

HUMAN RESOURCES POLICY

RECRUITMENT & RETENTION PREMIA

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Policy Validity Statement
This policy is due for review on the latest date shown above. After this date, policy and process documents may become invalid. Policy users should ensure they are consulting the currently valid version of the documentation.

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1. POLICY STATEMENT

1.1 The aim of the Recruitment and Retention Policy is to ensure that the CCG remunerates all of its employees at a level at which recruitment and retention difficulties will not be encountered. This Policy also takes full account of the arrangements for the policy as defined under the NHS Terms and Conditions of Service.

1.2 This policy will apply to all employees.

2. PRINCIPLES

2.1 A recruitment and retention premium may be awarded on either a short-term or long-term basis, determined by principles outlined in the following paragraphs.

2.2 Training and support will be provided to all Line Managers in the implementation and application of this policy

2.3 To ensure consistency in the application of payment of Recruitment and Retention Premia the CCG should not offer a local Recruitment and Retention Premia without prior consultation with Staff Side.

2.4 The application for the award of recruitment and retention premia can only be generated at senior manager level.

2.5 The Human Resources Service will maintain a database of all recruitment and retention premia being paid within the CCG, and will initiate a review of all premia at least annually and provide a report to each Chief Officer.

2.6 The CCG may use a premium in two main ways; either through recruitment; or through a requirement to retain staff; based on the job within a locality or through a market shortage or a specific skill set, both of these may be applied in a long or short term capacity.

2.7 Recruitment and retention premia will be considered in cases where it is proven that adjustments to non pay benefits are unlikely to improve the situation and one or more of the following conditions apply:

- There are documented labour market shortages within a defined geographical area;
- NHS employers locally have jointly agreed to pay supplements for designated posts and the organisation needs to remain competitive in the recruitment market for equivalent posts;
- There is a competitive non-NHS labour market where salary survey data indicates that enhancements to Agenda for Change evaluated pay rates would be required to attract and retain staff;
- Where there is consistent data showing high patterns of turnover, supported by exit interview data, indicating a direct link to dissatisfaction with pay levels.

2.8 However, if on the basis of paragraphs 4.13 and 4.14 below, it is decided that the vacancy problem can be addressed most effectively only through payment of a recruitment and retention premium, management and staff side should decide in partnership whether the problem is likely to be resolved in the foreseeable future (in which case any premium should be short-term) or whether it is likely to continue indefinitely (in which case any premium should be long-term).

2.9 Before consideration is given to payment of Recruitment and Retention Premia to ensure retention of staff, management will ensure non-pay benefits (e.g. training and development)

are sufficiently developed. Where possible local turnover rates should be compared with national rates. Regular analysis of exit interview data will be undertaken to assess how far pay is a factor in employees' decisions to leave the CCG. Agenda for Change and VSM pay frameworks ensure equal pay for equal work, therefore tight controls are required on Recruitment and Retention Premia due to potential risks of embedding unfair pay.

3. DEFINITION

- 3.1 Recruitment and Retention Premia (RRP) is an additional payment to the basic pay of an individual post or specific group of posts.
- 3.2 Recruitment and Retention Premia may be paid in circumstances "where market pressures would otherwise prevent the employer from being able to recruit staff to and retain staff in sufficient numbers for the posts concerned at the normal salary for a job of that weight".
- 3.3 Recruitment and Retention Premia is a supplementary payment over and above the basic pay that the post holder receives by virtue of their position on their pay band, any high cost area supplements, or any payments for unsocial hours or on-call cover.
- 3.4 Recruitment and Retention Premia will apply to posts rather than to employees. Where an employee moves to a different post that does not attract a recruitment and retention premium, either within the same organisation or elsewhere in the NHS, their entitlement to any previous recruitment and retention premium will cease and pay protection will not apply.

Short Term Premia

- 3.5 Short-term Recruitment and Retention Premia will apply where the labour market conditions giving rise to recruitment and retention problems are expected to be short-term and where the need for the premium is expected to disappear or reduce in the foreseeable future. Short term premia will normally be applied for a period of no longer than two years.
- 3.6 Short-term Recruitment and Retention Premia:
 - may be awarded on a one-off basis or for a fixed-term;
 - will be regularly reviewed (not less than annually);
 - may be withdrawn, or have the value adjusted, subject to a notice period of six months; and
 - will not be pensionable, or count for purposes of overtime, unsocial hours payments or any other payments linked to basic pay.

Long Term Premia

- 3.7 Long-term Recruitment and Retention Premia will apply where the relevant labour market conditions are more deep-rooted and the need for the premium is not expected to vary significantly in the foreseeable future.
- 3.8 Long-term Recruitment and Retention Premia:
 - will be awarded on a long-term basis;
 - will be regularly reviewed (not less than annually);
 - may be awarded to new staff at a different value to that which applies to existing staff; and
 - will be pensionable, and will count for the purposes of overtime, unsocial hours payments and any other payments linked to basic pay.

Please note, the implementation of this Policy will endeavour to reduce the risk of introducing discrimination on pay through ensuring any payments above and beyond national frameworks are proportionate and evidence based.

- 3.9 Both long-term and short-term Recruitment and Retention Premia will be expressed as cash sums and will be separately identifiable from basic pay, any high cost area supplement, and any other component of pay.
- 3.10 Any locally awarded recruitment and retention premium for a given post shall not normally exceed 30% of basic salary. It will be the responsibility of the CCG to ensure that any premium awarded locally do not normally result in payments in excess of this amount. In the event that, following review and subject to a 6 month notice period the Recruitment and Retention Premia is withdrawn, pay protection arrangements will not apply.

4. EQUALITY

- 4.1 In applying this policy, the CCG will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

5. DATA PROTECTION

In applying this policy, the Organisation will have due regard for the Data Protection Act 2018 and the requirement to process personal data fairly and lawfully and in accordance with the data protection principles. Data Subject Rights and freedoms will be respected and measures will be in place to enable employees to exercise those rights. Appropriate technical and organisational measures will be designed and implemented to ensure an appropriate level of security is applied to the processing of personal information. Employees will have access to a Data Protection Officer for advice in relation to the processing of their personal information and data protection issues.

6. MONITORING & REVIEW

- 6.1 The policy and procedure will be reviewed periodically by Human Resources in conjunction with operational managers and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

PART 2

1. PROCEDURE

This policy should be read in conjunction with any local procedure for determining recruitment and retention premia.

Equality Analysis Initial Assessment

<p>What impact will the new policy/system/process have on the following:</p>
<p>Age - Consider and detail age related evidence. This can include safeguarding, consent and welfare issues</p> <p>Appropriate methods of communication of the Policy have also been carefully considered to ensure they reach all ages of the workforce. Email and the internet can be accessed by all users in the workplace.</p>
<p>Disability - Consider and detail disability related evidence. This can include attitudinal, physical and social barriers as well as mental health/ learning disabilities</p> <p>The disability status of the workforce across the region is unknown therefore relevant tools could be made available to staff that potentially do have a disability that the organisations are unaware of. The policy should be able to be communicated in alternative methods as required for those with a disability and/or visual impairment such as braille, large font, interpreters etc.</p>
<p>Gender reassignment (including transgender) - Consider and detail evidence on transgender people. This can include issues such as privacy of data and harassment.</p> <p>The policy does not include content or vocabulary that could cause offense or discriminate against any staff members who have undergone or are undergoing gender reassignment or that identify as transgender.</p>
<p>Marriage and civil partnership - Consider and detail evidence on marriage and civil partnership. This can include working arrangements, part-time working, caring responsibilities.</p> <p>The content of this policy does not include content or vocabulary that discriminates against staff that may be married or in a civil partnership.</p>
<p>Pregnancy and Maternity - Consider and detail evidence on pregnancy and maternity. This can include working arrangements, part-time working, caring responsibilities.</p> <p>The policy does not discriminate against staff that are currently pregnant or on maternity leave and can be accessed while on maternity leave or any other leave of absence via the organisation's website.</p>
<p>Race - Consider and detail race related evidence. This can include information on difference ethnic groups, Roma gypsies, Irish travellers, nationalities, cultures, and language barriers.</p> <p>The policy does not include vocabulary or content that discriminates against staff on the grounds of race.</p>

<p>Religion or belief - Religion is defined as a particular system of faith and worship but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.</p> <p>The policy does not discriminate against staff that hold any particular religion or belief.</p>
<p>Sex/Gender - Consider and detail evidence on men and women. This could include access to services and employment.</p> <p>The Policy does not discriminate between staff based on gender. The Policy reduces the risk of introducing indirect discrimination on pay through ensuring any payments above and beyond national frameworks are proportionate and evidence based.</p>
<p>Sexual orientation - Consider and detail evidence on heterosexual people as well as lesbian, gay and bisexual people. This could include access to services and employment, attitudinal and social barriers.</p> <p>The content of this policy and vocabulary used does not discriminate against staff based on their sexual orientation.</p>
<p>Carers - Consider and detail evidence on part-time working, shift-patterns, general caring responsibilities.</p> <p>The content of this policy and vocabulary used does not discriminate against staff who have carer responsibilities.</p>
<p>Other Identified Groups and Health Inequalities - Consider and detail evidence on groups experiencing disadvantage and barriers to access and outcomes. This can include different socio-economic groups, geographical area inequality, income, resident status (migrants, asylum seekers). What is the potential impact of your work on health inequalities?</p> <p>Other groups have been considered however as the policy is for staff there are no additional impacts on health inequalities.</p>
<p>Alternative formats of this policy will be provided on receipt of individual request.</p>