



Health Care on Hand



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Introduction

The People Team has devised this Guidance Document with the view to help Managers understand how we can help Health Care on Hand achieve a work-life balance for our employees. This document will examine various regulations, discrimination legislations, and the importance of well-being within the workplace. We will look at what diversity and inclusions mean for our employees and the importance to recognise this along with what is meant by fair and unfair dismissal and how we can ensure we are doing all we can to be compliant with all of the above to make Health Care on Hand a company that helps and support their employees.

An explanation of the importance of achieving work-life balance within the employment relationship with an overview of the regulations relevant to work-life balance. (AC 3.1)

Noon and Blyton (2007) (cited in Waite, et al 2021) state Work life balance is working effectively whilst retaining a nonwork life without undue pressure from either.

CIPD (2023) advise appropriate work-life balance have positive effects on employers and employees. Line managers should recognise Work-life Balance as it builds positive and resilient employees, increases confidence, productivity, and morale.

Waite, et al (2021) advises employees who don't have a work life balance feel overworked, stressed, burnt out resulting in poor performance, less productivity, sickness, and increased employee turnover. Not achieving a work-life balance can affect physical and mental well-being.

Line managers need to engage, hold regular meetings with employees, be familiar with Policies and procedures, like Flexible working, rest breaks, work hours ect to avoid employees feeling unnecessary pressure.

Regulations relevant to work-life balance, according to ACAS (2023) Working Time Regulations 1998 where conditions such as weekly working time, rules on how many hours can be worked in a week, suitable rest breaks, adequate annual leave as well as rights to Maternity, paternity, shared, adoption, bereavement paid leave along with Flexible working arrangements.

For example, an employee reducing hours for childcare would require a Flexible working request, they need to be employed for 26 weeks continuously, an employee, and not submitted a request within 12 months.

An explanation of what is meant by, and the importance of, wellbeing in the workplace. (AC 3.2)

Wellbeing, according to Workable (2023) is Mental, Physical, Emotional, and economic health of employees encompassing all areas of working life.

Waite, et al (2021) reported 39% of employees saw a decline in their Mental Health feeling unsupported by employers. During COVID, 30% searched new jobs and ¼ felt less productive. Poor mental health cost employers £45 billion showing the implications of not being a supportive employer.

Benendenhealth (2023) advises Promoting well-being can prevent stress, sickness absences, and creates positive, productive environments.

We need to promote open conversations where employees feel able to speak up about issues. Line managers need to recognise when employees are overworked, struggling, have patterns of sickness, or have signs of being unhappy, to offer early support.

Poppy Heath (2023) advises Wellness programs increase productivity and performance by decreasing absenteeism by 14/19%, 56% of employees reported fewer sick days, and increased morale by 54% . 80% stated they engaged better following a Wellness program.

Health Care on Hand has Well-being programs where Line Managers can act to help support employees. Waite, et al (2021) advise Employees Assistance Programmes also offers employees external professional service, helping physical, emotional, or financial support. Our aim is to ensure employees feel supported. we can also look at providing factsheets signposting employees to further support.

A summary of the main points of discrimination Legislation. (AC 3.3)

According to ACAS (2023) Discrimination Legislation relates to the Equality Act 2010, in place to protect against discrimination in the workplace. Discrimination is treating someone in a less favorable way than someone else based on protected characteristics. The 9 characteristics are race, religion, pregnancy and maternity, gender reassignment, disability, age, sex, and sexual orientation. it's vital line managers recognise discrimination and prevented this within HealthCare on Hand so employees are treated fairly. line managers must recognize discrimination and ensure this is not happening within our workplace and all employees are treated fairly.

Discrimination Legislation applies throughout the employee lifecycle. Croner(2022) advise discrimination can happen in a variety of ways, direct discrimination, relating to treating an employee less favorably if they have a protective characteristic, indirect discrimination, which relates to businesses operations or policies putting an individual with a protective characteristic at a disadvantage to others, harassment, where individuals feel upset, violated or intimidated by another colleague or individuals, victimization where an employee has made a complaint and is then treated unfairly because of this.

An example of indirect discrimination would be Disability Discrimination, if someone suffering from a medical condition asks for some reasonable adjustments to be made, such as an amendment to their seating arrangements, if no fair policies and procedures are in place to help support or the request is refused, this would be seen as indirect discrimination.

Another example could be Age discrimination, this could be at the application stage, where someone is not considered for an interview, or at the selection stage due to their age. Line Managers need to be aware of the questions asked at the interview or selection stage and through the employee's lifecycle to ensure we are not discriminating.

According to Chron (2022) there are many implications for the organisation if discrimination occurs, employee morale, productivity, and confidence within the organisation can be compromised as well as the legal and financial implications to the business. It's vital that employers follow the Equality Act 2010 and Line Managers are aware of the relevant up-to-date policies and procedures in place to ensure we are not discriminating.

An explanation of what diversity and inclusion mean and why they are important. (AC 3.4)

According to Workable (2023), Diversity is recognising differences, to employ a variable workforce comprising different characteristics, skills, and personalities balancing gender, age, and race.

According to Forbes(2021) having a diverse workforce provides benefits for employers and employees. It's suggested that companies are 70% more likely to capture more markets with a diverse workforce due to the variety of perspectives a diverse workforce can bring, different views, opinions, and approaches. 64% of potential employees research companies online and 1 in 3 say they would not apply for a job that lacks diversity, showing how important Diversity is within organisations. Line managers need to recognise having a Diverse workforce is positive and an opportunity to draw on different individuals' experiences and thoughts to make more rounded decisions.

According to CIPD (2019) Inclusion is about employees feeling comfortable, able to contribute and feel part of a team, where everyone is relevant. To be an inclusive employer, Line managers need to ensure employees feel valued and accepted and support is offered to all to thrive regardless of background or any differences. Line managers can play a key role in this and lead by example, our goal is to build a Diverse and inclusive workforce, create positive environments, and draw on our employee's skills, knowledge, values, and differences to become a diverse and inclusive business will result in a happier workforce.

An explanation of the difference between fair and unfair dismissal. (AC 3.5)

ACAS (2022) advise dismissal is when an employer ends an employee's Contract of Employment. before dismissing an employee we need to ensure it's fair to avoid legal consequences for Health care on Hand. Employees are protected by the Employment Rights Act 1996 protecting employees from being unfairly dismissed.

Health Care on Hand must follow ACAS code of practice when dealing with dismissals. According to Waite, et al (2021) Fair reasons for dismissal would be Capability or qualifications, employees must show they have relevant qualifications or capabilities to do their job, employers would need incompetence or concerns over health to justify dismissing the employee, conduct resulting in misconduct going against company rules and procedures, redundancy would be fair dismissal providing we demonstrated the job role was no longer required, legal restriction or illegality refers to any ban or restriction the employee received which would no longer allow them to perform their job and some other substantial reason would have to be proved by the employer.

The organisation must show they acted in a fair and reasonable manner with a substantial reason to dismiss the employee.

According to ACAS (2022), unfair dismissal refers to dismissing an employee unlawfully, against the Employment Rights Act 1996 where legal and fair procedures were not followed.

Employees with less than two years of service or within the probation period have fewer rights according to Citizen Advice (2023). To claim unfair dismissal, you need to be an employee, the Length of service requirements, and if the dismissal falls under unfair dismissal according to the law.

Citizen Advice (2023) states dismissal would be automatically unfair if due to being pregnant, having maternity leave, requesting minimum wage, action regarding Health and Safety, trade union representative acting in an activity as an employee representative, doing jury service, forced to retire or asking for Flexible Working.

Waite, et al (2021) suggest dismissals could be unfair if procedures were not followed, if employees had to leave due to something serious the company had done and they felt they had no choice, these fall under constructive dismissal.

Line managers need to ensure processes and procedures are followed. The People Team are here to provide support and guidance to avoid legal implications.

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