NHS Litigation Authority 2002 • Ref: CNST standard 5
2. Appraisals to review performance and set targets for career progression	2. Performance Management system including PDPs for all staff with annual plan for reviews. Examples of Review/Appraisal documentation can be found at http://www.primarycarecontracting.nhs.uk/84.php	Good HR practice Investors in People • Ref: IIP indicator 6 Quality and Outcomes Framework (QOF) organisational indicators • Education and Training (C) Education 3,8,9
3. Vision and values	3. A visioning and values exercise conducted with all staff to gain agreement - if one already exists it should be communicated and displayed at all times.	Good HR practice Investors in People • Ref: indicators 5 & 7
4. Access to training	4. To be incorporated into the Performance Management System (PMS) as part of the Personal Development Plans (PDPs) and appraisal process	Good HR practice Investors in People • Ref: IIP indicator 1 Quality and Outcomes Framework (QOF) organisational indicators • Education and Training (C) Education 3,8,9
5. Skills escalator	5. Ensure staff awareness of the skills escalator for those who consider career breaks - discuss at appraisals	Good HR practice
6. ECDL (European Computer Driving Licence)	6. Set up Individual Learning Accounts to access IT training	Good HR practice

Task	Who is responsible*	Checklist question	Additional information
1. Ensure safe and consistent clinical practice and professional accountability		1. How does your organisation assess the continued safe clinical practice of staff?	
2. Appraisals to review performance and set targets for career progression		2. How would concerns about the clinical practice of a member of staff be acknowledged and addressed?	
3. Vision and values		3. Is a system of annual appraisals in place for all staff and is it used as a basis for staff development?	
4. Access to training		4. How are your organisation's vision and values expressed to staff and shared with them?	
5. Skills escalator		5. How many of your staff have been on training courses in the last 12 months?	
6. ECDL (European Computer Driving Licence)		6. Are you and your staff aware of the concept and operation of the Skills Escalator within the NHS?	
		7. What is the level of computer literacy among your staff?	

6 - HR Strategy

Task	Evidence	Standards it will meet
<p>1. Development of a HR strategy should include the following</p> <ul style="list-style-type: none"> a) outline of HR policies b) acknowledgement of legal obligations c) integration with other organisational policies and strategies d) expected outcomes and measures of success e) learning and development policies for all staff f) staff involvement g) organisational development h) team building i) policies on equality and diversity j) Whistle-blowing procedures. See http://www.dh.gov.uk/AdvancedSearch/SearchResults/fs/en?NP=1&PO1=C&PI1=W&PF1=A&PG=1&RP=20&PT1=Whistleblowing&SC=__dh_site&Z=1 	<ul style="list-style-type: none"> 1. Consultation on HR strategy development with all staff a) All HR policies communicated to staff including Equal Opportunities, Recruitment etc. b) refer to Section 2 c, d) + g) Organisational business plan objectives and links to HR strategy e) PMS, appraisals and PDPs f) Staff briefings and meetings (recommend quarterly meetings) h) Away days for staff (recommended twice yearly) i) Equal opportunities policy to be communicated and displayed at all times j) The Public Interest Disclosure Act 1998 to be communicated to all staff 	<p>Good HR practice</p> <p>IWL Standards</p> <ul style="list-style-type: none"> • Ref: Practice 1a • Ref: Practice Plus 1a <p>Quality and Outcomes Framework (QOF) organisational indicators</p> <ul style="list-style-type: none"> • Education and Training (C) Education 3,8,9 • Practice Management (D) Management 10
<p>2. Workforce Planning and Partnerships - Development of a workforce strategy linked with partner agencies e.g. Prison Service, Private and Voluntary Healthcare Providers, Local Authorities, SHA WD etc.</p>	<ul style="list-style-type: none"> 2. Active participation in local forums relating workforce planning to service planning feedback mechanism in place with local PCT 	<p>Good HR Practice</p> <p>Workforce Planning Framework</p>

Task	Who is responsible*	Checklist question	Additional information
1. Development of a HR strategy		<ol style="list-style-type: none"> 1. Do you have a HR workforce development strategy to support your practice development plan or service development strategy? 2. Does your HR or workforce development strategy link to the PCT strategy and the SHA WD strategy? 3. Are your staff involved in the formulation of HR policies discussed elsewhere in this guide? 4. Do you have a forum for partnership working with staff? 5. What "whistleblowing" procedures do you have? 6. How do you engage with other providers of health and social care in your locality to discuss workforce issues? 	
2. Workforce Planning and Partnerships			

7 - Improving Working Lives

Task	Evidence	Standards it will meet
1. To recognise that modern health services require modern employment practices	1. Employment practices including recruitment policies, remuneration, employment law etc.	Good HR Practice Employment Law & Legislation (see section 2 of this document) Quality and Outcomes Framework (QOF) organisational indicators • <i>Practice Management (D) Management 10</i>
2. Understanding that staff with work/life balance work best for patients	2. IWL communicated to all staff and consultation groups held for feedback	Good HR Practice IWL Practice Standards • generally
3. To accept a joint responsibility with staff to develop a range of working arrangements that balance patients needs and services	3. Staff consultation with comments and suggestions from patients to form better working arrangements	Good HR Practice IWL Practice Standards • <i>Ref: communication and staff involvement section</i>
4. Recognition of staff for delivering excellent patient care and response to needs of the service	4. For example, staff awards and employee of the year awards in recognition of exceptional staff through nominations within the organisation	Good HR Practice Investors in People • <i>Ref: liP indicator 3</i>
5. Providing professional and personal development and training to all staff	5. Access to training courses for staff across all levels	Good HR Practice Investors in People • <i>Ref: liP indicator 1</i> IWL standards • <i>Ref: IWL 6a</i> Quality and Outcomes Framework (QOF) organisational indicators • <i>Education and Training (C) Education 4,8</i>
6. Healthy work/life balance for all staff	6. To build an open and honest culture in the organisation so staff can address work/life balance issues with the appropriate personnel	Good HR Practice

Task	Who is responsible*	Checklist question	Additional information
1. To recognise that modern health services require modern employment practices		1. Although there is no obligation to implement the IWL Standard have you considered what advantages may stem from becoming accredited?	
2. Understanding that staff with work/life balance work best for patients		2. Are all staff in your organisation aware of your policies on flexible working and staff involvement in decisions affecting their work?	
3. To accept a joint responsibility with staff to develop a range of working arrangements that balance patients needs and services		3. Do you and your staff have access to a childcare co-ordinator to act as an advocate for parents?	
4. Recognition of staff for delivering excellent patient care and response to needs of the service		4. Is your working environment and the working environment of your staff safe?	
5. Providing professional and personal development and training to all staff			
6. Healthy work/life balance for all staff			

8 - PCT Support

What support can PCTs give practices on HR issues?

The HR Friend for Practices and Primary Care Providers is a document that outlines all the HR standards a PCT is assessed against. This document can be found on the Primary Care Contracting website www.primarycarecontracting.nhs.uk

The following checklist questions can help practices identify where their PCTs can potentially help and support them with HR issues.

Section 1 - Good HR Practice

Does your PCT have any good HR practice guidelines that you can access?

Section 2 - Employment Law

Do you have access to your PCT's equal opportunity policy, health and safety policy and/or any other regulations that could help you in your practice?

Section 3 - Recruitment

Does your PCT provide you with any guidance on recruitment advertisements?

Can you access this information?

Section 4 - Remuneration

Does your PCT have a reward and pay structure that they could provide you with to help you in your practice?

What methods has your PCT adopted to ensure A4C principles of equal pay are being met? Do you have access to this information and what support have you been given to date?

Section 5 - Clinical Governance

How is the skills escalator used in the PCT?

Do you have access to this information?

Section 6 - HR Strategy

How does the PCT engage partner agencies to develop workforce strategies?

Do you have access to this information?

Section 7 - IWL

Can you access the PCT's IWL audits?

General

Does the PCT produce a newsletter for practices on HR guidance and legislation?

Does the PCT provide an HR function to support primary care practices?

What has your PCT implemented to date on job evaluation in line with A4C and what support have you been offered?

This document, *The HR Friend for Practices and Primary Care Providers*, is aimed at individual primary care practices where HR issues have to be dealt with at operational level. HR responsibility in individual practices can be taken on by Practice Managers or equivalent.

The HR Friend for PCTs - An integrated toolkit is also available from Primary Care Contracting. This is different to *The HR Friend for Practices and Primary Care Providers* because it tackles the day-to-day issues that align to PCT HR objectives. It is a working document and will help guide primary care practices through the challenges that are emphasised in new HR policies and practices currently and in the future.

9 - Resources

List of useful addresses for more information, advice and support

Primary Care Contracting

www.primarycarecontracting.nhs.uk

GMS/PMS Helpline

0845 900 0008

Email: gmspms.queries@npdt.nhs.uk

Primary Care Management Development Programme

(run by the National Clinical Governance Support Team and the National Primary Care Development Team). This will include a module on HR.

Further details: Caroline Pike 07970 836958 or caroline.pike@npdt.nhs.uk

POC Training Ltd

A Personnel Toolkit for Primary Care Providers - templates for letters, procedures, contracts and meeting plans fully updated

contact richardbowden@poctraining.net

AMSPAR

Have 16 guidelines on various aspects of HR

<http://www.amspar.org.uk> Tel: 020 7387 6005

Department of Trade and Industry

Useful for employment in general

http://www.dti.gov.uk/for_employees.html

see also TIGER site for a calculator for maternity and paternity leave entitlements

<http://www.tiger.gov.uk/>

NHS Partners

contact Philip Waite Regional Manager South NHS Partners

Tel: 01275 395454 Mobile: 07769 682467 Fax: 01275 394451

www.nhspartners.org.uk

Improving Working Lives Practice

<http://www.dh.gov.uk/PolicyAndGuidance/HumanResourcesAndTraining/ModelEmployer/ImprovingWorkingLives/fs/en>

Investors in People

<http://www.iipuk.co.uk>

Clinical Negligence Scheme

for Trusts Clinical Risk Management Standards NHS Litigation Authority June 2002

<http://www.willis.com/NHSLA/riskmgtbody.html>

European Charter of Human Rights

(includes fair process in disciplinary procedures etc)

http://www.europarl.eu.int/charter/pdf/text_en.pdf

European Working Time Directive

www.incomesdata.com/brief/wtimedir.htm

For comprehensive information on equality and discrimination legislation please refer to -

www.cipd.co.uk (Chartered Institute of Personnel and Development)

www.eoc.org.uk (Equal Opportunities Commission)

www.drc.org.uk (Disability Rights Commission)

www.cre.gov.uk (Commission for Racial Equality)

Kidner R - Blackstone's Statutes on Employment Law 2004-2005, R Kidner, Oxford University Press, ISBN 0199272964



Glossary of abbreviations

liP	Investors in People
IWL	Improving Working Lives
QOF	Quality and Outcomes Framework
PMS	Performance Management System
PDP	Personal Development Plan
PCT	Primary Care Trust
EU WTD	European Working Time Directive
TUPE	Transfer of Undertakings (Protection of Employment)
CRB	Criminal Reference Bureau
CNST	Clinical Negligence Scheme for Trusts
SHA WD	Strategic Health Authority Workforce Directorate

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Primary care contracting

www.primarycarecontracting.nhs.uk

