



*Improving Working Lives:
National Audit Instrument*

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Foreword by Nigel Crisp

It is the people in the NHS who will deliver improvements. The Improving Working Lives makes it clear that every member of staff in the NHS is entitled to work in an organisation which can demonstrate its commitment to more flexible working conditions and gives staff more control over their own time. NHS employers need to provide team based employee led self rostering, offer good quality, affordable and accessible child care, career breaks and flexible retirement, and prove that it is investing in staff training and development, tackling discrimination and harassment, and improving diversity. The national Improving Working Lives Audit Instrument and National Assessor Training Programme will help NHS employers deliver this goal.

 **Nigel Crisp, Permanent Secretary/Chief Executive**

Foreword by Andrew Foster

Over a year ago the NHS Plan announced the government's commitment to deliver improvements in the working lives of all NHS staff. It also stated that all NHS employers would be assessed against performance targets including the Improving Working Lives Standard, and that by April 2003, they would be expected to be accredited as putting the Standard into practice. No longer will improvements in the working lives of staff be left to chance.

The NHS must strive to be a model employer, the employer of choice, both because we have ambitious targets to attract more staff to the NHS and because better employers get the best out of their staff. Achieving the Improving Working Lives Standard is an important step in realising this goal.

Achieving the Standard means making real and tangible improvements in the working lives of all staff in the NHS. Improvements that are effective, improvements that are embedded, and improvements that deliver better working lives for staff and better patient care.

To make this difference for staff and patients, employers will need to demonstrate that they are making real progress in improving the working lives of NHS staff, set out in the Improving Working Lives Standard for example, by supporting and promoting a range of flexible working practices including self-rostering, annual hours, career breaks and reduced hours options. A further criterion requires NHS employers to promote NHS pensions and pensions planning in support of flexible careers and enabling flexible retirement.

They will also need to demonstrate that they are improving childcare provision, investing more in the training and development of existing staff, to provide all staff at all levels opportunities for training and career development. NHS employers will also need to take action to make the working lives of staff safer, by protecting them from violence, harassment and bullying.

The NHS has much to be proud of, and over the last 18 months, since the *Improving Working Lives* Initiative was launched, many of you have, working with staff and staff side representatives begun to really change the culture of your organisations. Many organisations do offer flexible working, have family friendly policies, and are improving sickness and retention rates, but much more can and needs to be achieved.

To support NHS employers put the Improving Working Lives Standard into practice, we have developed, through consultation with the service, unions and staff representatives an assessment process for accrediting the Standard that is robust, credible and consistent across the whole of the NHS. A process that will be valued by employers, staff and staff representatives, and one in which all those involved have confidence.

And this is why we have developed a national training programme for Improving Working Lives assessors and a national audit instrument that all trained assessors will use in all NHS organisations.

This audit instrument plays a crucial part in the assessment of organisations achieving the Standard. It is a supportive document, pointing NHS employers in the right direction to deliver improvements in the working lives of staff. It provides organisations with the tool to assess themselves against the Standard, to look at what they are doing to become model employers and what improvements they need to make. And because all trained assessors will use the same audit tool, it ensures that the assessment process is comparable across the whole of the NHS.

This audit tool, although comprehensive, does not stand alone. It is intrinsically linked to the HR Performance Framework and core performance measures, and achieving the Standard is linked to the financial resources trusts will receive. Assessors will be gathering a portfolio of evidence that covers all staff groups, and the audit tool will help them in this process as well as pointing them to the areas they will need to probe on-site, when they will be focusing on the outcomes and achievements of organisations in all the key areas.

The national *Improving Working Lives* assessor training programme also provides the NHS with a diverse pool of trained assessors, drawn from the service, and representing all disciplines, ambassadors for improving working lives at all levels.

The NHS needs the best staff, to deliver the best possible services to patients. NHS employers must therefore wholly embrace best employment practices for all staff groups and this audit instrument is a useful tool for all those working to do so.

This point is amply demonstrated for example in the United States where 'Magnet' Hospitals are best able to recruit and retain staff and are seen as more successful organisations.

I know that NHS employers are working under great pressures trying very hard to deliver on many fronts in a complex environment. The main message I would like to leave you with is that Improving Working Lives is not just another problem, it is a large part of the solution.



Andrew Foster, Director of HR

Improving Working Lives: National Audit Instrument

The Improving Working Lives National Audit Instrument is based on the Improving Working Lives Standard, which has the following key criteria.

- Recognises that modern health services require modern employment practices
- Understands that staff work best for patients when they can strike a healthy balance between work and other aspects of their outside work
- Accepts a joint responsibility with staff to develop a range of working arrangements that balance the needs of patients and services
- Values and supports staff according to the contribution they make to patient care and meeting the needs of the service
- Provides personal and professional development and training opportunities that are accessible and open to all staff irrespective of their working patterns
- Has a range of policies and practices that enable staff to manage a healthy balance between work and their commitments outside work

The Improving Working Lives Standard is integral to the Performance Management Framework for the NHS and both address the following eight key areas of good practice:

- | | |
|---|--------------------------------|
| 1 Human Resources Strategy and Management | 5 Healthy Working |
| 2 Equality and Diversity | 6 Training and Development |
| 3 Communication and Staff Involvement | 7 Staff Benefits and Childcare |
| 4 Flexible Working | 8 Staff Attitude Survey |

These areas have been broken down into indicators, which form the basis of the *Improving Working Lives* Standard assessment tool.

Achieving the Improving Working Lives Standard



Practice Award – April 2003 requires organisations to provide a portfolio of evidence over a wide range of policies and procedures that improve the working lives of staff. This stage does allow for some leeway, and organisations can be accredited even if they do not have these policies and procedures in place for all staff, as long as they have a time limited action plan to deliver to all staff.



Practice Plus Award – means achievement in all staff groups across the whole organisation and is awarded once all the gaps have been remedied.

The *Improving Working Lives* Standard for both Practice and Practice Plus requires organisations not only to have policies and practices in place, but also to be committed to making a difference for staff. Achieving the Standard requires evidence of organisational action and cultural change that is making a real and tangible improvement to the working lives of NHS staff.

System of Assessment

This audit instrument is designed to support a system of organisational self-assessment and peer review using nationally trained *Improving Working Lives* assessors. *Improving Working Lives* assessors will consider each of the Indicators and, based on the portfolio of evidence provided, assess how well the organisation is performing against the *Improving Working Lives* Standard.

Assessors will validate this evidence through site visits, and present a final report to the Regional Accreditation Team.

Rating System

Incorporated in the Audit Instrument is a points rating system which is to be used both by organisations themselves and by the *Improving Working Lives* assessor.

0 = No evidence of Practice for this indicator, a priority for action

3 = Practice achieved

1 = Limited evidence of Practice, and considerable action required on this indicator

4 = Some evidence of Practice Plus

2 = Significant evidence of Practice and some further work required

5 = Practice Plus achieved

Points will be awarded during the assessment process and will be used to form the basis of the final *Improving Working Lives* report to the organisation concerned. The report will contain recommendations and priority areas for action to help organisations achieve the full Standard, and will be forwarded to the Regional Accreditation Team.

1

Human Resources Strategy and Management

PRACTICE	Evidence	PRACTICE PLUS	Evidence
(a) The Human Resource strategy complements and supports the NHS Plan, Making a Difference, National Service Frameworks and Clinical Governance and Working Together, meeting the challenge – a strategy for Allied Health Professions (AHP), Making a Change – a strategy for Professions in Healthcare Science	<i>Human Resource (HR) Strategy</i>	All business plans incorporate Human Resources strategy including <i>Improving Working Lives</i> principles Organisation development processes include strong adherence to strategic Human Resources/Improving Working Lives	<i>Business plans</i>
(b) Has an Human Resource and Workforce development plan in place that supports the redesign of care around patients	<i>Workforce development plan</i>	A workforce development plan clearly linked to clinical guidelines and protocols, care pathways and the service modernisation agenda	<i>Workforce plans and interviews with key Individuals eg. Service managers</i>
(c) Effectively manages and measures human resources performance against the Performance Management Framework and <i>Improving Working Lives</i> Standard Regular reviews and published results of Human Resources performance	<i>Human Resources Performance Management</i> <i>Public statements on Human Resources performance</i>	Human Resources Management (HRM) success criteria which are clearly defined, communicated and measured	<i>Statements and reviews incorporating Human Resources Management (HRM) success criteria</i>
(d) Identified resources for supporting commitment to the <i>Improving Working Lives</i> Standard Financial and human resources have been used to support <i>Improving Working Lives</i>	<i>Improving Working Lives action plan</i>		<i>Identified expenditure Black & Minority Ethnic (BME) Networks, Matched Zero Tolerance fund & Ethnic Recruitment</i>
(e) Staff turnover rates are improving and are average or below for the local market conditions Adherence to 'Return Journey' booklet, analysing returners figures	<i>Retention rates and targets</i>	Widely published reports on vacancy and turnover rates discussed formally and informally with staff side Well developed retention strategy which incorporates partnership working principles	<i>Reviews & Reports Interviews with staff side</i>

Human Resources Strategy and Management

<i>INDICATOR NUMBER</i>	<i>RATING</i>	<i>RATIONALE</i>	<i>DEVELOPMENT ACTION – PRIORITY AREAS FOR ACTION</i>

2 Equality and Diversity

PRACTICE	Evidence	PRACTICE PLUS	Evidence
(a) Staff feel they are valued and treated with dignity and respect	<i>Attitudes survey responses, interviews</i>	Regular acknowledgement of the staff contribution to the work of the NHS, for example: - appreciation ceremonies - publicity for jobs well done - appropriate individual or team-based reward structure in place	<i>Recognition scheme reports, publicity, reward structure descriptions</i>
(b) Has met the criteria to use the Employment Services disability symbol ✓✓	<i>Disability Employment Advisors Certificate</i>	Active implementation of the principles of the Disability Discrimination Act (DDA)	<i>Policy statements and interviews</i>
<p>(c) Has an Equality and Diversity strategy in place which shows local action/progress to support regional and national vital connection equality targets, including those relating to a workforce being representative of the community they serve</p> <p>Can demonstrate that managers are trained and are delivering fair employment practice and equality of opportunity</p> <p>Can demonstrate that staff have received diversity awareness training including cultural competency, in particular those entering the organisation via international recruitment</p>	<p><i>Equalities Framework Indicators</i></p> <p><i>Policy statement, Individual Performance Review (IPR) objectives, job descriptions interviews</i></p> <p><i>Black & Minority Ethnic (BME) Networks, pump priming & ethnic recruitment</i></p>	<p>Staff feel supported and able to challenge discriminatory behaviour based on differences in language, culture, religion, sexuality, age, gender, or employment status</p> <p>Reduction in grievances about discriminatory behaviour</p> <p>Improved quality of working life and training when analysed by ethnicity, gender and age ensuring equity (further guidance to be issued)</p>	<p><i>Interviews Examples</i></p> <p><i>Grievance procedure notes</i></p> <p><i>Attitude Survey Interviews</i></p>
(d) Procedures and policies in place and staff are aware, on bullying, harassment, whistle blowing, tackling violence, racial and other forms of discrimination	<i>Policies and procedures</i>	<p>Staff feel supported and safe in the employment environment</p> <p>Reduction in grievances or complaints from staff</p>	<i>Interviews, grievance register, reports</i>

Equality and Diversity

<i>INDICATOR NUMBER</i>	<i>RATING</i>	<i>RATIONALE</i>	<i>DEVELOPMENT ACTION – PRIORITY AREAS FOR ACTION</i>

3 Communication and Staff Involvement

PRACTICE	Evidence	PRACTICE PLUS	Evidence
<p>(a) Active <i>Improving Working Lives</i> multi-disciplinary team with Board input</p> <p>Business and organisational plans can demonstrate clearly visible outcomes of Board application of <i>Improving Working Lives</i> principles</p> <p>Commitment to the <i>Improving Working Lives</i> Standard publicised and flagged up in Annual Reports and other organisational publications</p>	<p><i>Board minutes, Interviews with identified individuals</i></p> <p><i>Regular Board updates</i></p> <p><i>Reports, publications</i></p>	<p><i>Improving Working Lives</i> Standard is a key part of the organisational culture</p>	<p><i>Business plans</i></p> <p><i>Interviews, mission statements</i></p> <p><i>Recruitment and induction materials</i></p>
<p>(b) Has formal staff side involvement in implementing <i>Improving Working Lives</i></p> <p>Effective involvement of staff on a range of issues relating to <i>Improving Working Lives</i></p> <p>Management/staff forums and focus groups</p> <p>Policies and practical support have been developed in response to staff interests and tested with staff and are regularly reviewed</p>	<p><i>Minutes, interviews with staff side reps</i></p> <p><i>Notes of meetings</i></p> <p><i>Group reports</i></p>	<p>Joint groups to pilot different working patterns and steer their introduction</p> <p>Joint working practice reviews and action upon findings</p> <p>A range of policies and practical support are widely known and regularly used</p>	<p><i>Implementation of new working patterns</i></p> <p><i>Action reports</i></p> <p><i>Staff Attitude Surveys</i></p>
<p>(c) Communication strategy is in place to raise awareness of staff, managers and staff representatives, ensuring people have an understanding of <i>Improving Working Lives</i> and its importance and there is evidence of delivery of this strategy</p>	<p><i>Strategy documents, interviews, staff handbooks and information sheets on policies</i></p>	<p>All staff have the opportunity to give and receive information regarding the organisation and have confidence and support the strategy</p>	<p><i>Information briefings, interviews</i></p>

Communication and Staff Involvement

<i>INDICATOR NUMBER</i>	<i>RATING</i>	<i>RATIONALE</i>	<i>DEVELOPMENT ACTION – PRIORITY AREAS FOR ACTION</i>

4 Flexible Working

PRACTICE	Evidence	PRACTICE PLUS	Evidence
<p>(a) Managers are encouraged to follow <i>Improving Working Lives</i> practices and that <i>Improving Working Lives</i> principles form part of each manager's own performance review process</p> <p>An expressed commitment to determine staff preferences with individual staff</p> <p>Managers promote flexible working hours and actively encourage changes to working patterns after major life events</p> <p>Staff are able to review and agree changes in their working patterns on a temporary or permanent basis at different stages in their careers and as their personal circumstances change</p>	<p><i>Statements, examples, training and interviews</i></p>	<p>Making changes on the basis of staff preferences</p> <p>Reviews of working patterns as part of the performance appraisal process</p> <p>Reduction in staff leaving due to inflexibility</p> <p>Reduction in use of agency staff</p>	<p><i>Examples of performance review documents</i></p> <p><i>Sample of Personal Development Plans (PDP's) and interviews</i></p> <p><i>Interviews, and/or performance reports</i></p> <p><i>Interviews, attitude survey responses</i></p> <p><i>Exit interviews</i></p>
<p>(b) Standard recruitment processes and protocols highlighting the flexible working principles inherent in <i>Improving Working Lives</i></p>	<p><i>Advertising policy, recruitment & selection procedures</i></p>	<p>Selection processes for new staff include establishing their preferred working pattern</p> <p>Induction materials cover all types of possible working arrangements</p>	<p><i>Interviews with new staff</i></p> <p><i>Induction materials</i></p> <p><i>Interviews, rosters, workforce planning systems</i></p>
<p>(c) Has in place a range of different working patterns such as</p> <ul style="list-style-type: none"> - job shares - self rostering - annualised hours - flexible working patterns - career breaks 	<p><i>Annual staff survey, statements, interviews</i></p>	<p>Team-based employee-led rostering, with strong cultural acceptance</p> <p>Innovative systems for workforce scheduling that enable staff to have greater control over the times and hours that they work</p> <p>Evidence of awareness of the policies and staff feeling able to take them up if required</p>	
<p>(d) Evidence that organisations are actively working with Deaneries to secure part-time flexible training posts for junior doctors</p> <p>* Also see indicator 7(a) regarding pensions</p>	<p><i>Take up of Keep In Touch (KIT) schemes/career breaks and flexible pensions</i></p>		

Flexible Working

<i>INDICATOR NUMBER</i>	<i>RATING</i>	<i>RATIONALE</i>	<i>DEVELOPMENT ACTION – PRIORITY AREAS FOR ACTION</i>

5

Healthy Working

PRACTICE	Evidence	PRACTICE PLUS	Evidence
<p>(a) Targets set for reductions in violence against staff, accidents to staff and levels of sickness absence within an action plan</p> <p>Action plan for meeting <i>Improving Working Lives</i> Standard healthy workplace targets is communicated to staff</p>	<p><i>Policy statements with targets, action plan</i></p> <p><i>Interviews</i></p> <p><i>Information systems and training</i></p>	<p>Meeting all targets and demonstrating continuous improvement</p> <p>Staff are knowledgeable about the organisation's performance</p>	<p><i>Comparative figures showing the achievements</i></p> <p><i>Interviews</i></p>
<p>(b) Occupational health service that delivers to nationally agreed standards accessible to all staff</p> <p>Publicised free counselling services available to all staff</p>	<p><i>Service specification, reports, interviews</i></p>	<p>Evidence of uptake of free counselling service</p>	<p><i>Reports, interviews</i></p>
<p>(c) Board commitment and strategies for tackling the long hours culture and implementing the Working Times Directive for all staff groups including junior doctors</p> <p>Progress towards reducing junior doctors hours in compliance with all employment legislation including working time directive monitoring reports</p>	<p><i>Reports on working time regulations, strategy for compliance, interviews (to include doctors) regional accreditation team reports, including Junior Doctors</i></p>	<p>Reduction in long working hours</p> <p>Implementation of Working Time Directives</p> <p>Implementation of New Deal for doctors</p>	<p><i>Interviews, Board statements, compliance audit, shift patterns</i></p>
<p>(d) Adequate standards for staff catering, security, and accommodation, including junior doctors</p> <p>Evidence of improvements in living and working conditions</p>	<p><i>Service specifications, Review Reports, Interviews, Regional Accreditation Teams (RAT) for Junior Doctors</i></p>	<p>High levels of satisfaction with security, facilities, accommodation and catering. No differences caused by work patterns.</p>	<p><i>Interviews</i></p> <p><i>Staff Attitude Survey</i></p> <p><i>Inspections, observation</i></p> <p><i>Achievement of junior doctors targets by 2002/03</i></p>

Healthy Working

<i>INDICATOR NUMBER</i>	<i>RATING</i>	<i>RATIONALE</i>	<i>DEVELOPMENT ACTION – PRIORITY AREAS FOR ACTION</i>

6

Training and Development

PRACTICE	Evidence	PRACTICE PLUS	Evidence
<p>(a) Properly resourced training and development is disbursed appropriately across all staff groups, including those who do not have standard working patterns</p> <p>There is an agreed rationale which justifies the level of investment in training and development.</p> <p>Policy statements and systems that provide for flexible training and easy access for all staff</p>	<p><i>Interviews, policy statements, of investment in and disbursement of training</i></p>	<p>Imaginatively designed training programmes across all groups and to suit all working patterns</p> <p>Locally developed indicators which show the training and development investment per employee</p>	<p><i>Interviews, sample training programmes, analysis of delegate profiles</i></p> <p><i>Indicators</i></p> <p><i>Links with workforce confederations</i></p>
<p>(b) Staff have equal access to career progression and personal development</p>	<p><i>Personal Development Plans (PDPs), development programmes, take-up of places</i></p>	<p>Positive encouragement for staff who do not have standard working patterns to pursue bursaries, international exchanges, and other personal development initiatives.</p>	<p><i>Examples, interviews</i></p>
<p>(c) Personal Development Plans (PDP's) are used to determine training needs and systems are in place for providing Individual Learning Accounts (ILA's)</p>	<p><i>Sample Personal Development Plans (PDP's) summaries, Individual Learning Accounts (ILA's) system</i></p>	<p>Realistic and funded outcomes to Personal Development Plans (PDP's).</p> <p>Demonstrable numbers of staff with Individual Learning Accounts (ILA's).</p>	<p><i>Interviews and sample costing</i></p> <p><i>Individual Learning Account (ILA) records</i></p>
<p>(d) Time off and support for training and development is provided as appropriate, including a policy to provide appropriate cover</p> <p>Staff have equal access to training and development opportunities and are encouraged to develop new skills</p>	<p><i>Staff survey and action plans</i></p> <p><i>Personal Development Plan (PDP) summaries Policy</i></p> <p><i>NHS Plan lifelong learning commitments</i></p>	<p>Focused discussions during performance reviews and personal development planning</p> <p>Continuous Personal Development (CPD) Programmes are available for all professional groups</p> <p>Implementation of policy to provide appropriate cover</p>	<p><i>Interviews, Personal Development Plans (PDP's)</i></p> <p><i>Programmes, interviews</i></p> <p><i>Interviews, Staff attitude responses</i></p> <p><i>Interviews, sample rosters, evidence of cover being provided</i></p>

Training and Development

<i>INDICATOR NUMBER</i>	<i>RATING</i>	<i>RATIONALE</i>	<i>DEVELOPMENT ACTION – PRIORITY AREAS FOR ACTION</i>

7

Staff Benefits and Childcare

PRACTICE	Evidence	PRACTICE PLUS	Evidence
(a) NHS pension awareness and the pension planning processes are in place, particularly with a view to enabling flexible retirement	<p><i>Pension awareness literature, availability of independent pensions advice</i></p> <p><i>Use of national guidance checklists</i></p>	<p>Positive encouragement for staff approaching retirement to take up flexible working patterns</p> <p>Evidence that workforce planning takes into account staff choice over flexible retirement</p>	<p><i>Take-up of flexible retirement options, retirement exit interviews</i></p> <p><i>Human Resources (HR) Strategy</i></p>
(b) Delivering a co-ordinated childcare provision strategy. All staff have access to an appropriately trained Childcare co-ordinator who is active as parent's advisor and advocate for flexible working patterns	<p><i>Strategy documentation or correspondence</i></p> <p><i>Childcare Co-ordinator in post</i></p>	<p>Accessible, affordable and good quality childcare support is available to meet identified staff needs, which are regularly reviewed.</p>	<p><i>Interviews, take up of places, report from co-ordinator, materials produced for parents</i></p>
(c) Support system being developed for support for staff who are carers	<p><i>Reports, interviews, carers policy</i></p>	<p>Positive support provided for and taken up by staff who are carers</p>	<p><i>Interviews, take-up evidence</i></p>

Staff Benefits and Childcare

<i>INDICATOR NUMBER</i>	<i>RATING</i>	<i>RATIONALE</i>	<i>DEVELOPMENT ACTION – PRIORITY AREAS FOR ACTION</i>

8

Staff Attitude Survey

PRACTICE	Evidence	PRACTICE PLUS	Evidence
<p>(a) Conducts a staff attitude survey and acts upon the key messages.</p> <p>Publishes and communicates the results</p> <p>The staff survey meets national standards, and includes:</p> <ul style="list-style-type: none"> - Questions specifically on <i>Improving Working Lives</i> and adoption of flexible working patterns to support work/life balance - Year on year increase in the % response rate to the staff attitude survey 	<p><i>Attitude survey and action plans</i></p>	<p>The development of joint action plans and reviews of working practices</p>	<p><i>Joint action plans, statements, interviews</i></p>
<p>(b) Staff attitude survey demonstrates that quality of working life is improving</p> <p>Evidence that organisation's business plans includes action in response to staff attitude survey put into place and publicised</p>	<p><i>Attitude Survey responses</i></p> <p><i>Interviews</i></p>	<p>Staff attitude survey demonstrates that <i>Improving Working Lives</i> principles are embedded in the organisation's culture</p> <p>Actions identified through staff attitude survey implemented leading to an improved quality of working life</p>	<p><i>Survey results</i></p> <p><i>Human Resources Performance Management (HRPM) targets, improved performance</i></p> <p><i>Interviews</i></p>

Staff Attitude Survey

<i>INDICATOR NUMBER</i>	<i>RATING</i>	<i>RATIONALE</i>	<i>DEVELOPMENT ACTION – PRIORITY AREAS FOR ACTION</i>

Summary of Documentary Evidence

The following is a summary of identified source documents to which assessors may wish to have access during the course of the assessment process. It will supplement evidence gained through interviews with groups and individual staff members as well as observation and walkabouts.

- 1 Human Resources strategy
- 2 Reward strategy
- 3 Human Resources Performance Framework
- 4 Business plans
- 5 Personnel policies and procedures (*including family friendly*)
- 6 Employee relations framework
- 7 Staff handbooks
- 8 Induction materials
- 9 Promotional materials
- 10 Minutes of meetings of:
 - *Trust Board*
 - *Improving Working Lives team*
 - *JSCC Joint Staff Consultative Committee*
 - *Focus groups*
 - *Advisory groups*
- 11 Staff attitude surveys
- 12 Review reports or records:
 - *absenteeism*
 - *accidents*
 - *ethnicity*
 - *equal opportunities*
 - *recruitment/selection*
 - *staff turnover/retention*
 - *occupational health/healthy workplace*
 - *childcare*
 - *agency working*
 - *grievances/disputes*
 - *disciplinary action*
 - *harassment/bullying and discrimination*
 - *racial discrimination*
 - *violence*
- 13 Training and development policies
- 14 Training records
- 15 Management development programmes
- 16 Staff appraisal system
- 17 Budget statements
- 18 Communications strategy:
 - *newsletters*
 - *team briefing*
 - *information bulletins*
- 19 Regional Accreditation Team reports (*medical*)
- 20 Royal College reports

List of Publications

Improving Working Lives Standard

www.doh.gov.uk/iwl

Improving Working Lives Toolkit – Programme for Change

www.doh.gov.uk/iwl

- *team based self rostering*
- *childcare support*
- *flexi-time*
- *career breaks*
- *annual hours*
- *reduced hours*
- *careers*
- *good practice*

HR Performance Framework

www.gov.uk

Tackling Racial Harassment in the NHS A Plan for action

www.racenshs.org

The Vital Connection – an equalities framework for the NHS

www.doh.gov.uk/nhsequality.htm

Making a Difference – strengthening nursing midwifery and health visiting contribution

www.doh.gov.uk/nurstrat.htm

Looking Beyond Labels

www.doh.gov.uk/nhsequality.htm

Positively Diverse

www.positivelydiverse.org.uk

Zero Tolerance – we don't have to take this Resource pack and resource pack updates

www.nhs.uk/zerotolerance

Provision of Counselling Services for Staff in the NHS

www.doh.gov.uk

Working Lives – Flexing Retirement Guidance for Managers

www.doh.gov.uk/rrep

Working Lives – Flexing Retirement Guidance for Staff

www.doh.gov.uk/rrep

Working Lives – Programme for change, Looking Beyond Labels

www.doh.gov.uk/nhsequality.htm

Working Lives – Programme for change, Positively Diverse

www.positivelydiverse.org.uk

Improving Working Lives: Black and Minority Ethnic Staff Networks: Guidance

www.doh.gov.uk/nhsequality.htm

Improving Working Live: Tackling Racial Harassment In the NHS – Good Practice Guidance

www.racenshs.org

Improving Working Lives for the Pharmacy Team

www.doh.gov.uk/iwl

NHS Childcare Toolkit

www.doh.gov.uk/iwl

Documents can also be obtained from the NHS Response Line

08701 555 455

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Improving Working Lives Status – Summary

This sheet is for NHS organisations to use as a self-assessment summary prior to the commencement of the formal assessment process. Assessors may choose to take account of this information during their consideration of evidence provided.

INDICATOR	PRACTICE	PRACTICE PLUS	NEITHER
(a) 1.			
(b)			
(c)			
(d)			
(e)			
(a) 2.			
(b)			
(c)			
(d)			
(a) 3.			
(b)			
(c)			
(a) 4.			
(b)			
(c)			
(d)			
(a) 5.			
(b)			
(c)			
(d)			
(a) 6.			
(b)			
(c)			
(d)			
(a) 7.			
(b)			
(c)			
(a) 8.			
(b)			
TOTALS			