

**Industrial
Relations in
Hospitals**

HOFK (McD)

McD

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**INDUSTRIAL
RELATIONS IN
HOSPITALS
a checklist**

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This checklist is the result of a study carried out during the management course which formed a part of the National Training Scheme in Hospital Administration at the King's Fund College. The aim of the study was to discover the extent to which good industrial relations practice, as set out in the Industrial Relations Act 1971 and Industrial Relations Code of Practice, HMSO 1972, existed in hospitals in the London area. The study was undertaken soon after the Act was introduced. We felt its advent signified a new interest in industrial relations and the need for an appraisal of industrial relations practice in the hospital service. In addition, we considered that the growth of the personnel function in hospitals gave the opportunity for the development of expertise and knowledge upon which good industrial relations practice must depend.

We constructed a questionnaire based on the Act and Code which was completed by some 40 hospital authorities. These we subsequently visited. The checklist was drawn up on the basis of the experience gained from the survey.

We would like to thank all those individuals and organisations who gave us advice on our original questionnaire and who participated in the survey.

CHECKLIST QUESTIONS

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CONTRACTS

	YES	NO	ACTION	BY WHOM
1 HAVE NEW CONTRACTS OF EMPLOYMENT BEEN INTRODUCED SINCE THE PASSING OF THE INDUSTRIAL RELATIONS ACT ?				
2 DO ALL STAFF WORKING MORE THAN 20 HOURS A WEEK RECEIVE A CONTRACT ?				
3 ARE CONTRACTS ISSUED WITHIN THE FIRST 13 WEEKS OF EMPLOYMENT TO THESE STAFF ?				
4 ARE STAFF INFORMED IN THEIR CONTRACTS OF THEIR RIGHTS :				
a TO BELONG TO A REGISTERED TRADE UNION (OR ORGANISATION CURRENTLY ENTERED IN THE SPECIAL REGISTER) ?				
b NOT TO BELONG TO A REGISTERED TRADE UNION OR ORGANISATION OF WORKERS ?				
c IF THEY BELONG TO A REGISTERED TRADE UNION, TO TAKE PART IN ITS				

5 DOES THE CONTRACT CONTAIN:

a SUFFICIENT INFORMATION TO ENABLE EMPLOYEES TO CALCULATE PRECISELY THEIR HOLIDAY ENTITLEMENTS ?

b THE EXTENDED MINIMUM PERIODS OF NOTICE PROVIDED BY THE ACT ?

6 DOES THE CONTRACT:

a SPECIFY TO WHOM AN EMPLOYEE CAN APPLY TO REDRESS A GRIEVANCE RELATING TO HIS EMPLOYMENT AND HOW SUCH AN APPLICATION CAN BE MADE ?

b EXPLAIN THE STEPS FOLLOWING SUCH AN APPLICATION OR REFER TO A DOCUMENT WHICH EXPLAINS THESE STEPS AND WHICH IS REASONABLY ACCESSIBLE TO THE EMPLOYEE ? (SEE ALSO QUESTIONS 14 AND 15)

YES NO

ACTION

BY WHOM

DISCIPLINARY PROCEDURE

	YES	NO	ACTION	BY WHOM
7 DOES A FORMAL WRITTEN DISCIPLINARY PROCEDURE EXIST IN THE HOSPITAL ? (THE DRAFT PROCEDURE OUTLINE IN HM(SI)73 AND BG(SI)80 COVERS ONLY THE APPEAL STAGES AND IS NOT A FULL DISCIPLINARY PROCEDURE.)				
8 DOES THE PROCEDURE INCLUDE THE FOLLOWING STAGES:				
a ORAL WARNING ?				
b WRITTEN WARNING ?				
c AN OPPORTUNITY FOR THE EMPLOYEE TO STATE HIS CASE AND TO BE ACCOMPANIED BY AN EMPLOYEE REPRESENTATIVE ?				
d A RIGHT OF APPEAL TO A HIGHER LEVEL OF MANAGEMENT ?				
9 WAS THE LOCAL PROCEDURE AGREED WITH THE TRADE UNIONS AND PROFESSIONAL ORGANISATIONS CONCERNED ?				
10 HAVE ALL STAFF BEEN INFORMED:				

	YES	NO	ACTION	BY WHOM
11 ARE WRITTEN RECORDS KEPT OF EACH STAGE OF THE DISCIPLINARY PROCEDURE (INCLUDING ORAL WARNING?)				
12 ARE RECORDS OF ALL DISMISSALS AND THE REASONS FOR THEM KEPT FOR AT LEAST ONE YEAR?				
13 HAS THE HOSPITAL, OR HOSPITAL GROUP DISCIPLINARY PROCEDURE BEEN REVIEWED SINCE THE PASSING OF THE INDUSTRIAL RELATIONS ACT?				

GRIEVANCE PROCEDURE

	YES	NO	ACTION	BY WHOM
14 IS THERE A FORMAL WRITTEN GRIEVANCE PROCEDURE RELATING TO ALL CONDITIONS OF EMPLOYMENT — INCLUDING THOSE OUTSIDE THE PURVIEW OF THE WHITLEY COUNCILS?				
15 DOES IT CONTAIN THE FOLLOWING PROVISIONS:				
a THAT THE GRIEVANCE BE DISCUSSED IN THE FIRST INSTANCE BETWEEN THE EMPLOYEE AND HIS IMMEDIATE SUPERIOR ?				
b AN OPPORTUNITY FOR THE EMPLOYEE TO BE ACCOMPANIED AT THE NEXT AND ANY SUBSEQUENT STAGES BY AN EMPLOYEE REPRESENTATIVE OR FRIEND ?				
c A RIGHT OF APPEAL TO A HIGHER LEVEL OF MANAGEMENT ?				
16 HAS THE GRIEVANCE PROCEDURE BEEN AGREED				

STAFF FACILITIES

17 THE CODE STATES THAT EMPLOYING AUTHORITIES SHOULD AIM AT THE REDUCTION AND ULTIMATE REMOVAL OF 'ALL DIFFERENCES IN THE CONDITIONS OF EMPLOYMENT AND STATUS OF DIFFERENT CATEGORIES OF STAFF AND IN THE FACILITIES AVAILABLE TO THEM THAT ARE NOT BASED ON THE REQUIREMENT OF THE JOB'. IN THIS CONNECTION ARE HOSPITALS IN THE GROUP PROVIDED WITH:

a COMMUNAL DINING ROOMS FOR ALL STAFF (THAT IS, NO SEPARATE FACILITIES FOR MEDICAL OR OTHER GROUPS OF STAFF)?

b A MULTIDISCIPLINARY EDUCATION CENTRE ?

c CAR PARKS DEMARCATED ACCORDING TO NEED RATHER THAN GRADE OF STAFF ?

d INTEGRATED RECREATIONAL FACILITIES FOR ALL GRADES

YES	NO	ACTION	BY WHOM

COMMUNICATIONS

	YES	NO	ACTION	BY WHOM
18 DO HEADS OF DEPARTMENTS HOLD REGULAR MEETINGS WITH MEMBERS OF THEIR STAFF:				
a TO DISCUSS INDIVIDUAL PROGRESS ?				
b TO DISCUSS PROBLEMS IN THE DEPARTMENT ?				
19 DOES THE HOSPITAL HAVE A HOUSE JOURNAL OR NEWS-SHEET CIRCULATED TO ALL STAFF ?				
20 ARE EMPLOYEES SUPPLIED WITH INFORMATION ON:				
a OPPORTUNITIES FOR PROMOTION AND ANY NECESSARY TRAINING TO ACHIEVE IT ?				
b SOCIAL WELFARE FACILITIES ?				
c THE RULES FOR FIRE PREVENTION, HEALTH AND SAFETY ?				

	YES	NO	ACTION	BY WHOM
21 ARE EMPLOYEES REGULARLY PROVIDED WITH INFORMATION ON:				
a. THE PERFORMANCE AND PLANS OF THE HOSPITAL AND GROUP ?				
b. ORGANISATIONAL AND MANAGEMENT CHANGES WHICH AFFECT EMPLOYEES?				
22 IS THIS INFORMATION DISTRIBUTED TO ALL STAFF ?				
23 DOES A JOINT STAFF CONSULTATIVE COMMITTEE EXIST ?				
24 IF SO, DOES IT DISCUSS AND INFLUENCE MAJOR DECISIONS AFFECTING THE ORGANISATION (FOR EXAMPLE, FUTURE DEVELOPMENTS, BONUS SCHEMES, SHIFT ARRANGEMENTS) ?				

RELATIONS WITH TRADE UNIONS

	YES	NO	ACTION	BY WHOM
25 DOES MANAGEMENT MEET REGULARLY (OTHER THAN THROUGH THE JSCC) WITH PAID AND VOLUNTARY REPRESENTATIVES OF TRADE UNIONS AND PROFESSIONAL ORGANISATIONS ?				
26 WHICH OF THE FOLLOWING FACILITIES ARE AVAILABLE FOR TRADE UNION OFFICIALS TO MEET THEIR MEMBERS:				
a TIME OFF AND MAINTENANCE OF EARNINGS (WHILE ON UNION BUSINESS) ?				
b LIST OF NEW EMPLOYEES ?				
c ACCOMMODATION TO HOLD MEETINGS ?				
d ACCESS TO A TELEPHONE ?				
e USE OF NOTICE BOARDS ?				
f USE OF OFFICE FACILITIES ?				
27 HAVE DISCUSSIONS BEEN HELD WITH TRADE UNIONS AND PROFESSIONAL ORGANISATIONS ON:				
a THE NUMBER OF SHOP				

TRAINING

28 HAVE THE FOLLOWING CATEGORIES OF STAFF BEEN INSTRUCTED IN THE PROVISIONS OF THE ACT AND CODE:

a SENIOR ADMINISTRATIVE STAFF

1 BY LITERATURE SENT TO THEM ?

2 BY INSERVICE TRAINING ?

3 BY EXTERNAL TRAINING ?

b SENIOR MEDICAL STAFF

1 BY LITERATURE SENT TO THEM ?

2 BY INSERVICE TRAINING ?

3 BY EXTERNAL TRAINING ?

c SENIOR NURSING STAFF

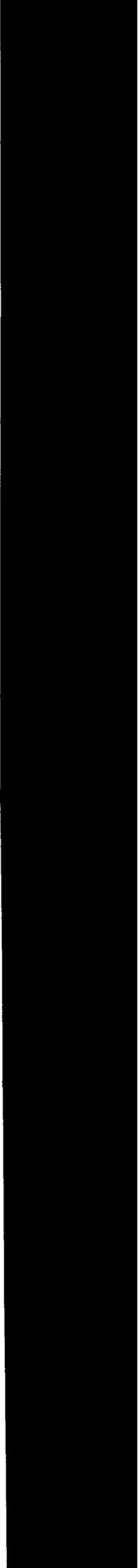
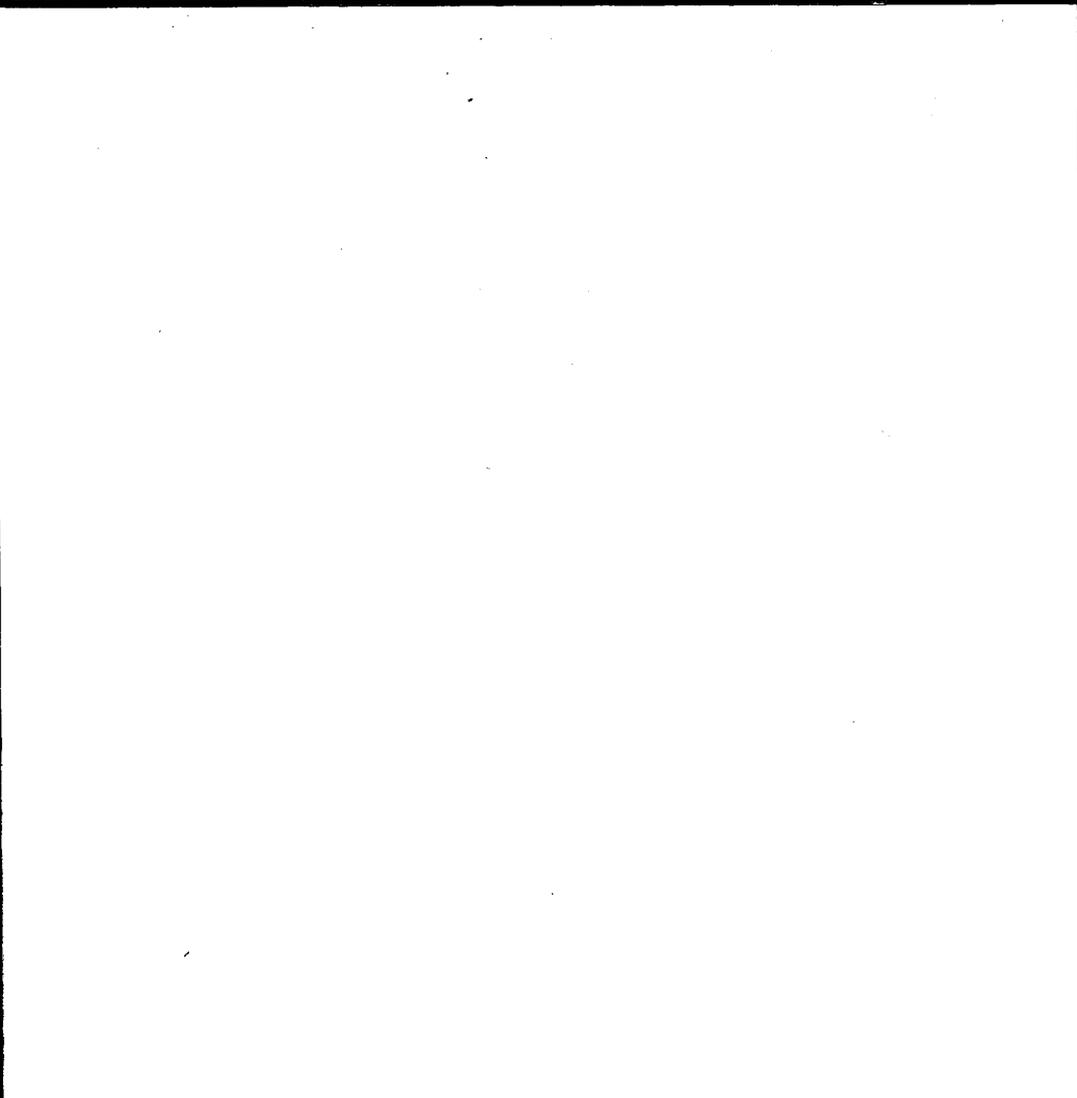
1 BY LITERATURE SENT TO THEM ?

2 BY INSERVICE TRAINING ?

3 BY EXTERNAL TRAINING ?

d HEADS OF DEPARTMENTS

YES	NO	ACTION	BY WHOM
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