Manager's Handbook

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Bwrdd Iechyd Prifysgol
Aneurin Bevan
University Health Board

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How to Use this Handbook

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This Handbook is separated into easy to navigate sections which can be accessed via the [Table of Contents](#).

This Handbook is designed to be interactive – there are hyperlinks throughout which take you directly to our Intranet for internal Health Board information, or to *www.abuhb.wales.nhs.uk* to access information and advice published by other organisations.

NB. Staff should be discouraged from printing this document. This is to avoid the risk of out of date printed versions of the document. The Intranet should be referred to for the current version of this document.

Welcome to the latest version of the Health Board's Manager's Handbook!

I would like to thank all our staff for all their continuing hard work and commitment. We have many strengths across our secondary and primary & community services and our partnership working with social care partners is making a real difference to the lives of our patients and these partnerships will continue to develop. The Board of Directors look forward to working with you and making more improvements for our patients and their families over the coming years.

Nicola Prygodzicz, Chief Executive
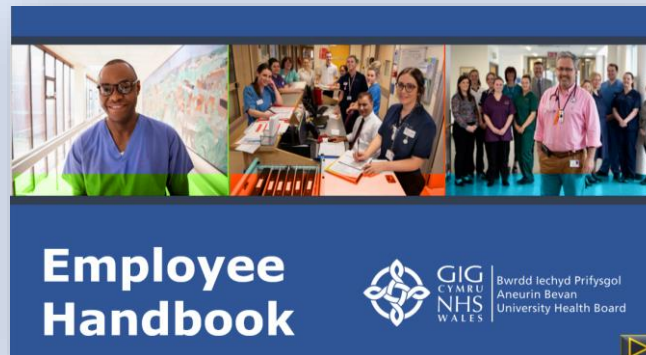
This document has been prepared as a supplementary guide for managers and is to be read in conjunction with the Employee Handbook and site-specific **Hospital Handbooks**.

Purpose and Aims

Welcome to Aneurin Bevan University Health Board (ABUHB)

We want the Health Board to be a rewarding and fulfilling place to work and this handbook is designed to help and signpost you in your managerial role. We know that feeling valued at work has a positive impact on both staff and patients. The Health Board expects high standards of behaviours, treating patients, their families, the public and colleagues with dignity and respect at all times. All staff are expected to carry out their role with dedication and a commitment to the Health Board Values and NHS Wales Core Values and Behaviour Framework.

This interactive handbook has been prepared by the Workforce and Organisational Development (WOD) Department embodying the above core values and behaviours to provide new and existing managers with information about the key policies, services and facilities of Aneurin Bevan University Health Board. It aims to serve as a reference for you throughout your employment as a manager with the Health Board. It is not intended to substitute other Health Board Policies and Procedures, which you will find on the **Health Board's Workforce and OD Pulse page**.

❑ **Welcoming New Starters**

We need to ensure that when new employees are brought into a team, either through recruitment or moving internally within the Health Board, that we support their induction and orientation; ensuring that they feel fully embedded as part of the team.

Managers need to consider how they support new starters and ensure that employees continue to receive appropriate training and induction. Connecting with new starters and ensuring you organise regular 1:1s with your team is important. This encourages an environment in which employees feel that they can ask questions or seek support. Teams can potentially pair existing staff with new starters through a buddy system during their induction period to help settle them in and encourage team working.

Checklist for New Starters – Have they...

✓ Received their ID badge and uniform (if required)?

✓ Logged onto ESR? Received Nadex ID?

✓ Organised Organisational Induction?

✓ Organised Local Induction?

✓ Contacted their line manager?

✓ Confirmed their shift pattern?

Managers are responsible for supporting new starters via this checklist. Managers must ensure that they obtain an ID badge and uniform (as required) for their new starters and existing team members (as these expire), enrol new starters with Payroll to generate their employee number, organise their Nadex ID and password (login details) alongside ESR (Electronic Staff Record) access and organising their Local Induction.

New starters may also seek support to organise their Organisational Induction and any other operational matters required for their role (e.g., access to Clinical Applications, SharePoint folders, Electronic Expenses (for roles that may incur expenses), etc. For more information on how to request the relevant accesses that may be required within your team, please visit of this handbook.

❑ **Employee Wellbeing Service**

One of the NHS Wales Core Principles is we value all who work for the NHS. The wellbeing of our workforce is paramount to delivering effective patient care so we will strive to encourage work satisfaction, and enable employees to feel safe and valued, in the hope of supporting their wellbeing. If employees feel they can talk openly about mental health, problems are less likely to build up. This could lead to less time off for poor mental health and improved morale at work.

As a manager or team leader, your behaviour and decisions will potentially have an impact on the health and wellbeing of the team you lead. Your role includes demonstrating and promoting the importance of the health and wellbeing of team members and creating conditions where the health and wellbeing of your team can be supported.

What are some key things that I could be doing as a manager to promote employee wellbeing?

✓ Bring your "whole self" to work, especially when you are interacting with your team.

✓ Take an active role in accepting responsibility for your own wellbeing and appreciate the impact you have on those around you.

✓ Agree with your team what you **all** understand wellbeing to mean.

✓ Engage your team to take positive steps to improve their wellbeing.

As a manager, you should be approachable and encourage team members to ask for your support if they are having problems with their wellbeing. Keeping in regular contact with your team via 1:1s/catch-up meetings or huddles is important to check how they are feeling, assess their workload and any extra support they may need alongside, if applicable, ensuring that they have the right equipment and support to work at home or other locations.

During these conversations, it is important that you listen carefully, try and identify the cause of any issues (e.g., asking open-ended questions), think about ways to help the employee and provide reassurance that you will support them and signpost them onto the relevant resources/agencies whilst maintaining confidentiality.

If you have concerns about employee wellbeing, the Employee Wellbeing Service is available to support all colleagues across the Health Board. There are a variety of ways the team can support and improve wellbeing. The service is entirely confidential and only takes self-referrals from employees. Referrals from managers or Occupational Health are not accepted so you are able to signpost and support your staff to self-refer. For more information on how to make a self-referral, please visit: **Employee Wellbeing Self-Referrals**

The Employee Handbook (pages 30-37) also sets out the various support available for staff at work. Please familiarise yourself with the differing options as you may need to direct your staff to the resources available, especially the Financial Wellbeing information. For further information, please visit: **Employee Wellbeing Service**

❏ **Supportive Relationships - Leading with Compassion**

A core element of the Parliamentary Review and A Healthier Wales' Quadruple Aim is to deliver an inclusive, engaged, sustainable, flexible and responsive workforce in Health and Social Care. Its importance is supported by an increasing body of evidence, which correlates the inclusion, wellbeing and engagement of the workforce with the quality of health and care experienced by the people we serve.

Our managers have a key role to play in creating a compassionate culture, and often the relationship between manager and employee is cited as the major influencing factor in day-to-day employee experience.

Compassionate leadership involves a focus on relationships through careful listening to, understanding, empathising with and supporting other people, enabling those we lead to feel valued, respected and cared for, so they can reach their potential and do their best work. There is clear evidence that compassionate leadership results in more engaged and motivated staff with high levels of wellbeing, which in turn results in high-quality care. For more information, please visit the following link: **Kings Fund – What is Compassionate Leadership?** HEIW have a series of resources to help orient you on what compassionate leadership is, and their ambitions for **Wales' Health and Social Care culture**.

We each have a role to play in creating successful teams, this is agreeing clear, attainable objectives and supporting each other through regular dialogue to meet these. There is a process in place for recording our contribution through the Personal Appraisal Development Review cycle.

❏ **Holding Personal Appraisal Development Reviews (PADRs)**

The Health Board is committed to developing its employees. The Personal Appraisal Development Review (PADR) process is an ongoing cycle of 1:1 meetings between a Reviewer (Manager) and Reviewee (Employee) to provide regular constructive feedback, discuss personal performance, wellbeing and provides an opportunity to discuss strategic team and divisional/department direction with these conversations being formally recorded as the annual PADR.

Managers, Supervisors and Team Leaders are responsible for ensuring that PADRss are undertaken within their area and to encourage meaningful PADR and a positive experience. It is therefore a mandatory requirement that all staff have an annual PADR with the setting of objectives that need to be jointly agreed in the coming year in line with guidance from the **NHS Wales Pay Progression Policy**. Managers must record these discussions using the **PADR Document** and once completed upload to the employee's Electronic Staff Record (ESR).

As part of the PADR process, managers are responsible for and required to open a Pay Step for eligible employees to ensure that they receive their pay affecting increments in line with the **NHS Wales Pay Progression Policy**. A **Pay Progression Toolkit** has therefore been developed to support managers with this process.

The Health Board recognises that our employees are fundamental to the successful delivery of our services.

There are numerous laws and regulations which determine the nature of the relationship between an employee and his/her organisation. They are intended primarily to ensure that everyone is treated fairly and equitably. They also exist to ensure that the treatment of employees is based primarily on their job performance. Common types of activities guided by the laws and regulations are, for example, recruitment, disciplinary, discrimination and harassment, and wrongful termination.

The Health Board has in place a variety of Workforce Policies, which have been agreed in consultation and partnership with our Trade Union colleagues. These policies have been developed to offer support to our employees and outline the standards that people are expected to work to.

Workforce Policies and Procedures

The Employee Handbook (pages 25-29) provides an overview of the key Workforce Policies and Procedures in place which are most commonly queried by employees and managers. Supplementary to this, the Manager's Handbook aims to provide you with more detail of the common queries that you may receive within your role and how to effectively deal with these.

All managers should familiarise themselves with the Health Board Policies and Procedures as part of their induction into the workplace by accessing the Workforce and Organisational Development Policies Page via Pulse: **Policies Home Page**. The next few pages contain some useful information relating to the most regularly used policies.

Professional support is always available from the Operational Human Resources (HR) Team for both managers and staff on a wide range of people management issues. For more information, please refer to the HR intranet pages: **Operational HR** and **HR Toolkit**. To contact the team, please log a call via the **Operational HR Helpdesk**.

❑ **Procedure for Consultant Job Planning**

The Employee Handbook covers Consultant Job Planning (page 25) and it's importance as a key mechanism to help ensure the wellbeing of consultants whilst supporting the delivery of the Health Board's objectives and expectations in a fair and transparent way. Managers must be aware that job planning must take place annually as part of each consultants contract of employment and ensure that their job plan aligns to the needs of the service. Divisional Directors and Divisional Managers have a responsibility to ensure that Consultants and SAS Doctors receive an annual job plan which is based on service requirements. These are currently being sent via email to **AB_JobPlanning@wales.nhs.uk** until the relevant E-System comes into play (due to be implemented in 2023). Out of compliance job plan reports are to be sent monthly to the Health Board's Medical Director.

Managers are responsible for:

✓ Delivering the annual job planning cycle within the speciality to ensure that each doctor has a current and agreed job plan in place.

✓ Ensuring the principles of team job planning are applied and job plans are transparent within the directorate.

✓ Ensuring the annual job planning cycle within the speciality is based on the procedure and in line with the All Wales Guide to effective job planning.

✓ Ensure all job plans are based on service requirements.

✓ Escalate any risk/concerns in delivery to the Divisional Director/General Manager.

✓ Analyse any evidence previously requested to support effective job planning (e.g., diary exercises).

Procedure: **Procedure for Consultant Job Planning**

❑ **Flexible Working Policy and Guidance - Balancing Work & Personal Life**

The Health Board recognises the need to enable staff to make a full contribution to work at different stages of their working lives. As a manager, you may receive an application for 'Flexible Working Options' from your team alongside potential requests to purchase additional annual leave.

Policy: **Flexible Working Policy and Guidance - Balancing Work & Personal Life**

❑ **Annual Leave Policies**

As a manager, you will need to be aware of your responsibilities in managing annual leave requests via ESR and if applicable, Health Roster (further information about these systems can be found on **page 23** and **page 24** of this handbook).

For **Consultant and Senior Medical and Dental Staff**, entitlement to leave is governed by the **Terms and Conditions of Service for Hospital Medical and Dental Staff**. For further information on how to manage these requests, please refer to the **Annual Leave Policy for Consultant and Senior Medical and Dental Staff**.

For **Non-Medical and Dental Staff**, entitlement to leave is managed via the **Annual Leave and Statutory Holidays Policy for Non-Medical and Dental Staff**.

❑ **Special Leave Policy**

There may be instances where members of your team may request special leave to cover their absence at work. The Special Leave Policy aims to aid managers in supporting staff to balance the demands of domestic and work responsibilities at times of urgent and unforeseen need.

The situations that the policy is intended to deal with are: emergency carers and dependant leave, unexpected crisis leave, bereavement leave, time off for public duties, jury service, reserve and cadet forces and attending job interviews. Leave granted under this policy is not intended for long term of foreseeable domestic and family situations, which may be provided for in other ways.

As a manager, you may be faced with the above situations and a **toolkit** has been created to support you in providing advice and guidance on the application of special leave as defined under the NHS Terms and Conditions of Service. You will be able to download the relevant forms and access 'Frequently Asked Questions' relating to special leave.

Policy: **Special Leave Policy**

❑ **Study Leave Policy**

There are various education and development opportunities available to employees and as a manager, you may receive requests to support an application for further study as part of the Personal Appraisal Development Review (PADR) process. Your team may further enquire and apply for study leave and it is important to refer to the relevant policies in order to be able to manage these applications. ***Please note, Medical and Dental staff have a separate recording mechanism for study leave which is not covered under this policy.***

Policy: **Study Leave Policy**

❑ **Risk Assessments for New and Expectant Mothers in the Workplace**

There may be circumstances as a manager, where an employee that you line manage notifies you that they are pregnant or the time has arrived for an employee to return from their maternity leave. It is therefore important that you are aware of your responsibilities as their line manager to ensure new and expectant mothers stay safe in the workplace.

In addition to the normal risk assessment in respect of infection hazards in the workplace that applies to all employees, it may be necessary to adopt extra control measures to ensure the health and safety of pregnant workers and new mothers. Advice should be sought from the **Occupational Health Department** of a member of the **Infection Prevention Team**.

Policy: **Pregnancy Infection Risks – Special Hazards to New and Expectant Mothers**

❑ **Maternity and Adoption Leave Policy**

In accordance with current Government legislation and NHS Terms and Conditions of Service, the Health Board has set out the maternity leave, and adoption leave provisions for eligible staff. All eligible employees have maternity or adoption leave rights irrespective of hours of work or length of service. Maternity and Adoption Pay entitlements are dependent on length of service.

As a manager, there may be instances where you will have to provide advice and support in relation to maternity or adoption leave. A useful **toolkit** (containing the relevant policy, key forms, FAQs and a maternity entitlement calculator) has been created to support managers in the first instance.

Policy: **Maternity and Adoption Leave Policy**

❑ **Paternity Leave Policy**

In accordance with current Government legislation and NHS Terms and Conditions of Service, the Health Board has set out the paternity leave provisions for eligible staff. All eligible employees have paternity leave rights irrespective of hours of work or length of service. Paternity Pay entitlements are dependent on length of service.

As a manager, you may receive notification from an employee that you line manage expressing their intention to take paternity leave. There may be instances where you are required to provide advice and support in relation to paternity leave for an employee. A useful **toolkit** (containing the relevant policy and FAQs) has been created to support managers when dealing with paternity leave queries.

Policy: **Paternity Leave Policy**

❑ **Other Parental Leave Policies**

There are other parental leave policies of which you may need to be aware of as a manager:

Shared Parental Leave Policy

Shared Parental Leave (SPL) enables eligible parents to choose how to share the care of their child during the first year of birth or adoption. All eligible employees have a statutory right to take SPL and there may also be an entitlement to Statutory Shared Parental Pay or Occupational Shared Parental Pay.

Policy: **Shared Parental Leave Policy**

Unpaid Parental Leave Policy

The right to **unpaid** parental leave will apply to any employee with 12 months' continuous service in the NHS. It will allow employees who have nominated caring responsibility for children born or adopted under the age of 18 to take parental leave to care for that child. Parents will be able to start taking parental leave when the child is born or placed for adoption, or as soon as they have completed one year's service with their employer, whichever is later. Normal annual leave entitlements will not be affected by any unpaid parental leave arrangement.

Leave within this policy is given in conjunction with the Health Board's other leave policies. For example, individuals who qualify for Unpaid Parental Leave may also take Maternity Leave, Shared Parental Leave, Paternity Leave and Special Leave, if relevant circumstances arise.

Policy: **Unpaid Parental Leave Policy**

❑ **Putting Things Right Policy – Management of Concerns**

There may be instances where employees wish to voice a concern where the interests of others or the Health Board are at risk. As a manager, it is important that you are aware of how to signpost employees to the relevant policies and reporting mechanisms to raise concerns.

For further information on how to raise a concern, please visit: **Putting Things Right – Complaints**.

For general enquiries and to share your comments about Putting Things Right, please contact the team via email at **PuttingThingsRight.ABHB@wales.nhs.uk**

❑ **Organisational Change Policy**

There is a need for the Health Board to continuously review the services it provides to meet the needs of our stakeholders and achieve strategic objectives. In order for this to be effective, a process of organisational change is inevitable. The Policy applies to any change or alteration to the services provided by the Health Board which has significant implication for staff employed by the Health Board.

As a manager, you may be involved in organisational change and have queries about the Organisational Change Process. Please refer to the policy for further information.

Policy: **Organisational Change Policy**

❑ **Respect and Resolution Policy**

We seek to ensure that all employees have access to a policy to help deal with any requests for resolution relating to their employment fairly, constructively and without unreasonable delay. We aim to encourage fairness and positive relationships within the workplace and prevent bullying, harassment and any form of unacceptable behaviour. This Policy aims to support employees and managers to work together to resolve any issues and conflict constructively and quickly.

Some **'Frequently Asked Questions'** have also been developed to support managers to understand and implement the Policy.

Policy: **All Wales Respect and Resolution Policy**

Workforce Policies and Procedures *Cont.*

❑ **Managing Attendance at Work Policy**

Managers are required to support effective absence management ensuring that all staff are managed fairly and consistently in a supportive working environment, which encourages good communication and takes into account individual circumstances where necessary. The policy aims to support the health and wellbeing of employees in the workplace, support employees to return to work following a period of sickness absence safely and as quickly as possible and support employees to sustain their attendance at work.

Policy: **NHS Wales Managing Attendance at Work Policy**

Supplementary to this Policy, an **Information Pack** has been developed to further support managers. This contains useful letters and assessment documents alongside flowcharts to take you through each step of the process.

Occupational Health are also available to support staff when they area at work, absent from work and when returning to work. More information on Occupational Health can be found in the Employee Handbook (page 34) and the **Occupational Health intranet pages**.

❑ **Capability & Disciplinary Policies**

Managing the performance of your team is an integral part of the managerial role.

It is important that managers know the difference between capability and disciplinary issues. A capability issue is where an employee is incapable of following policies and procedures whereas, disciplinary issues concern staff who fail to meet standards of conduct set out in this and other Health Board policies.

Policies: **Capability Policy and Procedure** & **Disciplinary Policy and Procedure**

❑ **Communications**

Email bulletins are used to deliver important messages that need to reach all staff urgently. Managers should make sure all staff receive such bulletins, particularly managers of staff without regular access to a computer. For further information, please refer to: **Communications and Engagement Strategy 2023-26**.

Supporting Your Team at Work

❑ **Staff Benefits and Salary Sacrifice Schemes**

As a manager, you may be asked how the organisation can support members of your team. For most of the salary sacrifice schemes, you will receive a request from the employee applying to participate in the relevant scheme. As their line manager, it will be your responsibility to sign off these schemes to ensure the employee meets the relevant criterion, confirm their employment status and identify any other extenuating circumstances relevant to their application (e.g., disciplinary or absence status).

❑ **Work Based Apprenticeship Qualifications**

As a manager, you and your team may wish to seek opportunities to develop at work. If your team apply to study any available qualifications, you as their line manager will need to consider and approve their application and the impacts on their role/service provisions. You may also need to discuss the options available with the employee and ACT Co-Ordinator to ensure that a suitable course is selected and consider the requirement of any study leave. More information relating to Study Leave can be found in the **Study Leave Policy**.

❑ **Supporting Working Carers**

A carer is someone who spends time providing unpaid support to a family member, partner or friend. This could be caring for someone who is ill, frail, disabled, has learning disabilities or has a mental illness, substance or alcohol misuse problem. A carer can be any age. They need not necessarily live in the same house or area as the person they care for. The caring may be practical or emotional.

As a manager you may have employees within your team that are working carers. The Health Board is committed to supporting working carers to remain in or return to work ensuring valuable skills are not lost and will endeavour to support employees who juggle work with care to work flexible hours or take time off. It is therefore important that all managers are aware of the support available for working carers. There are a number of policies already accessible to support staff who may require time off to be carers. Supporting policies include: **Special Leave Policy** and the **Flexible Working Policy and Guidance – Balancing Work & Personal Life**. The Health Board also has a carer's team who are a central contact for delivering support for carers. Further information can be found via **Carers Team Home Page**. You can also obtain additional support from **www.carersuk.org** and **www.carerswales.org**

❑ **Reasonable Adjustments**

Under the **Equality Act 2010**, the Health Board must make reasonable adjustments to make sure workers with disabilities, or physical or mental health conditions, are not substantially disadvantaged when doing their jobs. This applies to all workers, including trainees, apprentices, contract workers and business partners. For more information on employers' obligations and how they can meet them, please visit: **Equality and Human Rights Commission**

Developing Your Management Skills

❑ **Workforce Planning**

Workforce Planning is the process of designing, developing and delivering the future workforce. It is essential that the Health Board's workforce is effectively advanced to meet the changing and progressive needs of future healthcare services and delivery and is able to meet the challenges of our Clinical Futures Strategy.

The **IMTP 2022-2025** provides additional information on Workforce Sustainability & Transformation and gives examples of transformational programmes to support any future reviews of workforce models. Additional information is available through the **People Plan 2022-2025 - Putting People First** which centres on having people with the right skills, expertise, in the right place and with the right capacity to deliver the health and care needs of our population.

Workforce sustainability requires focus on skill mix, development of new roles, extended roles and maximising the contribution of the unregistered workforce. The Workforce Planning team will continue to utilise new workforce models and expand these to new services and settings. Sitting alongside this will be a new Health Care Support Worker Strategy addressing issues across both health and social care.

❑ **Workforce Planning Training**

The Workforce Planning Team can facilitate 'Workforce Planning Workshops' which can provide managers with the opportunity to advance their skills and knowledge. Offering expert support, these sessions will not only enhance individuals understanding of workforce methodology, tools and resources but will support advanced thinking and workforce transformation.

Please contact the **Workforce Planning Team** to enquire about future dates and any support and guidance required in relation to Workforce Planning.

Additional support and resources in respect of Workforce Planning are available through Health Education and Improvement Wales (**HEIW**). HEIW is the strategic workforce body for NHS Wales and who are able to offer support with strategic and specialist workforce issues.

Further workforce resources including toolkits can be obtained from both our **Intranet Pages** and the Health Education and Improvement Wales page: **HEIW Workforce**

HEIW's toolkits support effective workforce planning at all levels of the Health Board from individual teams, departments, through to clusters or whole service. They will help you to create a sustainable workforce, prepare for future changes, identify and plan for any workforce gaps whilst managing risk and exploring new innovative workforce opportunities.

Developing Your Management Skills *Cont.*

❑ **Leadership and Management Tools and Courses**

As a manager, you may need to gain new skills or continue to update your existing skills to ensure that you can effectively manage resources, lead teams, deal with the day-to-day deployment of staff and any other issues that may arise.

There are various resources available to support you via the Organisational Development Pulse page:

✓ **Leadership and Management Framework**

✓ **People Performance Management Toolkit**

✓ **Academi Wales**

✓ **Gwella HEIW Leadership Portal for Wales**

✓ **Value-Based Health and Care Executive Education**

There are also some **internal and external courses** available for managers based on their specific role requirements:

✓ Leadership and Development Programme (formally known as Learning to Lead and Taking the Lead) – This is aimed at new and aspiring managers, supervisors and team leaders who are looking to learn about leadership and management.

✓ Apprenticeship in Management and Team Leading ILM (Levels 2-5)

✓ 360 Feedback

✓ Various external courses – Edward Jenner Programme, School for Change Agents, Personal Learning Accounts and the University of South Wales

If you would like further information regarding what is available to you and members of your team, please contact the Organisational Development Team via email at **ABB.ODQueries@wales.nhs.uk**

There are many electronic systems widely used across the Health Board by managers to support them in the management of their teams and staff. As a manager, it is useful that you are aware of the systems you may be required to use on a regular basis.

❑ **Change, Enrolment and Termination Forms**

All managers should complete a **Staff Enrolment Form** for any new members of staff on the first day of their employment with the Health Board. For internal moves, a change form can be completed by the staff members' new line manager.

You should **always** submit Change Forms to Payroll Services for a change of staff grade, role, base and cost code or budget.

If you have Manager Self Service responsibilities you can terminate staff who are leaving the Health Board via ESR. This process should be initiated as soon as the employee provides written notice and not left until the date the employee is due to leave their post. In some instances, termination via ESR will not be possible (e.g. internal moves, staff with multiple postings, etc.) and a **Termination Form** will need to be completed. A useful **End Employment Flow Chart** has been developed to support managers and supervisors. Staff should also be signposted to **exit questionnaires** upon termination.

All **fully completed and authorised** forms should be scanned and e-mailed to **Payroll.Services@wales.nhs.uk** for processing.

Some changes can be made via Manager Self Service also. Please refer to the **ESR Self Service for Managers/Supervisors and Administrators Guidance** for more information.

There is also **training** available via ESR for Manager Self Service (please visit the 'My Learning' section and search for 000 ESR Manager Self Service).

❑ **E-Rostering (excludes Medical and Dental Workforce)**

E-Rostering aids the management of the workforce. These systems help managers to roster staff more effectively to ensure the Health Board fully meets its service requirements promoting equality and efficiency whilst reducing errors with timesheets and ensuring staff are aware of their shift patterns in advance.

The systems currently in use across the Health Board are Optima (Health Roster), SafeCare, Allocate Me and BankStaff. These are also available as applications for use on most mobile/tablet devices. If you are required to utilise these software's within your area of work, the E-Systems Team have developed a series of **FAQs** and **Guides** to help with all aspects of E-Rostering.

As a manager, it will be your responsibility request user access for your team for any rostering systems they are required to use within their role. The relevant forms to request access can be found via the following link: **E-Systems Forms**. The E-Systems Support Team can offer support to employees and managers, please log a call with the team via their **Helpdesk** or call 01633 492480 with any queries.

Safe Care

SafeCare is a national system for use within Wales, introduced by the Welsh Government to aid in the consistent collection and reporting of data across NHS Wales for the Nurse Staffing Levels (Wales) Act 2016 and forms part of the E-Rostering systems.

SafeCare is an additional ward management tool designed to assist with patient safety through acuity-based daily staffing. The system will enable effective management of safe staffing levels that are matched to patient demand, to help reduce and avoid over and under staffing across the organisation.

Live visibility of staffing provides key metrics to help managers operationally make decisions on resource, making it easier for managers to be responsive to the changes in demand or staffing availability.

SafeCare empowers site managers, divisional/senior nurses, ward managers and charge nurses to flex resources as necessary to make the best possible use of our substantive staff and safeguard patient safety.

SafeCare functionality includes patient census period where patient acuity is recorded and monitored against staffing level visibility, attendance monitoring, redeployment of staff between wards, bank and agency usage including prompt signing off bank and agency timesheets.

❏ **Electronic Staff Record (ESR)**

ESR is an integrated Recruitment, HR, Payroll and Learning Management System used by Aneurin Bevan University Health Board.

Managers with Supervisor/Manager Self Service access are able to use ESR to record absence (including annual and other forms of leave), record property (e.g., equipment such as laptops, etc.), make changes, record flexible working patterns, record PADRs, review and update qualifications, review professional registrations and run reports using Business Intelligence (BI). Staff with Administrator Self Service access to ESR can also action the above (apart from recording PADR), however, any changes that are pay impacting will go to the Manager (budget holder) for final approval.

ESR BI enables NHS Managers and Supervisors to performance manage their workforce and view the compliance of key workforce data via a suite of reports.   It provides a picture of your workforce to show: staff in post, workforce profiles, potential retirements due and a talent and skills profile. ESR BI is accessible to staff with Administrator, Manager and Supervisor Self Service responsibilities. Useful guidance can also be accessed via **BI Reporting (ESR)** to support managers to efficiently manage their teams.

Several guides alongside useful **FAQs** have been developed to support managers to utilise ESR to its maximum abilities. Please refer to the **ESR Self Service for Managers/Supervisors Guidance** for further information.

All new Health Board staff will require access to ESR. Managers are therefore required to request this access by completing an **ESR Application Form**. All completed forms should be logged via the **E-Systems Support Helpdesk** for processing.

The E-Systems Support Team can offer support to managers with ESR and BI training alongside rostering queries. Please log a call with the team via their **Helpdesk** or call 01633 623455 with any queries.

❏ **Expenses Claims**

An employee who is required as part of their employment to undertake business travel should be financially reimbursed for mileage costs incurred as part of that employment responsibility. Managers/supervisors, therefore, may be required to approve travel expenses in line with the **Mobility and Expenses Policy**.

As a manager, you may need to approve expenses as a signatory. Your authorisation will be set up via your account in accordance with the Authorised Signatory Levels. For further information on approving expenses via **Electronic (Assure) Expenses**, please contact the **Expenses Support Helpdesk** or call NWSSP expenses on 02920 903908.

❑ **NADEX ID**

As a manager, it is your responsibility to ensure all new starters have an active NADEX ID once they have been enrolled as a staff member. To request a new NADEX ID, please complete the following steps:

- Access the **ICT Portal Seren**

- Select '**Raise a Ticket'** and complete all relevant fields. *Please note, mandatory fields will be clearly identified and failure to complete all relevant details will result in your call being rejected.*

- If you are unable to log a call via Seren, you are also able to contact the ICT Department via telephone:

  - Internal calls (from a Health Board phone only) – extension 55000 (option 1)

  - External calls – 01495 76500 (option 1)
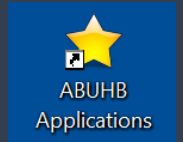
All IT systems can be access via the ABUHB **Star Applications** page which gives staff access to and an explanation of the various apps used, for example, **E-Systems home page**, **E-expenses, Clinical Work Station (CWS)** and the **ICT Portal Seren** to request an email address or SharePoint access.

❑ **Network Access**

As a manager, if your staff member/team members require VPN access, you must log a further call using the **ICT Portal Seren** for 'VPN Access'. Once the access has been set-up, ICT will provide the requesting manager and the staff member with the new access with information on how to activate MFA. This is usually via the Microsoft Authenticator App, text message or phone call where a unique code is produced and is required to log-in when using a VPN connection.

A **useful guide** has been created by the ICT Department to support staff and managers to use VPNs and MFA.

❑ **Job Evaluation**

As a manager, you may need to create a new role within your team or respond to a request for re-evaluation of an existing post. To prevent any delays in recruitment, sufficient time must be given to the job evaluation process. Only once this process has taken place can posts be advertised via Trac Jobs.

A **Job Evaluation Process Flowchart** has been developed for managers to understand the steps that need to be undertaken in relation to job evaluation for new posts and also existing posts. In addition to this flowchart, there are two policies of which managers should familiarise themselves with: **Banding of New Posts Policy** and **Re-evaluation of Existing Posts Policy**.

All Wales Guidance has also been released with useful tips and tricks to support managers to write a job description. All posts whether new or existing must be presented in the **specific job description template** which supports job matching against 16 key factors; this template is also available in **Welsh**.

❏ Recruitment

Trac provides managers with the ability to facilitate a simple, intuitive short listing process with customisable shortlisting criteria. The system provides automated interview packs and interview outcomes, employer specific conditional and unconditional offer letters and contracts which are built into the system, 24/7 accessibility to check the status of recruitment and automatic weekly update reports.

Recruiting managers who require a Trac login will need to contact the Recruitment Helpdesk on 02920 905353 so an account can be created. You will then receive an email containing instructions on the next steps to activate your login.

Help and guidance links for TRAC recruiters can be found by clicking on the link: **Trac Recruitment System Guidance**. A useful pack has been made to support recruiting managers to conduct their recruitment processes via Trac. Please visit the following link for further information: **Recruiting Managers Pack**. There is also further supporting information available for managers recruiting for Medical and Dental posts. Please visit: **Trac Information and Process for Medical and Dental Recruitment**.

Please note, following the recent staff briefing, one of the targeted measures to be implemented is the review of non-clinical vacancies (Agenda for Change Band 7 and higher). This means that approval from the Executive Team will be required to proceed to recruitment for these vacancies. As recruiting manager, you will be required to complete an Executive Vacancy Scrutiny Form and obtain authorisation from the Authorised Line Manager/Budget Holder, Finance Business Partner and Divisional Director or General Manager. For further information on the next steps for submission and actioning, please refer to the following Pulse page: Executive Review of Non-Clinical Vacancies (Agenda for Change Band 7 and Higher)

❏ Ad-Hoc Locums

For a doctor to work as an ad-hoc locum within the Health Board, they must be registered with the Health Board as an ad-hoc locum. This is co-ordinated by the Medical Recruitment Team and the local Medical Staffing Officers have access to the register. As a manager, if you have any queries relating to Ad-Hoc Locums, please read the **Use of Medical & Dental Locum and Agency Staff Policy** and contact the **Medical Recruitment Team** for more information.

❏ Overtime/Additional Hours

As a manager, you may be required to authorise the use of overtime/additional hours within your area, when you consider that additional cover is required to maintain safe services and continuity of care. In these circumstances, you should request and approve the additional hours and ensure these are recorded correctly to enable the staff member to be paid appropriately.

INNOVATION, TEAM WORKING, PERSONAL DEVELOPMENT

❑ **Resource Bank**

Protocol for Booking Bank and Agency Clinical Staff

Substantive employees and student nurses are able to fast track onto the Staff Resource Bank to work additional shifts. The Staff Resource Bank are only able to fast track employees onto the bank into the speciality that they are currently employed within (i.e., facilities to facilities, nursing to nursing, clerical to clerical).

As a manager, you may need to authorise the booking of Bank Staff to avoid any shortfalls in your area. There is both a Nursing (including Health Care Support Workers) and Clerical Bank. The Resource Bank have developed some useful **guides** of which managers must familiarise themselves with if booking bank staff within their areas.

More general information on the Resource Bank can also be found on page 46 of the Employee Handbook.

If you have any queries relating to bank staff, please contact the Resource Bank on 01495 745805 or visit their Pulse pages: **Resource Bank**. Further information regarding the on-the-day reporting of Agency Workers and Bank Staff on each site can be accessed via the site-specific **Hospital Handbooks**.

❑ Working Time Regulations

The Working Time Regulations require each employee to inform their employer of any additional work that they undertake, either within the Health Board or outside in other roles. As a manager, this should be disclosed to you upon enrolment and clearly identified on the new staff member's enrolment form.

Staff have the right not to work more than 48 hours per week, averaged over a reference period of 17 weeks. Employees can however consent to work more than 48 hours, averaged over the reference period. A Personal Employment Statement (Part A) and opt-out agreement form (Part B) will need filled in by the employee making the request and signed by both their line manager and Department Head. Both forms can be found in Appendix 1 of the **Working Time Policy (including Medical & Dental Staff not in Training Posts)**.

When considering an opt-out request Managers and Supervisors have a responsibility to:

✓ Protect as far as is practicable the health and safety of all employees, patients, others receiving health care and the general public.

✓ Ensure that staff undertake their work within acceptable shift patterns and break arrangements.

✓ Maintain adequate records to monitor compliance and any variations to the regulations, including 'opt-out' agreements, locally agreed variations and subsequent compensatory rest periods. This documentation should be recorded and logged in the employees' personal file and any other relevant electronic systems of work.

✓ Monitor hours and patterns of work.

The opt out agreement can be set for a period of time or an indefinite period and each worker will be expected to give one month's notice of any change. The maximum average hours to be worked over the 17 week reference period should not exceed 60.

❑ **Payroll**

There are many instances as a manager where you may need to contact Payroll or signpost your staff to get in touch. Payroll and Pensions are provided by NHS Wales Shared Services Partnership (NWSSP). They operate a helpdesk Monday to Thursday 8.30am to 4.30pm and Friday 8.30am to 4.00pm. Alternatively, calls can be logged with the helpdesk by either telephone 02920 903908 or email: **payroll.services2@wales.nhs.uk** *Please note, it is essential that you have the staff members assignment number available when calling with/logging your query*.

In some instances, you may be required to send documents via the post to Payroll. In these circumstances, please forward these documents to the following address: ABUHB Payroll Services Team, 4th Floor, Companies House, Crown Way, Cardiff CF14 3UB.

For more information please visit: **NHS Employment Services Payroll Enquiries**

❑ **Pensions**

Following the Government's Workplace Pension Reform, all eligible staff will be automatically enrolled into a workplace pension from their date of commencement with the Health Board.

Staff can opt out of this scheme by completing an opt-out form. This form must then be sent to Payroll Services by their line manager with the staff members' completed enrolment form to avoid any delays.

Staff who are excluded from joining the NHS Pension Scheme will be automatically enrolled into NEST – the National Employment Savings Trust unless they indicate otherwise by completing an opt-out form (**available online from the NEST website**).

For further information regarding Pensions, please visit: **NHS Pensions**

❑ **Budget Holder Responsibilities**

The Health Board has a statutory obligation to manage its services within its delegated funding allocation. As an employee of the Aneurin Bevan University Health Board, you may be given delegated budgetary responsibility for a certain area within the organisation. As a budget holder you will be expected to manage the services you control within the funding approved.

The Health Board have developed some standing financial instructions, which detail the financial responsibilities, policies and procedures of the Health Board of which you may find useful as a Manager/Supervisor. They have been designed to ensure that the Health Board's financial transactions are carried out in accordance with the law and with Welsh Government policy in order to achieve probity, accuracy, economy, efficiency, effectiveness and sustainability. They should be used in conjunction with the Schedule of Decisions Reserved to the Board and the Scheme of Delegation the Health Board have adopted. Budget holders should familiarise themselves with the relevant procedures and policies for their area of responsibility.

The Finance department offer a wide range of support to budget holders through their **Divisional Business Partner Accountant Teams** and corporately for more technical support.

The following link takes you to the Health Board's Finance department website, which contains copies of all the Health Board's standing financial instructions and financial control procedures and also details of the key contacts: **Finance**

In addition, the Finance department undertake a variety of training programmes for budget holders and managers. Please contact your Divisional Business Partners for details of these programmes.

As a manager, you should be knowledgeable of the Equality, Diversity and Human Rights Policy and apply the aims, principles and values to ensure that all your team are treated fairly.

Managers should lead by example, ensuring equality of opportunity and fostering good relations between people who share a protected characteristic.

You should take steps to meet the needs of any of your staff from protected characteristic groups where these are different from the needs of other staff. For example, meeting with disabled staff members and agreeing the reasonable adjustments required to help them with their job.

As a manager, it is important that you ensure that training and career opportunities across your team are free from discrimination and when you assign work, you do this fairly and consistently, taking into consideration the circumstances of each individual team member.

We all deserve a workplace where we are respected and supported; where positive behaviours are encouraged, modelled and appreciated; where poor behaviours including bullying are addressed, not tolerated; and where staff are supported to safely challenge negative behaviour. Managers are expected to take a zero-tolerance approach to any intimidation, bullying or harassment recognising that all staff are entitled to a working environment that promotes dignity and respect for all. The **Respect and Resolution Policy** details both the informal and formal ways that can be adopted to resolve such issues.

❏ **Equality Impact Assessments**

The Equality Impact Assessment (EqIA) process encourages the Health Board to recognise that people are different and to look at our plans from different perspectives. We do not set out to discriminate, for our employees to have poor experiences of our workplaces, or for patients to have poor experiences of our service, but that can be the results when Health Board's do not think about the difference at the start.

The EqIA process aims to identify where a policy or service may have a negative impact on an individual or particular group of people and then to develop action plans to address them. As a manager or someone who is involved in a service, policy or function development, you may be required to complete an EqIA and should be familiar with the **process**.

❏ **Equality Monitoring**

In order for ABUHB to measure our effectiveness in equalities, data is drawn from ESR. Managers should encourage everyone in their team to complete the equalities section of their own account on the system.

This information is provided voluntarily, but is treated in the strictest confidence and enables overall data to be used for monitoring, reporting and taking organisation-wide actions to improve equality, diversity and inclusion at ABUHB.

❏ **Staff Diversity Networks**

The Health Board has several **staff networks** which provide staff with an opportunity to input into services, policy and support needs, usually meeting virtually via Microsoft Teams each month. Each staff network will be open to all staff, those with protected characteristics and allies; with a safe space session available every three months.

Managers should be aware of our staff networks and signpost staff to the groups, where appropriate. For more information, please visit: **Equality, Diversity and Inclusion**
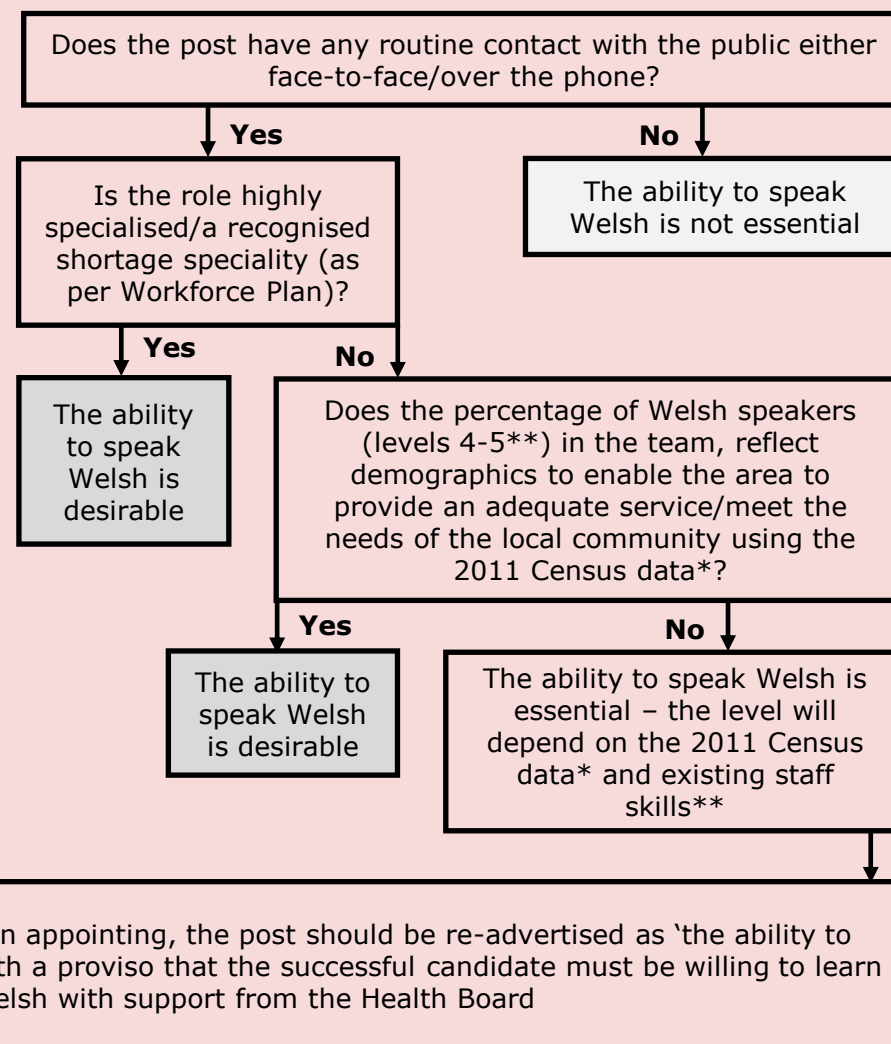
Welsh Language Requirements

❑ **Recruiting New Staff**

To ensure that Welsh Language skills levels for posts and teams are set consistently and allow us to achieve the goal of providing exemplary bilingual services, a simple determination matrix has been developed in collaboration with the Human Resources Team and in consultation with Health Board staff and the Welsh Language Team. The matrix allows Heads of Service to assess the Welsh Language skills requirements for individual posts considering the language skills of the team and the service. The matrix should be used to populate and update the individual service area Language Plans.

Welsh Language Matrix

Level 1	Level 2	Level 3	Level 4	Level 5
Can show linguistic courtesy by opening and closing a conversation. Can give and receive personal details. Can say place names/first names or Welsh Signs correctly.	Can understand the essence of a request from the public and respond to simple requests. Can give and receive instructions and directions.	Can converse partly in Welsh but turns to English in discussion and to give detailed information. Can describe people and locations.	Can deal with the public in most situations in Welsh but turns to English when using policing/technical terminology.	Can deal effectively with complex enquiries from the public/confrontations in Welsh. Can interview/question in the course of an investigation in Welsh.

*2011 Census Data
Caerphilly   (11.2%)
Monmouthshire (9.9%)
Torfaen   (9.8%)
Newport   (9.3%)
Blaenau Gwent   (7.8%)
This % should be used as the benchmark for Welsh speakers within your teams/services.
2011 Census Link

Does the post have any routine contact with the public either face-to-face/over the phone?

Yes → Is the role highly specialised/a recognised shortage speciality (as per Workforce Plan)?

No → The ability to speak Welsh is not essential

Yes → The ability to speak Welsh is desirable

No → Does the percentage of Welsh speakers (levels 4-5**) in the team, reflect demographics to enable the area to provide an adequate service/meet the needs of the local community using the 2011 Census data*?

Yes → The ability to speak Welsh is desirable

No → The ability to speak Welsh is essential – the level will depend on the 2011 Census data* and existing staff skills**

If you are not successful in appointing, the post should be re-advertised as 'the ability to speak Welsh is desirable' with a proviso that the successful candidate must be willing to learn Welsh with support from the Health Board

When the Health Board recruits a new staff member, they may expect to receive appropriate support in order to gain awareness of the legislative requirements in regards to the Welsh Language and to develop an understanding of the bilingual ethos and culture that exists at ABUHB. This objective relates to raising awareness and understanding for new staff members. As part of the implementation of the **Welsh Language Standards** and **Welsh Language Policy**, all Health Board staff members receive tailored Welsh Language Awareness training as a minimum. ABUHB requires all staff members to be fully committed to the implementation of the Standards, and to respect the rights of colleagues and the public to use either or both of our official languages.

❑ **Learning Opportunities**

Welsh learners further enhance the organisation's bilingual culture and ethos and can make a significant contribution to the delivery of bilingual services. The Health Board expects all staff members to demonstrate a commitment to delivering more and exemplar bilingual services. In return, the Health Board will support and encourage all staff members to develop and improve their bilingual skills.

The Welsh Language Policy requires all management to encourage staff to make use of language tuition provision in accordance with business needs. Staff members will be encouraged to further develop their Welsh Language skills, or to gain confidence to use existing language skills to improve the bilingual services offered and to address instances where provision falls below the required standards.

❑ **Translation**

Under our Welsh Language Standards, the Health Board has a duty to communicate with the public bilingually. In summary, the following principles apply to the process of translating material across the Health Board:

✓ All publications must be available at the same time, when possible, in both languages with no delay, i.e., sent out at the same time. Therefore, service areas across ABUHB need to plan translation time into their production schedules. **Publications should be translated when first produced or when due for review.**

✓ All new and replacement signage, whether building signs, information signs, staff signs, etc. must be fully bilingual, with the Welsh **above** the English version, or to **the left** of the English.

✓ With any advertisements in the media (job adverts, property notices, planning applications, etc.), the same principles apply - fully bilingual but with the Welsh **above** the English or to **the left** of the English.

In producing written or web materials, it is important to consider translation **early**. Translation time **must** be built into any project work so that once the publication date has been set, the English version can be written in time to allow for the translation to be completed within a realistic timescale.

Managers should familiarise themselves with the guidance contained in the **Agile/Hybrid Working Framework**. It provides managers with useful tips and tricks alongside a checklist on how to manage agile/hybrid teams and contains a toolkit to assist managers in implementing agile/hybrid working practices in their area.

Supplementary to the Framework, the Health Board has a **Home Working Policy** which establishes guidance to support home working arrangements, setting out the steps to be taken to support staff working from home, including agreeing any home working arrangements, making an assessment of potential risks and the need to maintain contact and involvement.

You may receive applications for home working options under Appendix 1 of the Home Working Policy. Managers are required to respond to these requests by completing the managers section of the application form and using the resources supplied in Appendix 2 to assess and document any home working.

Appendix 2 of the Policy contains a useful flowchart for managers to assess a role for agile/hybrid working. If it is deemed that a role/elements of a role can be completed in an agile/hybrid way, managers must also complete the **Home Working Checklist** with the staff member requesting the agile/hybrid/home working options.

Any arrangements for agile/hybrid working will need to be formally agreed between manager and employee and can be reviewed at any time. Regular reviews (at least 12 monthly) should be completed by managers to ensure that these arrangements are still suitable for the needs of the staff member and service.

Managers can contact the agile/hybrid working team for further support via email at **ABB.AgileHybridWorking@wales.nhs.uk**

Diolch! Thank you!

We really hope that you found this handbook useful...

If you have any feedback on this handbook or suggestions about other advice/resources to include, please do not hesitate to contact Workforce and OD:

ABB.ClinicalFuturesWorkforceQueries@wales.nhs.uk

We'd love to hear from you!