

ITEM: 4

**MEETING:** Trust Board 16 January 2008

**TITLE:** The Whittington Employment Promise

**SUMMARY:**

- 1 One of the Trust's key aims of becoming a foundation trust is to involve staff and the local community more in the development of its services.
- 2 To contribute to this, staff have been involved in developing the *Whittington Employment Promise* as part of the organisational development for foundation trust status
- 3 The aim of the *Whittington Employment Promise* is to strengthen and clarify the psychological contract between staff and the Trust, to harness staff enthusiasm and motivation
- 4 Staff and managers have been actively involved in the development of the *Employment Promise* (see main report). The Improving Working Lives Steering Group has also considered the *Employment Promise*
- 5 Once ratified, the *Whittington Employment Promise* will be widely promoted (see main report) and all staff will be given a personal copy

**ACTION:**

- Review and discuss the draft Whittington Employment Promise
- Ratify the Promise ready for wide promotion across the hospital and to prospective employees
- Review the impact of implementation annually

**REPORT FROM:** Neil Edgar, Assistant Director of Human Resources

**SPONSORED BY:** Margaret Boltwood, Director of Human Resources & Corporate Affairs

**Financial Validation**

Lead: Director of Finance

N/a

<p><b>Compliance with statute, directions, policy, guidance</b></p> <p>Lead: All directors</p>	<p>N/a</p>
<p><b>Compliance with Healthcare Commission Core/Developmental Standards</b></p> <p>Lead: Director of Nursing &amp; Clinical Development</p>	<p><b>Reference:</b></p> <p>C7.C8, C11, C13</p>
<p><b>Compliance with Auditors' Local Evaluation standards (ALE)</b></p> <p>Lead: Director of Finance</p>	<p><b>Reference:</b></p>
<p><b>Compliance with requirements of FT application and monitoring regime</b></p> <p>Lead: Director of Strategy &amp; Performance</p>	<p><b>Reference:</b></p>

## Context

One of the Trust's key aims of becoming a foundation trust is to involve both staff and the local community more in the development of its services. During the preparation of the Trust's FT application, it has taken the opportunity to involve staff in shaping the way foundation status is developed at The Whittington to enhance the climate of partnership between the Trust and staff.

During the development of the *Integrated Business Plan (2007/08 to 2012/13)* staff have been involved in developing *The Whittington Employment Promise*. The aim of the *Whittington Employment Promise* is to strengthen and clarify the psychological contract between staff and the Trust, thus to fully harness the enthusiasm and motivation of its employees. A useful model developed by Professor David Guest<sup>1</sup>, Kings College London, says that the psychological contract is based on the employees' sense of fairness and trust in their employer and their belief that the employer is honouring the "deal" between them. The psychological contract is, therefore just as important, if not more important, than the legal employment contract, in encouraging staff to be committed to the Trust in the way they perform their duties. Although the *Whittington Employment Promise* would not necessarily be enforceable through the legal processes, it has been brought to the Trust Board for ratification, so that it becomes one of the Trust's employment policies, to strengthen its impact.

The *Whittington Employment Promise* has been developed with staff and managers, through widespread focus groups, graffiti board, lunchtime walkabouts in the staff restaurant, departmental meetings, discussion at the JCC and emails. It has also been considered through the Trust's Improving Working Lives Steering Group. Throughout, this has been an iterative process, so through this extensive consultation the *Whittington Employment Promise* has been developed and tested out with staff and managers, and changes made. A copy of the final draft is attached as Appendix 1.

## Implementation

Once the *Whittington Employment Promise* has been ratified, all members of staff will be given a personal copy of the *Promise* and managers will be required to discuss it with new members of staff and jointly to sign it. It will be promoted through The Link newsletter, Chief Executive's briefing and all staff emails. It will also be promoted to prospective employees.

## Performance management

It is anticipated that, in terms of organisational performance, the promise will increase organisational performance to be measured in the following ways:

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<sup>1</sup> Guest, D.E and Conway, N. (2002) *Pressure at work and the psychological contract*. London: CIPD

Benefit to the Trust	Measurement
<ul style="list-style-type: none"> <li>Increase staff satisfaction with the Trust as an employer</li> </ul>	<ul style="list-style-type: none"> <li>annual staff satisfaction survey (benchmark nationally)</li> </ul>
<ul style="list-style-type: none"> <li>Reduce the number of formal grievances and disciplinary issues</li> </ul>	<ul style="list-style-type: none"> <li>number of occurrences</li> </ul>
<ul style="list-style-type: none"> <li>Reduce sickness absence due to more positive moral</li> </ul>	<ul style="list-style-type: none"> <li>sickness absence data</li> </ul>
<ul style="list-style-type: none"> <li>Contribute to enhancing the skills of the workforce which will result in better experiences for patients</li> </ul>	<ul style="list-style-type: none"> <li>number of staff appraisals and personal development plans in place</li> </ul>

### Recommendation

Following the wide consultation, detailed above, the *Whittington Employment Promise* has been agreed by the Hospital Management Board. The Trust Board is asked to:

- 1. Review and discuss the draft Whittington Employment promise**
- 2. Ratify the Promise ready for wide promotion across the hospital and to prospective employees.**
- 3. Review the impact of the implementation annually**

The Whittington Hospital   
NHS Trust

**The Whittington Employment Promise  
January 2008**

We are an organisation which has achieved the Improving Working Lives Practice Plus standard and are committed to continuing to work together with staff to ensure they feel involved and supported. We are also committed to continuing with, and improving on the excellent partnership working that we have built up with staff-side organisations.

This "staff promise" has been drawn up through wide consultation with staff and their representatives. It sets out our promises to members of staff, and also outlines what we – as an organisation - expect from staff in return.

These promises are listed in no particular order.

**Dignity at Work**

*As a member of staff you can expect the following from us:*

- We will treat all staff, irrespective of job, with openness, honesty, courtesy and respect, valuing your opinion and recognising your contribution to the hospital
- We will not tolerate physical or non-physical violence by patients, visitors or other staff – and will take prompt and appropriate action, including involvement of the police and, if necessary, exclusion from hospital treatment
- We will talk with and listen to staff (focus groups; staff attitude survey) to identify any matters of general concern around dignity at work so that problems can be addressed

*What the hospital can expect from you:*

- You will value everyone you meet in the course of your work as individuals and will treat them all with respect
- You will challenge, if you feel it is safe to do so, any unacceptable behaviour, recognising and respecting the diversity of people
- You will help deliver the *Whittington Patient Promise*
- You will show loyalty to the organisation

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## **Security and welfare**

- We will ensure that staff can work in a safe and healthy environment, in accordance with health and safety regulations
- We will identify risks, take prompt action and prevent avoidable incidents
- We will ensure that all staff have access to counselling and occupational health services free of charge

*What the hospital can expect from you:*

- You will carry out your work in a way that protects your safety and wellbeing and that of others, for example by preventing the spread of hospital acquired infections by washing your hands
- You will take responsibility for your mistakes and learn from them, updating your skills and knowledge in order to be able to practice/work safely

## **Work-life Balance**

- We will listen to and carefully consider the needs of staff
- We will work with staff to ensure a range of flexible working arrangements that balance the needs of patients and service provision with the needs of staff
- We will ensure staff are paid correctly
- We will continue to introduce and up-date policies which support work/life balance
- We will respect staff's personal time away from work

*What the hospital can expect from you:*

- You will maintain high levels of attendance and punctuality
- You will work flexibly and adapt skills and attitudes to meet the hospital's and patients' needs, as they change and develop

## **Communication and staff involvement**

- We will provide regular briefings from the chief executive and trust board for managers to cascade to all staff. Your local manager will ensure you are informed of day-to-day issues
- We will work closely with trust committees to improve staff involvement so that staff feel more included in decisions and changes which involve them and their services
- We will ask for feedback from you so that we can improve how we do things and will let you know when it is done

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*What the hospital can expect from you:*

- You will put forward suggestions for improving the services the hospital provides in a constructive and positive way, helping to look for solutions to problems rather than leaving them for others to solve – and will escalate concerns if necessary
- You will abide by and work with decisions once they have been made in order to ensure the best possible care for patients

### **Training and Development**

- We will ensure that you have the opportunity for an individual appraisal and development review on an annual basis
- We will enhance individual career and personal development opportunities – promoting training and development
- We will regularly review the provision of time off and support for training and development to ensure fairness and equity of access

*What the hospital can expect from you:*

- You will undertake the training and development necessary to meet the requirements of your job as agreed in your appraisal and personal development plan
- You will do your best to meet your objectives and will discuss concerns with your manager in a timely manner
- You will support your colleagues

**Date agreed .....**

**Date to be reviewed .....**

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