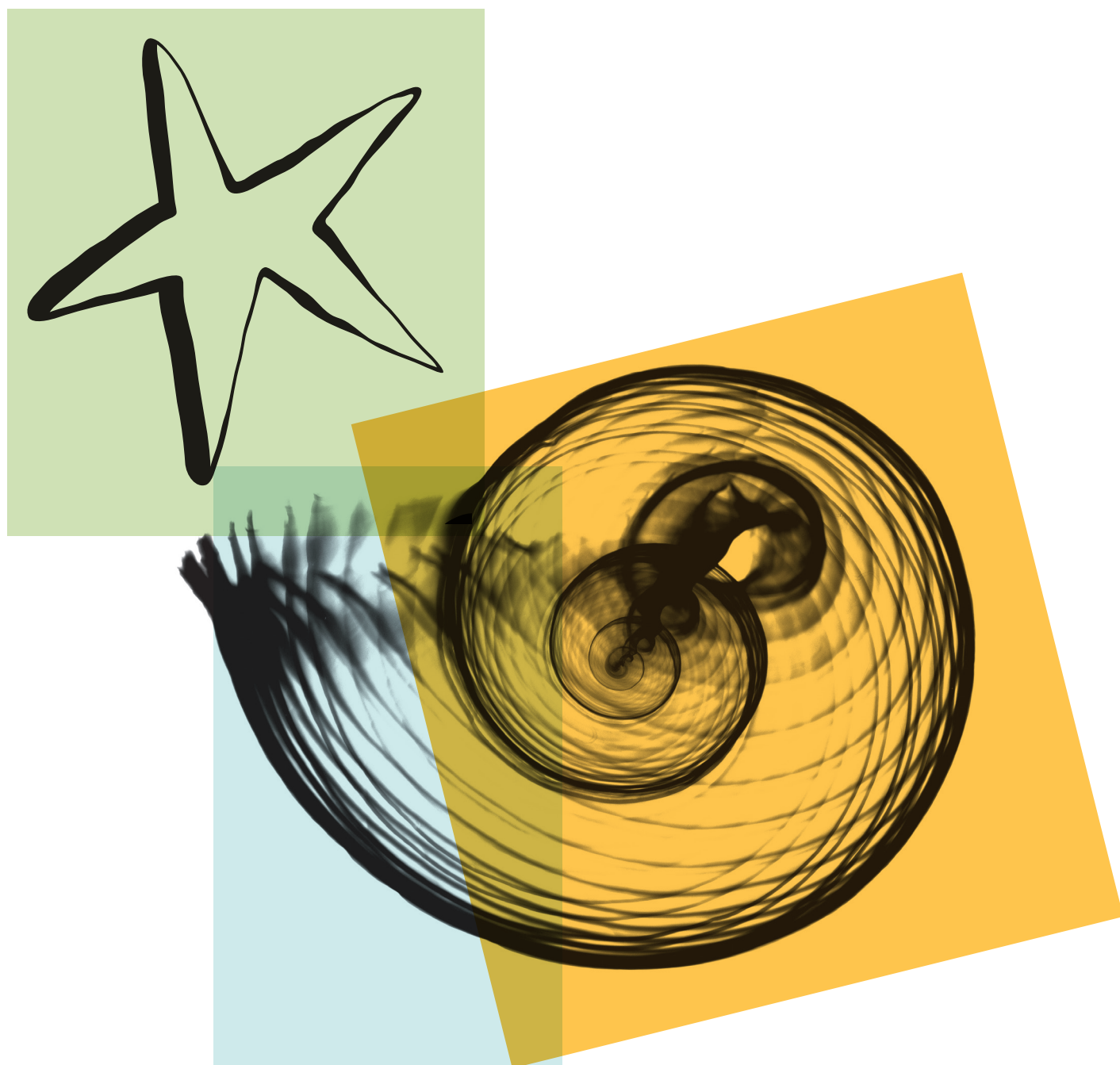


# HR Advisory Service



# Introduction to Capsticks HR Advisory Service

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Capsticks works across all sectors both public and private and understands the challenges you face. Our HR Advisory Service (HRA) was initially developed as an outsourced employee relations service but has since been developed in line with the needs of our clients to encompass other broader HR offerings.

We have established ourselves as market leaders in the healthcare market for delivering joined-up strategic HR support and outsourced ER services to a range of healthcare clients. Uniquely, because our service is embedded in a law firm, we provide joined-up solutions that incorporate human resources best practice and employment law compliance.

We specialise in the following areas:

- **Support to organisations to reduce sickness absence**
- **An investigations service**
- **Support to help organisations manage change**
- **Tailored HR advisory Service – a flexible range of HR options to suit smaller individual organisations.**



Further information about all these services can be found inside this booklet. For more information or for an exploratory discussion as to how we can help you and your business, please contact

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# Helping Trusts to reduce sickness absence

## What do we offer and how do we work?

Our HRA team deals with the time-consuming day to day employee relations issues, leaving your team to manage and develop your staff and concentrate on business objectives. We advise and support your line managers to ensure these issues have effective and reliable outcomes. Our advisors will provide all the support they need, via phone, via email and on site. We use a sophisticated call and response system and a fast and effective case management process.

## Proactive sickness absence management service

We can tailor the package to meet your organisation's needs and the service can work as a one-off project or an insourced service. An overview of the service is provided below.

The Capsticks Absence Management (CAM) Team is responsible for supporting managers to increase attendance across the Trust. The CAM Team work proactively in contacting managers when employees have triggered the absence policy, using data from ESR and directly from managers. The Team work alongside the internal HR team.

The Capsticks Case Management Database is used to log and monitor absence cases, producing relevant reports and identifying key hot spot areas that require additional intervention.

The team work with the Trust's key stakeholders to ensure a holistic approach to increasing attendance in the organisation is taken, including advice on relevant policies and the delivery of bespoke training.

## The scope of the service includes:

- Identifying all staff members who have met the triggers in the Absence Policy and proactively contacting the relevant line manager;
- Providing ongoing advice on how to manage the absence, monitor progress and support the manager to ensure a resolution is reached effectively;
- Recording all formal absence cases and producing reports on absence rates/hot spot areas on a weekly basis;
- Telephone and email support;
- Attendance at health review meetings with managers who require more support/ complex case;
- Providing necessary template letters;
- Review and support in the preparation of letters/ management reports;
- Advice on occupational health referrals and support available;
- Case management conferences with Occupational Health;
- Monthly reports demonstrating progress against cases and actions to be completed;
- Monthly meetings with managers to provide coaching/ advice;
- Escalate non-compliance/non-response from managers to ensure they fulfil their responsibility to support an employee who is absent due to ill health;
- Training sessions for managers;
- A review of absence policy, practices and processes, including identification of barriers to the effective management and reduction of absence and recommendations in this respect.

## How do we know it makes a difference?

There are a number of benefits to using our service, these include:

- Dedicated resource to proactively manage sickness absence, working to clear KPIs to deliver an effective service, concluding cases in reduced timeframes with a decrease in the average period of absence per employee.
- Working closely with line managers to develop their management capability.
- Legal advice via the HR Adviser from one of the firm's 30 employment lawyers at no extra cost, leaving your organisation less exposed to risk.
- Review of absence policy and procedural framework with recommendations to improve the management of absence.
- The in-house HR team are freed up to concentrate on the delivery of strategic objectives and meeting service requirements.
- Sharing best practice gained from our expertise with a range of healthcare, public and not for profit bodies.
- Longer term reduction in sickness absence rates and associated efficiency savings, and the contribution to the broader health and wellbeing agenda.



# Investigations Service

## What do we offer?

- A team of experienced and skilled investigators to undertake HR and Employee Relations investigations for NHS and other organisations.
- We undertake the whole of the investigatory process in line with the organisation's procedures – from agreeing the terms of reference to writing reports and presenting them at hearings.
- We specialise in complex, multi-layered cases, including MHPS, Whistleblowing, Bullying & Harassment, Disciplinary and Grievance.
- A truly impartial service; we can provide independent and arm's length expertise, and a rigorous approach.
- If the assignment is complex and has a legal component we will seek legal advice from one of the firm's 30 employment lawyers and build this advice into our work at no extra cost.
- We work to agreed KPI's to deliver a quick and cost effective service.
- Our service is proven to reduce the caseloads and timelines of in-house teams by up to 50%.

## How do we work?

We offer a flexible service with a range of purchasing options to suit the needs of individual organisations.

### *A dedicated in house team*

We supply the team, expert systems and support to undertake all investigations to free up your internal resources to concentrate on the delivery of core services.

### *A service level agreement*

We make an agreement with you to provide volume support on cases for a fixed period, on and offsite as required.

### *A call off arrangement*

We provide support on a case by case basis to manage difficult cases or supplement in-house resources when required.

## How do we know it makes a difference?

There are a number of benefits to using our service, these include:

- **Reduction in investigation timeframes** – We dedicate resource to the investigation, working to clear KPIs to deliver a quick and efficient service. Our service is proven to reduce timelines by up to 50%. This also delivers cost savings by reducing the length of time of suspensions and management input in the process.
- **In-house teams can focus on core service delivery** - Your clinicians, managers and HR staff are freed up to focus on service delivery.
- **Consistency and quality** - A standard set of best practice templates, continuity of skilled investigators, structured quality monitoring systems and client feedback ensures a consistent approach to the investigation process that meets organisational requirements.
- **Impartiality** – Our sole brief is to investigate the facts of a case. We collect evidence, analyse and present it back. That evidence must stand up to scrutiny and therefore is always presented in an objective manner.
- **Transparency** – Triage process for cases to determine required investigatory resource and highlighting at an early stage if alternative course of action may be more appropriate.
- **Service Improvement** - The organisational learning that can come from a more robust and consistent investigations service feeds into the policy and process development work of the Trust, organisational development activities and the development of HR staff and managers within the Trust.
- **Longer Term Benefits** - Taking a proactive approach to the management of investigations and reducing timeframes, sends a clear message about acceptable standards of behaviour and the organisation's approach to addressing issues. This in turn will support the delivery of organisational culture change and delivery of Trust values.



# Managing Change

## What do we offer?

- We can support you with major and minor change management projects ranging from mergers (including STPs), organisational restructuring exercises to individual change management support.
- Carter Review – assisting in the review of back office functions and the development of shared services.
- Our expertise in managing change initiatives can help you redesign your organisational structure to suit your needs and manage the resultant work without affecting day to day delivery.
- In cases where there are many stakeholders i.e. STPs we will work as an objective, independent partner in accordance with set KPIs and objectives.
- You can rely on us to help you with end to end support from redesign to implementation and beyond.
- We also provide best practice guidance on policy frameworks, recruitment, workforce planning and design and delivery of training programmes arising from transition.

## How do we work?

Our packages are designed to meet your requirements, providing value for money. We provide the team, sophisticated IT systems and the knowledge to ensure your needs are met in a way that works for you. Whether this is a dedicated on site team or a team that works at arm's length on your behalf, our flexible approach ensures we deliver to time and to brief.

## How do we know it makes a difference?

There are a number of benefits to using our service, these include:

- Dedicated and experienced HR practitioners with proven track records of delivery.
- Fixed fees in line with your budgetary requirements.
- Legal advice via the practitioner ensuring no additional risk.
- Your in-house teams are freed up to concentrate on the delivery of other strategic objectives and meeting service requirements.
- Sharing best practice gained from our expertise with a range of healthcare, public and not for profit bodies.
- Working to clear KPIs to deliver an effective service, with regular reporting to ensure the delivery of a timely and quality service.
- Cost effective, tailored solutions to support cost reduction for corporate functions such as HR.





# Tailored HR Advisory Services

## What do we offer?

- A team of experienced and skilled HR Consultants to deliver a tailored HR Advisory Service for your organisation.
- An outsourced end-to-end HR Advisory Service ranging from HR Advisor level to Board level support.
- An ER Service including advice on the full range of employee relations issues including complex cases up to and including dismissal; an Investigatory Service undertaking the whole of the investigatory process in line with the organisation's procedures and including MHPS, Whistleblowing, Bullying & Harassment, Disciplinary and Grievance; and policy review and development.
- High level, expert HR advice including strategic recruitment and selection, pay and reward and organisational change.
- A bespoke programme of training.
- Access to legal advice from one of the firm's 30 employment lawyers via the HR Advisory Service.
- A case management database to record and monitor cases and the support provided.
- We work to agreed KPIs to deliver a quick and cost effective service.
- A service that is tailored to meet client needs.

## How do we work?

We offer a flexible service with a range of purchasing options to suit the needs of individual organisations.

### *A dedicated in house team*

We supply the team, expert systems and support to deliver the defined HR Advisory Service.

### *A service level agreement*

We make an agreement with you to provide defined HR Advisory support, on and offsite as required.

### *A call off arrangement*

We provide HR Advisory support on a case by case basis or for defined projects to supplement in-house resources when required.

## How do we know it makes a difference?


There are a number of benefits to using our service, these include:

- Dedicated and experienced HR practitioners to provide fast and accurate advice as soon as possible and proactively manage your people issues.
- HR Consultancy input to resource projects your team does not have time for.
- Legal advice via the HR Advisor from one of the firm's 30 employment lawyers at no extra cost, leaving your organisation less exposed to risk.
- Working closely with line managers to develop their management capability.
- Your in-house teams are freed up to concentrate on the delivery of strategic objectives and meeting service requirements.
- Sharing best practice gained from our expertise with a range of healthcare, public and not for profit bodies.
- Working to clear KPIs to deliver an effective service, with regular reporting to ensure the delivery of a timely and quality service, identifying common issues and training needs across your organisation.
- Cost effective, tailored solutions to support cost reduction for corporate functions such as HR.



**Capsticks**

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