**HR Practice Health-check**

This checklist is designed to help practices review whether there are any gaps in their Staff employment ad management processes which need action. There is no ‘right answer’ and each practice will need to decide what is ‘right’ in their individual context

| **Domain** | **Checkpoints** | **Where we are (tick)** | **Comments/Action Points** |
| --- | --- | --- | --- |
| **HR capability/source** | Rely on PM knowledge and experience? |  |  |
| As above plus advice (eg Peers/KHCIC/LMC) advice? |  |  |
| Practice has own qualified HR manager? |  |  |
| PM plus external advisers as needed eg Peninsula? |  |  |
| Practice buys in comprehensive HR service? |  |  |
| **Contract documents** | Variety of contracts based on when staff appointed - not sure if all up to date? |  |  |
| Standard in house contract used for all new employees and updated if existing staff change hours/roles? |  |  |
| In house contract used and all staff contracts reviewed and updated regularly? |  |  |
| Standard contract documentation from expert advisers used for all staff and updated regularly? |  |  |
| **Terms and Conditions of service** | Documented in individual contracts - we may have some people doing similar jobs but on different pay/employment terms? |  |  |
| We have contracts and a staff handbook with standard terms but pay and conditions such as leave are varied through individual negotiation? |  |  |
| Standardised contract and up to date handbook with T and Cs – individual review is through appraisal process? |  |  |
| As above but we are starting to work with other practices to standardise offers across one or more PCN’s? |  |  |
| **Recruitment and selection** | Do you fill vacancies as they arise and tend to use existing skill-mix and job descriptions? |  |  |
| Do you have clear job descriptions which set out duties and the essential and desirable criteria in the person specification? |  |  |
| Do you have a staffing plan/review of our skill mix and advertise vacancies to move towards it? |  |  |
| Does your PCN have a workforce plan which your practice contributes to? |  |  |
| Do you ask if existing staff want to change hours or duties before advertising externally? |  |  |
| Do you always advertise vacancies internally (and externally as required)? |  |  |
| Do you advertise all vacancies internally and externally?  |  |  |
| Do you make some appointments after an informal interview (eg a GP looking to relocate to the area), most interviews are formal but don’t always record the decision making process? |  |  |
| Do you have a formal interview process even for internal or individual candidates and record your decision-making process? |  |  |
| Has your practice ever had an appointment challenged either by a disgruntled staff member or formally eg a candidate taking you to an employment tribunal? |  |  |
| Do you always take up references and check qualifications, registrations etc before making a formal offer of the post? |  |  |
| Do you do exit interviews when staff leave or provide and alternative opportunity for feedback? |  |  |
| Does the practice regularly review staff turnover and hard to fill vacancies? |  |  |
| Do you apply equality and diversity good practice within your recruitment processes? |  |  |
| Does your practice understand the opportunity for additional staffing through the PCN ARRS workstream? |  |  |  |
| **Induction** | Does the practice have a process to ensure that new staff have the uniform, equipment etc required on appointment? |  |  |
| Do you have a formal induction process/checklist to ensure new staff are well supported and know how to get any issues resolved? |  |  |
| Do you have a buddy or similar system for new staff as well as formal line management support? |  |  |
| Do you meet with new staff after an agreed period (eg 1 month) to see how they are settling into the role etc? |  |  |
| **Performance Management and Appraisals****Performance Management and Appraisals cont.** | Do you have formal policies for performance management of staff including at least annual appraisals? |  |  |
| Do you ensure that the appraisal process enables staff to provide honest feedback to the practice and to acknowledge/reward areas of strength or high performance? |  |  |
| Are any minor concerns about individual performance addressed promptly on an informal basis? |  |  |
| Where there are more serious or ongoing performance concerns do you meet with staff and document an agreed plan to address the issues? |  |  |
| Does the practice review performance issues to identify wider training needs/policy changes eg arising from SUI’s? |  |  |
| Do all staff members have a personal development and training plan as an output of the appraisal process? |  |  |
| Are all professional staff offered access to appropriate clinical supervision and/or mentoring (this is particularly important where the practice employs individual professions eg an MSK physio or MH worker)? |  |  |
| Does the practice check that all professionally qualified staff are fulfilling the appraisal and training requirements set out by their professional body and are not at risk of registration lapsing? |  |  |
| Does the practice have an absence management (sickness) policy which is known to all staff? |  |  |
| Does the practice regularly monitor overall and individual absence rates to identify issues that may need to be addressed? |  |  |
| Does the practice have access to appropriate external advice (occupational health) where needed including to agree ‘reasonable adjustments’ required by a staff member with health issues impacting on their performance? |  |  |
| Does the practice have unresolved (ie without a performance improvement plan) performance issues for any staff members? |  |  |
| **Training and Development** | Does the practice have a policy setting out how it supports ongoing training and development or are decisions made on an individual/ad hoc basis?  |  |  |
| Are all staff compliant with mandatory training requirements and how is this monitored? |  |  |
| Are you aware of CPD requirements for your staff? |  |  |
| Do you know if all your professional staff qualified and up to date with their training needs? |  |  |
| Are all staff supported to utilise on-line training and development opportunities eg KHCIC/Red Whale? |  |  |
| Does the practice provide paid time and/or funding for training in line with individual development plans? |  |  |
| Is the practice a training practice and if so for what staff groups/professions? |  |  |
| Is the practice working with others in the PCN to improve recruitment and retention eg shared training posts, apprenticeships? |  |  |
| Are you aware of HEE / Cornwall Training Hub funding? |  |  |
| Are staff encouraged to develop their skills for wider benefit eg training as a mentor or subject matter expert to support (at no cost to the practice) other practices? |  |  |

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| **Communication and staff retention** | Does the practice have regular staff meetings (departmental in the case of larger practices) and/or whole staff? |  |  |
| Does the practice encourage staff feedback eg listening events/staff surveys/360 feedback etc? |  |  |
| Are all staff clear about the importance of utilising patient feedback (including commendations and complaints) and learning from SUI’s to improve the way the practice works? |  |  |
| Does the practice know its retention rates for staff of differing types to enable it to address any adverse trends?  |  |  |
| Does the practice offer individual or collective ‘rewards’ eg funding ‘outings’ or staff awards? |  |  |
| Does the practice have a reputation as a ‘good place to work’ which supports recruitment and retention? |  |  |
| Does the practice have a regular staff newsletter and/or contribute to ones run by other organisations to share and celebrate success? |  |  |
| Does the practice have robust arrangements to keep staff who are absent on a long-term basis (eg maternity leave or extended sickness absence) up to date/in touch with colleagues? |  |  |
| Is there a formal grievance procedure in place where staff are not able to resolve any concerns informally? |  |  |
| Does the practice encourage sharing of good practice/policies developed with others for wider benefit? |  |  |
| Have you considered undertaking a cultural survey across the practice? |  |  |