



Recruitment and Retention Premia Policy

This is a new procedural document. Please read in full.



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Amendment Form

Please record brief details of the changes made alongside the next version number. If the procedural document has been reviewed **without change**, this information will still need to be recorded although the version number will remain the same.

Version	Date Issued	Brief Summary of Changes	Author
Version 1	18 August 2017	This is a new procedural document, please read in full.	Anthony Jones

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1. INTRODUCTION

A recruitment and retention premium (RRP) is an addition to the pay of an individual post or specific group of posts where market pressures would otherwise prevent the Trust from being able to recruit and/or retain appropriately qualified/experienced staff for the post(s) concerned at the normal salary for a job of that weight, as measured under a job evaluation system.

This policy covers the use of RRP in conjunction with the Agenda for Change (AfC) Job Evaluation Process and applies to medical and dental posts within DBTH.

2. PURPOSE

RRP can be awarded nationally to particular groups of staff as recommended by the NHS Pay Review Bodies and/or the NHS Pay Negotiating Council. RRP can also be awarded on a local basis following evidence gathering and an appropriate level of consultation with stakeholders; primarily, other neighbouring NHS employers, and specifically members of the local STP.

Posts already subject to local RRP arrangements which have helped alleviate existing or former recruitment and/or retention issues which have been in place prior to the existence of this policy will be subject to on-going annual review to ascertain whether the payment is required to maintain appropriate staffing levels.

The content of the RRP policy is compliant with relevant sections of the Agenda for Change NHS Terms and Conditions of Service Handbook. In particular, it follows the guidance as set out in Section 5, Section 46, Annex J and Annex R.

The Trust aims to ensure that the implementation of AfC and medical and dental pay scales results in pay to staff being fair and equal thus meeting the requirements of Equal Pay Legislation.

Recruitment and retention premia will apply to posts and not to people. If a member of staff moves to a different post in the Trust or moves to another position within the NHS, any premium paid to that individual by virtue of the post they hold will cease unless the new post also requires it.

3. DUTIES AND RESPONSIBILITIES

The Line Manager is responsible for identifying the need for a RRP payment and is responsible for drafting the case. All cases are submitted to the Executive Team for consideration and approval. The Executive Team will also consider post with an agreed RRP at the annual review date.

People and OD are responsible for advising managers on policy and procedure and providing any supporting information required.

4. PROCEDURE

There are two types of RRP, **short-term** and **long-term** and the Trust has the right to determine whether to award a short-term or long-term premium to any post unless explicit guidance and/or instruction is received relating to specific posts from the Pay Review Bodies or Pay Negotiating Council.

Approved RRP attached to a post will be paid in addition to the salary received by the member of staff and highlighted as a separate pay element. Only long-term RRP is pensionable and will be used to determine rates of overtime, unsocial hours enhancements and on-call payments.

The total combined value of any nationally awarded and any locally awarded RRP for a given post shall not normally exceed 30% of basic salary. As a foundation Trust, DBTH has the authority to consider RRP payments above this level due to earned autonomy but this is expected to be in exceptional circumstances only. Any decisions to exceed 30% RRP will require approval by the Trusts Executive Team.

RRP will not be used to resolve an individual's *personal* dissatisfaction with their level of remuneration or incremental position on the pay band.

Short-Term Recruitment and Retention Premia:

- Will be awarded if the Trust believes that problems associated with recruitment or retention are short-term and the need for a premium is expected to disappear or reduce in the foreseeable future, i.e. less than 12 months.
- Will be regularly reviewed (at least annually) to assess their need and level.
- May be withdrawn or have the value adjusted subject to a 6-month notice period to the postholder(s) affected.
- Will not be pensionable or count towards overtime, unsociable hours enhancements or any other payments linked to basic pay.

Long-Term Recruitment and Retention Premia:

- Will be awarded if the Trust believes that problems with recruitment or retention are long-term and the need for a premium is not expected to disappear or reduce in the foreseeable future.
- Will be regularly reviewed (at least annually) to assess their need and level, the Exec Team can indicate the review period for a post on a case by case basis.
- Will be awarded on a long-term basis, i.e. for periods anticipated to be greater than 12-months or indefinitely .

- May be awarded to new appointees at a different value compared to existing staff, higher or lower depending on labour market conditions at that time.
- Will be pensionable and will count towards overtime, unsociable hours enhancements any other payments linked to basic pay.

4.1 Procedure for RRP Applications

In order to ensure that RRP is only paid where there is transparent evidence that it is required to prevent detriment to service delivery there will be an assessment process for each RRP. This assessment process will also ensure that the level of the payment is proportionate to the recruitment and retention/labour market issues and that there is a standard approach taken to paying all RRPs in the Trust. All RRP Applications will be considered and approved by the Executive Team.

All RRP payments applied will be subject to a review period and managers will be requested to complete the process for requesting an extension of the original RRP payment utilising the form in Appendix 2. All extension requests should be submitted to the Executive Team for consideration and approval a minimum of 4 weeks before the annual review date, i.e. 12 months following the first RRP payment made for that position.

The RRP application and assessment process, where payments are to be applied to a staff group as a whole, is expected to include consultation with stakeholders, which is seen as a recognised component of the implementation of AfC. Details of the applications for group RRP payments will be shared with Staff Side Colleagues for approval.

It is vital applications for RRP payments include the research of local information on recruitment campaigns / retention / turnover issues and considering any available analysis of national labour markets both within and outside the NHS.

In addition any consultation with stakeholders should be included as appropriate and feedback recorded.

4.2 Information / Evidence Gathering

Applications should be completed using the guidance included at Appendix 1 as a means of capturing the minimum amount of evidence/information required to support applications.

Recruitment

Where adverts have produced no suitable applicants, managers should liaise with People and Organisational Development (P&OD) colleagues to initially ascertain the reasons for this and whether appropriate advertising media, recruitment format, application timescales and seasonal variations have influenced response rates. In addition, non-pay improvements to the employment package may be communicated more effectively such as training opportunities,

flexible working and/or relocation and removal expenses. Re-advertising may result in a sufficient response rate once the above have been considered.

Information gathered from previous recruitment campaigns and staff organisations, professional journals, etc. may help to support the case of need. Assumptions should not be drawn solely based upon similar job titles and details of job content should be compared in conjunction with remuneration levels.

An audit of the shortlisting process and analysis of application request/return/shortlist rates may prove useful and highlight any procedural errors rather than quality of candidate.

Where problems continue or if known recruitment difficulties exist from the outset, consideration should be given to whether a short-term or long-term RRP is an appropriate solution. This may involve consideration as to whether a supply of new trainees is expected locally or nationally.

Retention

Objective information should be captured from exit questionnaires/interviews which may highlight inadequacies in other areas of employment excluding remuneration and these should be considered, i.e. access to training opportunities, etc. particularly if availability of finance was previously cited as a barrier. Pay is only one factor in retaining staff.

Where possible, information should be obtained on turnover rates in comparison to other Trust departments. Paying RRP for retention purposes is generally not appropriate for training grades where movement is expected from individuals developing their careers within their profession.

As above, where problems continue or if known retention difficulties exist, consideration should be given to whether a short-term or long-term RRP is an appropriate solution.

4.3 Stakeholder Consultation

The Trust may choose to consult with stakeholders in order to:

- Seek the informed views of other NHS organisations on our proposals.
- Gain further intelligence from our partners with respect to the post/staff group being considered for RRP.
- Try to avoid de-stabilisation of any part of the NHS workforce locally or otherwise where practicably possible.
- Ensure a partnership approach by ensuring that staff organisations and other relevant Trust managers are involved in matters concerning RRP.

- Ensure that there is robust information available on which to base decisions rather than local dissatisfaction following job evaluation outcomes or poor response to recruitment campaigns.

The organisations considered as stakeholders is dependent upon the post/staff group being considered but may include:

- Recognised Trade Unions or professional organisations for the staff group(s) being considered for an RRP.
- NHS Improvement.
- Other Acute Trusts (where applicable to the post) particularly teaching centres and those providing similar services to the post.
- Other NHS Organisations deemed to be appropriate for the post in question.
- Members of the local Strategic Transformational Plan footprint.

The Trust reserves the right to seek information from a wider source in order to inform its decision-making. The Executive Team will have the authority to determine appropriate stakeholders on a case by case basis. It is recognised that information gathering needs to be on a reasonable scale from a selection of sources to avoid delays to recruitment and to reduce unnecessary administration.

In order for processes within the Trust not to be significantly delayed there would be a maximum consultation period of four weeks from the time stakeholders are notified of the Trusts intentions.

The Executive Team will provide stakeholders with the details of the proposal being considered to enable the stakeholders to provide meaningful feedback. It is important to recognise, however, that while consultation is important and although the Trust aims to work in collaboration with partner organisations, stakeholders do not have a right of veto. Any objections of a stakeholder that are not addressed may obtain an explanation from the Trust.

4.4 Regular Review of RRP Payments

RRP will be reviewed at least annually or sooner in response to service need or labour market trends. This may involve consideration of the level of any annual pay awards applied by the Trust.

In order to allow for RRP to be included in the annual business plans and budget setting, RRP payments should be reviewed in tandem with this for premia payable from the following April.

RRP reviews will consider:

- Whether the RRP has reduced vacancy rates and turnover.
- Whether current rates reflect need .
- The likely impact on the service of increasing, reducing or removing RRP altogether for a particular post/class of posts considering financial constraints.
- Any changes in the labour market circumstances within the profession.
- Whether other developments designed to address workforce shortfalls have been considered.

Appendix 2 provides a template on which RRP review information should be captured. The P&OD Department will prompt local managers to submit annual reviews as appropriate.

The review will determine whether all existing RRP should be withdrawn, increased or decreased (including whether inflation rate upgrades are added) or alternatively, transfer from short-term to long term status or vice-versa.

The relevant Business Partner will be responsible for notifying managers of the outcomes of RRP applications and RRP reviews. Records will be held centrally within P&OD for monitoring purposes.

The Trusts decision on RRP applications is final and applications should not be submitted more than once in a twelve month period for the same post.

5. TRAINING AND SUPPORT

The training requirement of staff will be identified through a training needs analysis. Role specific education will be delivered by the service lead.

6. MONITORING COMPLIANCE WITH THE PROCEDURAL DOCUMENT

What is being Monitored	Who will carry out the Monitoring	How often	How Reviewed/ Where Reported to
Suitability of policy	Director of P&OD	At least every three years, or if legislation changes	Monitor best practice and legal updates if required
Effectiveness of the arrangements	Deputy Director of P&OD, in partnership with Staff Side	Annually	Monitoring information should be analysed and used to review and revise policies and procedures to ensure continuing effectiveness around retention rates

7. DEFINITION

Explanation of what RRP consists of is contained in section 4 of this document.

8. EQUALITY IMPACT ASSESSMENT

8.1 An Equality Impact Assessment (EIA) has been conducted on this procedural document in line with the principles of the Equality Analysis Policy (CORP/EMP 27) and the Fair Treatment For All Policy (CORP/EMP 4).

8.2 The purpose of the EIA is to minimise and if possible remove any disproportionate impact on employees on the grounds of race, sex, disability, age, sexual orientation or religious belief. No detriment was identified (see appendix 3).

9. ASSOCIATED TRUST PROCEDURAL DOCUMENTS

CORP/EMP 4 – Fair Treatment for All Policy

CORP/EMP 27 – Equality Analysis Policy

CORP/EMP 36 - Recruitment and Selection Policy

10. REFERENCES

N/A

APPENDIX 1 - APPLICATION TEMPLATE FOR INITIAL RRP PAYMENT

Application for Recruitment and Retention Premia

Post Title:	
Directorate:	
Service/Department:	
Number of Posts:	
Pay Band:	
Manager Supporting Application: (name & position)	

Is this application for problems with:

Recruitment Retention: Both:

Are you applying for: Short Term RRP: Length of time:

 Long Term RRP:

Proposed effective date: _____

Proposed percentage of RRP and financial value_____

Statement of need – Please address the following:

Results of any exit interviews undertaken, response rates to adverts placed, information on local / national market rates, turnover rates etc. (Please attach recent advertisements for this post and similar)

Empty rectangular box for input.

Summary of other measures (and outcomes) already considered / carried out – e.g., flexible working, training, and recruitment initiatives

Empty rectangular box for input.

Trust-wide implications – Who else internally could be affected by this application and what internal stakeholders have been consulted over this application?

Empty rectangular box for input.

State service implications of applying RRP:

Executive Team Decision / Outcome

Recommendation: ACCEPT REJECT Date:

CONFIRM VALUE – PERCENTAGE & VALUE:

ST-RRP: LT-RRP

Effective Date: First review date:

APPENDIX 2 - APPLICATION TEMPLATE FOR EXTENSION OF RRP PAYMENT

Information Required for Recruitment and Retention Premia Annual Review

Please submit the following details of any RRP payments applied that you wish to continue beyond the 12 month period from date of first payment.

Your request should include information on: -

- Current staffing information in terms of headcount and WTE
- Current vacant posts within the structure / team
- Current market rates
- Turnover rates for the last 2 years
- Outcome of recruitment activity during the year
- Any other relevant information

Post Title:	
Directorate:	
Service/Department:	
Number of Posts:	
Pay Band:	
Manager Supporting Application: (name & position)	

Is this application for problems with:

Recruitment Retention: Both:

Are you applying for: Short Term RRP: Length of time:

 Long Term RRP:

Proposed effective date: _____

Proposed percentage of RRP and financial value _____

APPENDIX 3 - EQUALITY IMPACT ASSESSMENT PART 1 INITIAL SCREENING

Policy	Care Group/Directorate and Department	Assessor (s)	New or Existing Service or Policy?	Date of Assessment
CORP/EMP 52 v.1 - Recruitment and Retention Premia	People and Organisational Development	Anthony Jones	New Policy	April 2017
1. Who is responsible for this policy? P&OD (HR Services)				
2. Describe the purpose of the policy? Process/guidance for managers to apply for RRP payments for posts to ensure effective and competitive recruitment and retention				
3. Are there any associated objectives? Provide consistent approach across the Trust				
4. What factors contribute or detract from achieving intended outcomes? Staff may be unaware of the scheme / process				
5. Does the policy have an impact in terms of age, race, disability, gender, gender reassignment, sexual orientation, marriage/civil partnership, maternity/pregnancy and religion/belief? No				
<ul style="list-style-type: none"> • If yes, please describe current or planned activities to address the impact N/A 				
6. Is there any scope for new measures which would promote equality? No				
7. Are any of the following groups adversely affected by the policy?				
a. Protected Characteristics	Affected?	Impact		
b. Age	No			
c. Disability	No			
d. Gender	No			
e. Gender Reassignment	No			
f. Marriage/Civil Partnership	No			
g. Maternity/Pregnancy	No			
h. Race	No			
i. Religion/Belief	No			
j. Sexual Orientation	No			
8. Provide the Equality Rating of the service/ function/policy /project / strategy				
Outcome 1 ✓	Outcome 2	Outcome 3	Outcome 4	
9. Date for next review: April 2019				
Checked by: Anthony Jones		Date: April 2017		

Chief Executive	Formal overall responsibility for ensuring processes and procedures within the Trust are consistent.
Director of People & OD	Responsible for ensuring that there is a process in place to address / support effective recruitment and retention for DBTH.
Care Group & Corporate Directorate	Promote sensible application and use of the policy, ensuring steps are taken to address staffing shortfall and undertake regular workforce planning procedures, seeking support and guidance from members of P&OD as and when required and enforce the principles of the policy
All Managers	A manager's first responsibility is to ensure the continuity of services for our patients, ensuring safe and appropriately skill mixed staffing levels. Secondly managers are responsible for ensuring they apply this policy consistently and fairly across their area, escalating any issue as appropriate.
All Staff	All staff have a responsibility to abide by the process and principles outlined in this policy