

# Mid Essex Hospital Services



NHS Trust

<b>Staff Retention</b>	<b>Policy</b>
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<b>Developed in response to:</b>	Staff Management Need/Best Practice
Contributes to HCC Core Standard	C7e, C8a C11a, C11c

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## **1.0 Introduction**

- 1.1 The Staff Retention Policy is to ensure that all procedures and benefits pertaining to this policy are carried out in a fair, equitable and transparent that will attract and maintain a workforce that is representative of the community of which it is part.

## **2.0 Purpose and Aims**

- 2.1 The purpose and aims of the Staff Retention Policy is to provide the framework within which retention of staff is undertaken within Mid Essex Hospitals NHS Trust. All processes and procedures relating to the Staff Retention Policy should be based on best practice and be evidence based.
- 2.2 The Trust will be recruiting and retaining staff that have the necessary skills, expertise and qualifications that will contribute to driving forward the Trust's work as an Acute Trust and to support its bid for Foundation Trust status.
- 2.3 All staff retention processes and procedures should be socially inclusive and should not unlawfully discriminate against anybody on the basis of their race, colour, nationality, ethnic or national origins, religious belief, sex, sexual orientation, marital status or disability. Nor should people be excluded or receive unwarranted discrimination on the grounds of age or political affiliation.

## **3.0 Scope**

- 3.1 This policy applies to all Mid Essex Hospital Services NHS Trust employees, prospective employees, contractors and associated workers.
- 3.2 The principles of the Staff Retention Policy will apply to all posts, irrespective of staff group or seniority.

## **4.0 Policy Principles**

- 4.1 All processes and procedures must meet the requirements of current employment legislation, Department of Health guidelines, Trust Governance and diversity, equality & inclusion requirements. All processes and procedures will be equitable, fair and auditable. Staff will be treated with courtesy and respect throughout all processes.

- 4.2 All staff involved in the processes and procedures covered by this policy must consider whether their family and other personal relationships create any actual or potential conflicts. *For further information please refer to the Conflict of Interest Policy.*

## **5.0 Induction**

- 5.1 All staff will attend the Corporate Induction day as soon as possible after their start date. Attendance on Induction will be arranged at the same time as the formal offer of employment is made.
- 5.2 All staff will attend the mandatory Equality and Diversity training and if appropriate to the post, Moving and Handling training in accordance with the Training Needs Analysis Policy.
- 5.3 All staff will also receive a local induction which will be arranged by their line manager. Refer to Induction Process Management Guidelines.

## **6.0 Flexible Working**

- 6.1 All staff have the right to request for changes in their working pattern but should take into account the needs of their team and the service when making such requests.
- 6.2 Managers have a responsibility (and in some cases a legal obligation) to give such requests careful and serious consideration and to be as flexible in accommodating them as the needs of the service and the staff group as a whole allow.
- 6.3 Staff do not have an automatic right to change the way they work, nor do employers have an absolute right to resist or to impose change. Staff and managers have a responsibility to work together in an open, flexible and consultative manner to balance these issues locally.
- 6.4 Examples of flexible working arrangements currently in place in the Trust are part-time hours, term-time hours, annualised hours, zero hours contracts, career breaks, flexi-time, compressed hours, nine day fortnight, flexible rostering and job-share. *For further information please refer to the Flexible Working Policy & Guidelines.*

## **7.0 Lone Working**

- 7.1 The Trust believes that all of its employees, regardless of where they are located, have a right to work in an environment which is safe and where they are not put at undue risk.
- 7.2 Employees who regularly work in the community, in conjunction with their manager, must develop and implement local systems and procedures to meet the needs of lone workers.
- 7.3 Before working alone with service users outside of Trust premises a risk assessment must be undertaken by the individual and their manager.
- 7.4 Employees must take reasonable care to protect themselves and to implement all guidance, policy and practice relating to risks arising from lone working.
- 7.5 When working alone with service users, employees must record the location, approximate time-scales of visits and an agreed time to report back with a nominated individual at the Trust.
- 7.6 In high risk situations arrangements must be made to undertake the visit with another member of staff. Where this would not reduce the level of risk to an acceptable level, arrangements should be made to be accompanied by the police. *For further information please refer to the Lone Worker Policy.*

## **8.0 Secondments**

- 8.1 Secondments provide a valuable opportunity for staff to enhance their skills and broaden their experience. They can help to fill fixed-term posts relatively quickly and by staff with experience of working in the Trust and can benefit the organisation by encouraging the 'cross fertilisation' of ideas.
- 8.2 Secondments can be offered successfully in all fields and at all employment levels as the primary purpose remains the same: to promote the personal and professional development of the individual while meeting the service needs of the Trust. All secondment opportunities should be advertised internally with job descriptions and person specifications being made available. A 'secondment agreement' should be completed in each case and an SWB form (Intranet/document library/HR/ESR/Change notification) completed. *For further information please refer to the Secondment Policy and Guidelines*

## **9.0 Acting up**

- 9.1 Occasionally, the opportunity to 'act up' into a higher position is available. Staff should be asked to express an interest in the opportunity and be interviewed to assess their suitability.
- 9.2 The minimum length of time is determined by the reason for the cover e.g. maternity leave, long term sickness or career break. Acting up is not to be used to cover annual leave,

Pay for the period of 'acting up' will be at one point higher than the level of pay in their substantive post.

If the post into which the employee is 'acting up' becomes a vacancy then the normal recruitment and selection procedure will be followed, although the experience gained will place them in a relatively good position to prove their capabilities on a permanent basis.

The 'acting up' opportunity will be for a specified time, after which the employee reverts back to their original post, level of responsibility and pay. An SWB form must be completed for the acting up period. If the length of time is not known at the outset, then a further SWB form must be completed at the end of the period of acting up to put the employee back into their original post (Intranet/document library/HR/ESR/Change notification).

## **10.0 Appraisal**

- 10.1 The appraisal is a positive event that forms part of the ongoing relationship between employee and line manager. At MEHT it takes the form of an annual meeting to discuss achievements, strengths, and areas for development, and to set personal objectives for the year ahead. However, it is important to remember that the process is more than just this one formal meeting, as the process should be on-going for the whole year.
- 10.2 All staff must be appraised annually, as a minimum. Appraisals must be carried out 3 months prior to the incremental date in order to address any possible shortcomings prior to the due date.
- 10.3 Line Managers will be required to complete a monthly return for Board monitoring purposes regarding completed appraisals in the previous 12 months. A template will be provided by HR for this purpose. *For further information please refer to the Intranet/KSF and Staff appraisals*

## **11.0 Communication**

- 11.1 The Trust recognises the importance of good channels of communication and staff are kept informed of events through:
- 11.2 Staff Focus – Internet based weekly communication covering a range of information and events at the Trust
- 11.3 Staff Brief – monthly brief direct from the CEO which is disseminated to all staff via face to face briefings
- 11.4 Communications Team – dedicated team of staff who can be contacted via x 4235
- 11.5 Staff Notice Board – Available for all staff to access on the Intranet

## **12.0 Opportunities to raise issues**

- 12.1 Staff have opportunities to raise issues that they have concerns about, in the first instance through their regular staff meetings. If necessary the concerns can then be escalated through to their staff representative who attends the JCNC to see if these are appropriate to raise. If appropriate, the issues are then discussed at the regular meetings which are attended by a management representative.
- 12.2 In addition to the JCNC, a staff survey is conducted on an annual basis. The results of the staff survey are published and measures put in place to improve in areas of concern.
- 12.3 Staff also have the opportunity to take up issues which concern them through the Grievance Policy. Any issues must first be discussed with the line manager and if a satisfactory result is not obtained at this meeting, then an official grievance can be raised as per the policy. *For further information please refer to the Grievance Policy.*
- 12.4 Staff who wish to raise concerns relating to malpractice issues or concerns about standards of care or other Trust activities have recourse to the Whistleblowing Policy available on the Intranet. For further information please refer to the Whistleblowing Policy.

## **13.0 Exit Interviews**

- 13.1 It is the Trust's policy that when staff make the decision to resign from MEHT they are given the opportunity to complete an exit questionnaire. The questionnaire is part of the SWC form that managers part complete and pass to the employee to sign. The questionnaire should be detached and completed separately and forwarded to the HR Service Centre.
- 13.2 If the member of staff wishes to have an Exit Interview either with their line manager or a member of the HR Team, this may be indicated on the Exit Questionnaire form. The request will be picked up by a member of the HR service centre and forwarded to the appropriate manager or HR Manager for an appointment to be made.
- 13.3 Any adverse comments on the form are passed on to the relevant HR Business Partner so that action can be taken to address any issues that are brought to our attention.

#### **14.0 Young people in the workplace**

- 14.1 From time to time the Trust is asked to provide young people with employment, work placements and job shadowing opportunities. The employment of young people and the provision of work experience placements and job shadowing raises particular employment and Health & Safety issues. The Trust is aware of the additional risks that may follow as a consequence of the employment of young persons, and will take all measures necessary to minimise those risks, as far as is reasonably practicable.
- 14.2 All requests for work experience, job shadowing and all workplace visits must be made to and co-ordinated by the HR Service Centre.
- 14.3 All young persons engaged in work, work experience or training will be assessed for capability before they commence.
- 14.4 All relevant workplaces will be assessed, additional risks will be identified and measures taken to ensure the health and safety of young persons will be documented.
- 14.5 Young persons will be given the increased level of information, instruction, training and supervision required to enable them to work safely.
- 14.6 They will not be engaged in work beyond their physical or psychological capacity. *For further information please refer to the Young Persons in the Workplace Guidelines.*

## **15.0 Disabled People in the workplace**

15.1 The scope of this section covers, but is not limited to:

- a) disabled people applying for employment or work placement with the Trust;
- b) arrangements made during the course of a disabled person's employment or work placement; and
- c) arrangements made following the end of the employment relationship in relation to any matter arising out of that relationship, eg. references or disciplinary appeal hearing.

15.2 The Trust is required to take reasonable steps to prevent any of the following from placing a disabled person at a substantial disadvantage compared to applicants, employees, former employees or work placement appointees who are non-disabled.

- a) any arrangements made by the Trust or on the Trusts behalf, e.g. criteria for offering employment, terms or benefit of employment;
- b) any physical features of the Trusts premises, e.g. permanent or temporary building design, fixtures, fittings or equipment.
- c) Any provision, criteria or practice of the Trust.

15.3 Unjustified failure to make a reasonable adjustment is in itself disability discrimination. The duty includes arrangements for interviewing applicants, eg. access requirements, where it is known that the interviewee has an impairment that requires such an adjustment.

15.4 Monitoring arrangements are as detailed in the Trust's Equality and Diversity Policy available on the MEHT Intranet. *For further information please refer to the Disabled People in Employment Management Guidelines or Recruitment and Selection Policy and Guidelines*

## **16.0 Continuing Staff Development/Continuous Professional Development**

16.1 Continuing Staff Development (CSD) is the 'ongoing process of education and development that enables staff to maintain their competence and increase their proficiency and expertise.'

16.2 The Trust supports CSD to enable the staff to fully develop within their role and to achieve the highest standards possible.

16.3 CSD covers a wide range of education and development activities and can be undertaken on an individual or team basis, in or away from the workplace, and on a formal or more informal basis, e.g.

- formal courses/learning programmes;
- conferences and study days;
- workplace-based opportunities, e.g. mentorship, secondments, job-shadowing, projects, job rotations, Action Learning Sets;
- on-the-job learning, e.g. learning from colleagues, supervised / assessed practice, practice experience, feedback and appraisal;
- personal study, e.g. reading journal articles, undertaking self-reflection and self-assessment;
- experiences in other areas of life, e.g. volunteering or leadership role within a community group that can be applied to work roles.

16.4 CSD encompasses basic induction, literacy and numeracy skills, vocational training, pre- and post-registration education for professionally-registered staff, continuing personal and professional development, management and leadership development. It addresses skills, knowledge and personal effectiveness ('emotional intelligence'). *For further information please refer to the Continuing Staff Development Guidelines.*

## **17.0 Staff Benefits**

17.1 There are many additional benefits to working for MEHT, see the Staff Manual available on the Intranet. Details of NHS initiatives can be found on the NHS Discount website [www.nhsdiscount.com](http://www.nhsdiscount.com).

## **18.0 Monitoring**

18.1 Monitoring via the monitoring arrangements detailed in the relevant policy, unless otherwise stated, eg exit interviews will be looked at in relation to the Turnover data collected. Staff surveys reviewed annually. Referred to HR Committee on six monthly basis.