

STAFF RETENTION POLICY

Relevant Legislation:

The Care Act 2014

- Employment Rights Act 1996
- Equality Act 2010
- Equality Act 2010: Chapter 1 (Protected Characteristics) Chapter 2 (Prohibited Conduct) and Chapter 3 (Services and Public Functions)
- The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014

1. Policy Statement

1.1 The purpose of this policy is to define the framework that Complete Care Agency has in place to promote staff retention.

1.2 This policy encompasses multiple policies and procedures that promote staff retention, and these are listed in the form attached to this policy.

1.3 To support Complete Care Agency in meeting the following Key Lines of Enquiry:

Key Question Key Line of Enquiry (KLOE)

SAFE S3: How does the service make sure that there are sufficient numbers of suitable staff to support people to stay safe and meet their needs?

EFFECTIVE E2: How does the service make sure that staff have the skills, knowledge and experience to deliver effective care and support?

WELL-LED W3: How are the people who use the service, the public and staff engaged and involved?

WELL-LED W4: How does the service continuously learn, improve, innovate and ensure sustainability?

The purpose of this document is to set out the employee attraction and retention policy for this organisation.

The achievement of the organisation's objectives is largely dependent on its ability to attract and retain high-calibre individuals.

2. Scope

2.1 The following roles may be affected by this policy:

- All staff

2.2 The following people may be affected by this policy:

- Service Users

2.3 The following stakeholders may be affected by this policy:

- Family
- Advocates
- Representatives

3. Objectives

3.1 To ensure that Complete Care Agency delivers a high quality, safe and effective service for Service Users.

3.2 To ensure that staff feel valued, empowered and invested in to deliver a high-quality service.

3.3 To ensure that Complete Care Agency provides a culture that is focused on the health and wellbeing of staff who deliver on the values set by Complete Care Agency.

4. Policy

4.1 Complete Care Agency recognises the fundamental priorities in relation to staff retention and will:

- Identify and quantify staff retention as a key policy objective, and support and train managers to achieve that objective.
- Ensure that managers are supervised and performance managed against reasonable staff retention targets.
- Be committed to promoting a culture and healthy working environment that considers the health and wellbeing of all staff.

4.2 Staff retention is a management responsibility and there will be a coordinated and planned approach taken to maximise the retention of staff.

The Management at Complete Care Agency will lead by example, be visible, approachable and have the competence to deliver the objectives as set by Complete Care Agency.

To promote staff development, leaders at Complete Care Agency will be able to adopt a mentoring and coaching style of leadership as a means of promoting staff retention.

Managers and leaders will be able to recognise the early signs of reduced morale, wellbeing, and/or stress and respond in a timely manner to support staff.

4.3 Complete Care Agency recognises that recruitment of staff and the ongoing retention of staff is based on seeking and nurturing staff with the right values that match the ethos of the service as well as delivering on equality for all. At all times Complete

Care Agency will monitor that they have the right staff in the right numbers with the right skills and the right behaviours.

4.4 Complete Care Agency recognises the demands and challenges faced with meeting services and will ensure that managers and leaders have the ability to adapt and change quickly whilst supporting and developing staff to do the same.

4.5 The Management will provide opportunities for staff to have a voice and promote active engagement for all stakeholders in the service. All communications will be clear and accessible to ensure that staff are kept fully informed.

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4.6 The Management will ensure that all staff are accountable for their practice, that they understand their role and how it fits into the service. They will be accountable for their actions, decisions and behaviours.

4.7 Complete Care Agency will ensure that there is a succession plan in place to anticipate for changes in the workforce and to aim to eliminate vacancies in key roles at Complete Care Agency. Complete Care Agency will review capacity and capability as an ongoing process.

4.8 Complete Care Agency will promote an environment that has positive working conditions and delivers healthy workplace initiatives. By doing this, it is recognised that there is increased productivity, lower sickness levels, improved job satisfaction and improved retention rates. Complete Care Agency will offer a staff rewards package which will be subject to ongoing review to ensure that it remains suitable and fit for purpose.

5. Procedure

5.1 Fundamentals of Staff Retention

In order to achieve the optimum working environment that promotes staff wellbeing and which succeeds in the retention of staff, it is imperative that the core fundamentals are in place first, such as:

- Staff are clear of their roles, responsibilities and objectives
- Staff have time to deliver and do their job well
- Rotas and annual leave are well managed
- Learning and development is in place, meets staff needs and functions well
- Sickness is managed and, where used, Agency/Bank use is reduced

Staff should refer to the form attached to this policy which details the policies and procedures in place that contribute to staff retention. Full and detailed compliance is required in order to minimise staff turnover.

5.2 Partnership Working and Collaboration

It is recognised that partnership working and collaboration contributes to the promotion of a service that develops staff and provides safe high-quality care. Complete Care Agency and staff should:

- Seek out and adopt best practice resources and national initiatives
- Link with local partnerships with a focus on the development of staff and provision of opportunities
- Link in with local schools and colleges for recruitment and learning & development opportunities
- Link in with Trade unions and education partners
- Join national health and social care networks
- Assign link roles to empower staff to take ownership and develop in key areas

5.3 Engagement of Staff

Staff should be provided with opportunities to engage and be involved in the decision-making processes at Complete Care Agency. This can be achieved informally from day to day feedback or via the following forums:

- Staff satisfaction surveys
- The supervision & appraisal process
- Staff meetings

5.4 Complete Care Agency will offer a fair, consistent process for rewarding and recognising the staff who are committed, driven and deliver their role well. Alongside this, there will be the appropriate & timely management of those staff who are not committed to delivering company values and who are purposefully failing to adhere to policies and procedures.

5.5 Audit and Evaluation

Complete Care will monitor for themes and trends captured from the following, which will be overseen by the Registered Provider:

- Leavers questionnaires
- Staff and Service User feedback (day to day, or structured via surveys etc).
- Supervision and appraisal
- Staff meetings
- Daily observations of culture
- Complaints, compliments and suggestions
- Staff sickness
- Provider and external regulatory body visits

From the themes and trends identified, an action plan should be produced, reviewed and actioned accordingly to demonstrate and evidence Complete Care Agency's

response to the findings and changes implemented and embedded to improve the workplace culture.

6. Definitions

6.1 Capacity and Capability

•Capacity, in the context of recruitment, is the number of staff you have or need to have to deliver care safely and effectively. Capability refers the power or ability to do something

6.2 Succession Planning

•Succession planning is the process of identifying and developing potential future leaders, as well as individuals to fill other business-critical positions, either in the short or long-term. As well as training and development activities, succession planning programmes typically include the provision of practical, tailored work experience relevant for key roles. The aim is for Complete Care Agency to be able to fill key roles effectively if the current post holder leaves the Organisation

Key Facts - Professionals

Professionals providing this service should be aware of the following:

- High-quality care stems from a high-quality workforce and working environment
- Complete Care Agency invests in the workforce in order to achieve success and promote a healthy working culture
- Having policies and procedures in place which are followed supports the promotion of staff health, wellbeing and retention
- There are many opportunities for staff to contribute to promoting a positive working culture by providing feedback that steers a decision, by responding well to necessary change management and by embracing the learning and development opportunities available

Key Facts - People Affected by the Service

People affected by this service should be aware of the following:

- Service Users can expect to be supported by positive staff who are trained, skilled, competent and compassionate
- Complete Care Agency strives to nurture a positive working environment for staff, and Service Users are encouraged to feedback any suggestions, observations or views they have
- Service Users can expect to receive support that is based on best practice and national recommendations

Attraction and retention rests on the following key principles:

- managing people well to ensure that employees are directed and motivated

- paying people competitively and rewarding superior performance
- developing people and retaining the best by providing perpetual learning and challenge
- establishing a work-life culture and climate that is attractive and supportive.

Each of the 4 principles has to be weighed and balanced within a practical attraction and retention strategy.

Policy

The attraction and retention policy operates within the broader initiatives of talent management. These include, but are not limited to:

- skills development
- staff development
- mentorship
- performance management
- employment equity
- employee relations
- Initiatives

A formal collaborative process between human resources and line management will be employed to identify candidates, but attraction and retention remains primarily the responsibility of the line management.

Attraction and retention initiatives will include monetary and non-monetary interventions, and will be approached objectively and holistically.

This organisation shall adopt market and best practices in its initiatives to attract and retain employees. These will be achieved by retaining employees who see Complete Care Agency as a great place to work.

This is determined largely by the quality of leadership and good management practices which entail:

- remunerating employees well
- rewarding exceptional performance
- developing employees
- communicating openly and sharing information
- caring for their employees
- recognising achievement publicly and celebrating successes
- not tolerating poor performance
- developing and maintaining a reputation as being 'an employer of choice'. This reputation is often best promoted by the organisation's own employees.

Actions

In attracting and retaining employees, this organisation shall employ the following actions:

- Monetary interventions – salary surveys will be used to benchmark salaries and benefits accurately with at least one standard salary survey for all staff categories per annum.
- Exit interviews – turnover of staff will be reviewed quarterly to identify and address areas of concern with regard to remuneration. Line managers shall conduct retention interviews as an on-going interaction to ensure that Complete Care Agency understands the issues that may increase the risk of losing key skills.
- Non-monetary interventions – these depend on management skill and effort, are often less tangible and are also far harder to copy.
- Management interest and accessibility – a culture of caring, knowing and interest can be established if the leadership and the middle management and supervisory personnel develop this behaviour as a strength that adds significantly to retention and well-being of employees.

Performance Management

While high performance and critical skills may be rewarded, poor performance must be adequately managed. Market-leading practices thrive in a high performance culture.

Implementation

The governance and management structure regarding attraction and retention initiatives is made up of the following:

- Line management shall be responsible for the motivation and management of staff.
- Human resources shall be responsible for recruitment and employment matters.

The Registered Nurse Manager shall be responsible for all overview of issues regarding attraction and retention.

Exit Interviews

In order to reduce staff turnover it is important to conduct Exit interviews where possible, this can provide measurable data and information which feeds into the audit process. By identifying trends in leavers we action can be taken to improve identified issues with employees working environment, terms and conditions, recruitment process, communication and any other identified patterns for leavers.

It is important that the data is analysed and feedback into ongoing improvements to the recruitment and retention process.

Control, Reporting and Auditing

The attraction and retention initiatives are subject to sound and accountable management practices. These will be achieved through the attraction and retention process being facilitated by Human Resources and the Registered Nurse Manager who will review staff turnover reports, surveys and any other information.

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Complete Care Agency