



TITLE: INTERNAL TRANSFER SCHEME

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1 INTRODUCTION/ BACKGROUND

- 1.1 As an organisation, Sherwood Forest Hospitals NHS Foundation Trust (SFHFT) are committed to retaining our valued, skilled and experienced nursing staff, but are aware of the impact of national and local challenges to recruitment and retention.
- 1.2 Currently, SFHFT has a Band 5 (B5) nurse vacancy rate of 15.51%, this equates to 116.10 FTE vacancies (Correct as of March 2021). The Trust recognises that there are many reasons why staff members choose to leave, however feedback collected from nurse exit interview questionnaires highlighted a lack of opportunities for career progression and personal development, contributed to some staff members decision to leave.
- 1.3 It is accepted that nurses may wish to develop their career after a period of consolidation and move to a new specialty area. To aid the retention of nurses at SFHFT, staff members will be offered an opportunity to develop their career, by piloting an Internal Transfer Scheme.
- 1.4 Internal Transfer Schemes are recognised nursing retention strategies that have; contributed to reducing vacancy rates; staff turnover; and have allowed employees to map their own career pathway in other NHS Trusts. The scheme allows for staff to apply internally for a fast-track, sideways transfer to another ward, department or speciality.
- 1.5 In 2020, an MSc student completed a research questionnaire with B5 nurses at SFHFT. It showed that 48% of respondents had considered working in a different department or ward at SFHFT and 37.5% of respondents would be interested in applying for the Internal Transfer Scheme. The respondents who replied 'yes' for being interested in the scheme, also stated they were more likely to stay at the Trust if the scheme was available.
- 1.6 Between June 2021 and December 2021, a pilot of the Internal Transfer Scheme for band 5 nurses was trialled successfully at SFH. Great feedback has been received from transferees and ward/department leaders. In February 2022 it was agreed for the scheme to be rolled out permanently within the Trust and that band 2 Health Care Support Workers/ Health Care Assistants can be included.

2 AIMS/ OBJECTIVES/ PURPOSE (including Related Trust Documents)

- 2.1 To introduce an Internal Transfer Scheme that allows band 2 Health Care Support Workers (HCSWs) / band 2 Health Care Assistants (HCAs) and band 5 nurses the opportunity to register their interest in transferring to another post at the same substantive band.
- 2.2 The key aim of the scheme is to provide a centrally managed approach to assist the internal transfer of band 2 HCSWs/HCAs and band 5 nurses into identified vacancies, which could;
- aid the retention of staff with valued skills and experience and
 - reduce the length of time it takes to recruit into a post.

2.3 Related Trust Documents

- Recruitment and Selection Policy
- Grievance Policy

3 ROLES AND RESPONSIBILITIES

3.1 The Project Leads for the Internal Transfer Scheme Pilot are:

Anne Wildgoose, Chief Nurse Clinical Fellow and
Yvonne Simpson, Corporate Head of Nursing

3.2 **The Project Leads** have the overall responsibility of the implementation, management and monitoring the effectiveness of the Internal Transfer Scheme Pilot as detailed in the procedure below.

3.3 **The Employee** wishing to transfer has the responsibility of correctly identifying they are eligible for the Internal Transfer Scheme prior to applying, have their manager's approval, and have completed the correct paperwork.

3.4 **The Line Manager/Team Leader** of the employee wishing to apply for the transfer is expected to complete their section of the employees' Internal Transfer Request Form. They also have the responsibility of liaising with the Recruiting Manager to organise a release date in a timely manner, when an offer has been given.

3.5 **The Recruiting Manager** is the Ward or Department leader that is looking to recruit into a vacancy in their area. They have the responsibility of liaising with the Project Leads, arranging a transfer meeting with the employee that wishes to transfer to their area, or arrange a formal interview if more than one candidate has applied. In addition, the Recruiting Manager will need to inform the Human Resources (HR) Recruitment team where an employee transfer has been agreed and complete a change form.

3.6 **The HR Recruitment Team** will be responsible for uploading the offer on Trac and carrying out the usual employment checks for internal candidates as necessary. They will then need to update the employee's Electronic Staff Record (ESR).

4 PROCEDURE DETAILS (including Flowcharts)

4.1 If employees are interested in becoming registered in the Internal Transfer Scheme, they must:

- Be either a band 2 HCSW/HCA or a band 5 registered nurse working for SFHFT
- Have been working in their current post for a minimum of 6 months

- Have completed their preceptorship if newly qualified (b5 nurses only)
- Have completed the Care Certificate (applicable to b2 HCSWs/HCAs employed by SFHFT since 2015)
- Have had an appraisal in the last 12 months
- Have agreement, approval and support from their current Line Manager/Team Leader

4.2 Expressions of interest from staff under formal investigation, a formal capability procedure or live disciplinary warning, will be subject to discussion by the Matron and HR Business Partner.

4.3 The Internal Transfer Scheme is open to all eligible staff seeking a sideways transfer.

4.4 Transfers would be on a permanent basis to the new area.

4.5 There is no expectation that a vacancy in the receiving area would have to be advertised prior to a transfer being arranged.

4.6 A process flowchart can be found in **Appendix A**.

4.7 A guidance flowchart for Recruiting Managers on how they can use the Internal Transfer Scheme to fill vacancies can be found in **Appendix B**.

4.8 Staff members are required to register their interest via a transfer request form (**see Appendix C**).

4.9 For a transfer to be considered, all fields of the application form need to be completed by the employee and their Line Manager. It is recommended that the employee keeps a copy of the form for reference purposes.

4.10 The transfer request form is accessible on the Trust's Intranet page. For further information on the process please contact the Project Lead via email: sfh-tr.internaltransferscheme@nhs.net.

4.11 Once complete, the transfer request form should be forward to the Project Leads via email to sfh-tr.internaltransferscheme@nhs.net. The employee should copy their Line Manager into the email.

4.12 Applications received from staff will be registered and an acknowledgement will be sent to the employee and their Line Manager. Requests received will then be matched with the vacant areas.

4.13 If the receiving area(s) of preference do not have a vacancy at the time of submission, then the application will be kept on electronic record. The employee can however amend their area of interest at any time whilst registered.

- 4.14 Where an area has a vacancy, the employee's application form will be sent to the Recruiting Manager and a transfer meeting will be facilitated. If there is more than one person interested in transferring to that area, a competitive interview will need to be arranged by the Recruiting Manager.
- 4.15 All employees registered for a particular area will be considered equally at the time the vacancy arises, regardless of the date the employee was recorded on the transfer register.
- 4.16 The Recruiting Manager will feedback to the employee and Project Leads, informing them of the outcome.
- 4.17 Where a transfer has been agreed, the employee should inform their Line Manager and discuss a prospective transfer date. The Project Leads will liaise with the existing Line Manager and prospective Line Manager, so that a transfer date can be agreed where the needs of both areas are met. Staff should be released in a timely manner where possible, but in any event no later than 8 weeks from the date the transfer had been initially agreed. A vacancy rate of 20% or more would mean that a transfer will only be able to go ahead when a local agreement is made.
- 4.18 Recruitment Managers can explore the transfer register via the Project Leads at any point should they have a vacancy.
- 4.19 If an individual is unsuccessful, an explanation as to why they are not suitable needs to be provided by the Recruiting Manager to the employee and the Project Leads.
- 4.20 In the event that the internal transfer is refused and the employee believes the refusal to be unfair, then the employee should refer to the Trust's Grievance Policy.

Actioning a request

- 4.21 The Recruiting Manager will need to communicate the outcome of any matching process/interview assessment with the Project Leads and the HR Recruitment Team. The HR Recruitment Team will then check that the employee meets the eligible criteria for the Internal Transfer Scheme. Any discrepancies will be communicated back to the Recruiting Manager.
- 4.22 The HR recruitment team will be responsible for uploading the offer on Trac and carrying out the usual employment checks for internal candidates as necessary.
- 4.23 The new Line Manager will be responsible for completing a change form.
- 4.24 HR will ensure that the employees ESR record is updated and the budget statements are correct.

Employment Checks

- 4.25 Pre-employment checks will be minimal to avoid duplicating data as the transferee is already an existing employee of the Trust.
- 4.26 An Occupational Health re-check may be required if there is a change to the Exposure Prone Procedures that the staff member may be expected to undertake, in their new area of work.
- 4.27 A DBS re-check is not required unless there is a change to the level of check required from the previous post because of moving areas. In the case where a verification check and/or Disclosing and Barring Check (DBS) needs completing, the staff member must provide the relevant evidence as requested by HR. The transfer should not go ahead until the outcome of these checks has been received.

5 MONITORING COMPLIANCE AND EFFECTIVENESS

5.1 Data will be collected on the Internal Transfer Scheme by the Project Leads. This will include:

- How many employees register their interest in the scheme?
- How many internal transfers are facilitated?
- How many band 2 HCSWs/HCAs and band 5 nurses remain in the Trust?
- The average length of time it takes for an employee to internally transfer into a vacancy.
- Anonymous employee questionnaires pre and post transfer.
- Individual feedback from the employees and Line Mangers that have engaged with the scheme.
- Data extracted from exit interviews.

5.2 Data and feedback obtained from the scheme, will be shared at the Nursing, Midwifery and AHP Committee and at the People, Resourcing and Retention Group meeting on a bimonthly basis.

6 EQUALITY IMPACT ASSESSMENT (please complete all sections)

Name of service/policy/procedure being reviewed: Trust wide Internal Transfer Scheme			
New or existing service/policy/procedure: New procedure			
Date of Assessment: 29/04/2021			
<i>For the service/policy/procedure and its implementation answer the questions a – c below against each characteristic (if relevant consider breaking the policy or implementation down into areas)</i>			
Protected Characteristic	a) Using data and supporting information, what issues, needs or barriers could the protected characteristic groups' experience? For example, are there any known health inequality or access issues to consider?	b) What is already in place in the policy or its implementation to address any inequalities or barriers to access including under representation at clinics, screening?	c) Please state any barriers that still need to be addressed and any proposed actions to eliminate inequality
The area of policy or its implementation being assessed:			
Race and Ethnicity:	Communication could be affected if staff are required to undergo an interview selection process	Additional support is available via the HR Department to assist all staff with interview techniques if required	None
Gender:	A large proportion of the workforce are female and may have difficulties if working patterns are changed if they have either childcare or carer responsibilities	Flexible working arrangements will be taken into account and staff supported wherever possible.	None
Age:	Younger employees could be disadvantaged because they have not had an opportunity to gain experience. Older employees may be more adversely affected if they are nearing retirement.	Equal opportunity for all staff undergoing any form of selection process will be applied.	None
Religion:	None	None	None
Disability:	Consistency in making reasonable adjustments or putting a disabled person at a particular disadvantage	Equal opportunity for all staff regardless of any disability and the requirement to make reasonable adjustments.	None
Sexuality:	None	All staff should be treated equally regardless of sexuality	None
Pregnancy and Maternity:	Special provisions in law exist for women on maternity leave	Special provisions are detailed within the Trust's Change Procedure and Leave Policy	None
Gender Reassignment:	None	None	None
Marriage and Civil Partnership:	None	None	None
Socio-Economic Factors (i.e. living in	None	None	None

a poorer neighbourhood / social deprivation):			
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What consultation with protected characteristic groups including patient groups have you carried out?

- With all band 5 nurses via Research Questionnaire
- With ward leaders and Matrons at their specified meetings
- The Documentation, People Resourcing and Retention groups,
- People and Inclusion cabinet

What data or information did you use in support of this EqIA?

Completed in alignment with the Trust's current Recruitment and Selection Policy EqIA

As far as you are aware are there any Human Rights issues be taken into account such as arising from surveys, questionnaires, comments, concerns, complaints or compliments?

No

Level of impact

From the information provided above and following EqIA guidance document please indicate the perceived level of impact:

Low Level of Impact

7 APPENDICES

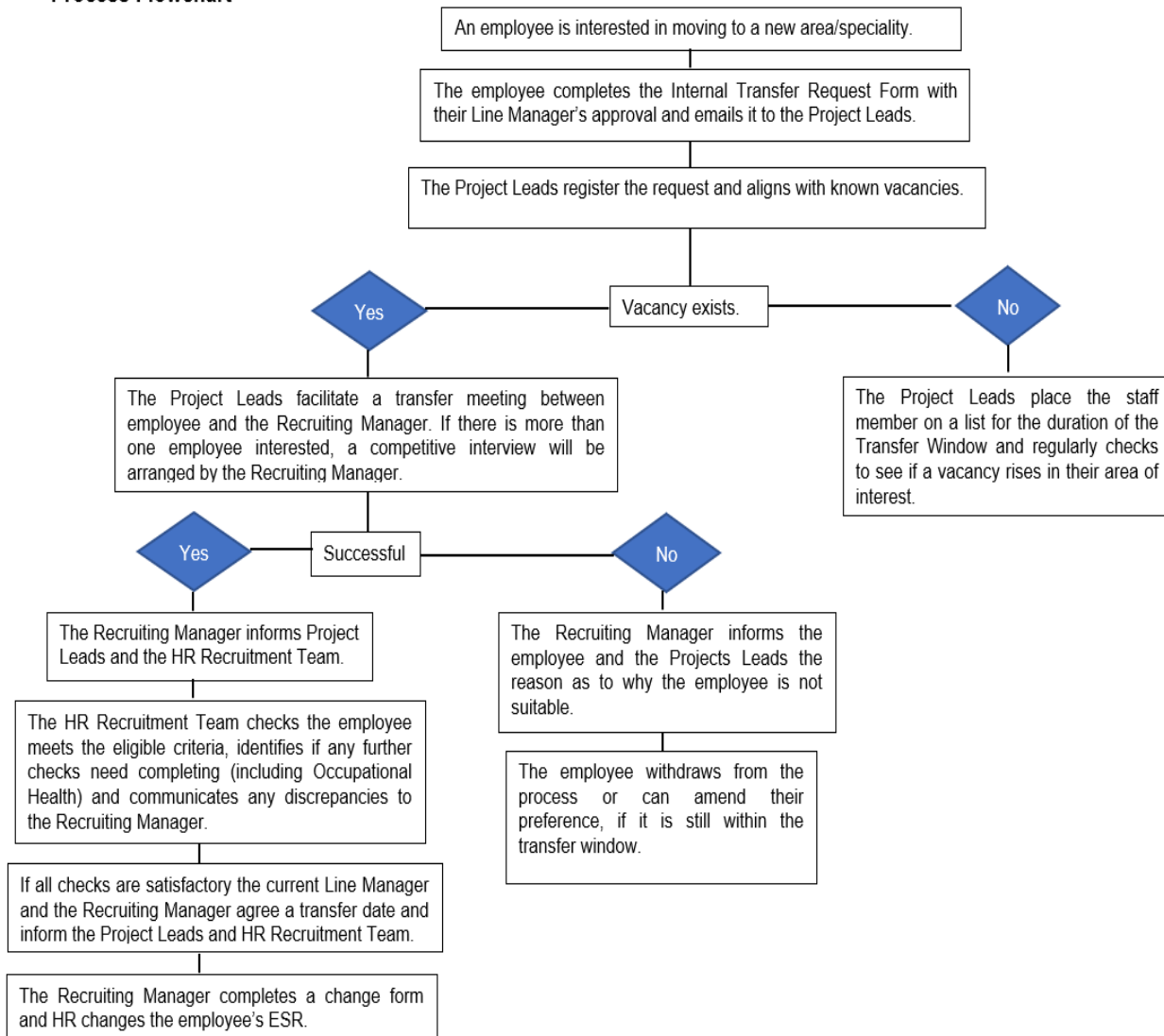
Name of Responsible Person undertaking this assessment: Anne Wildgoose

Signature:
A.Wildgoose

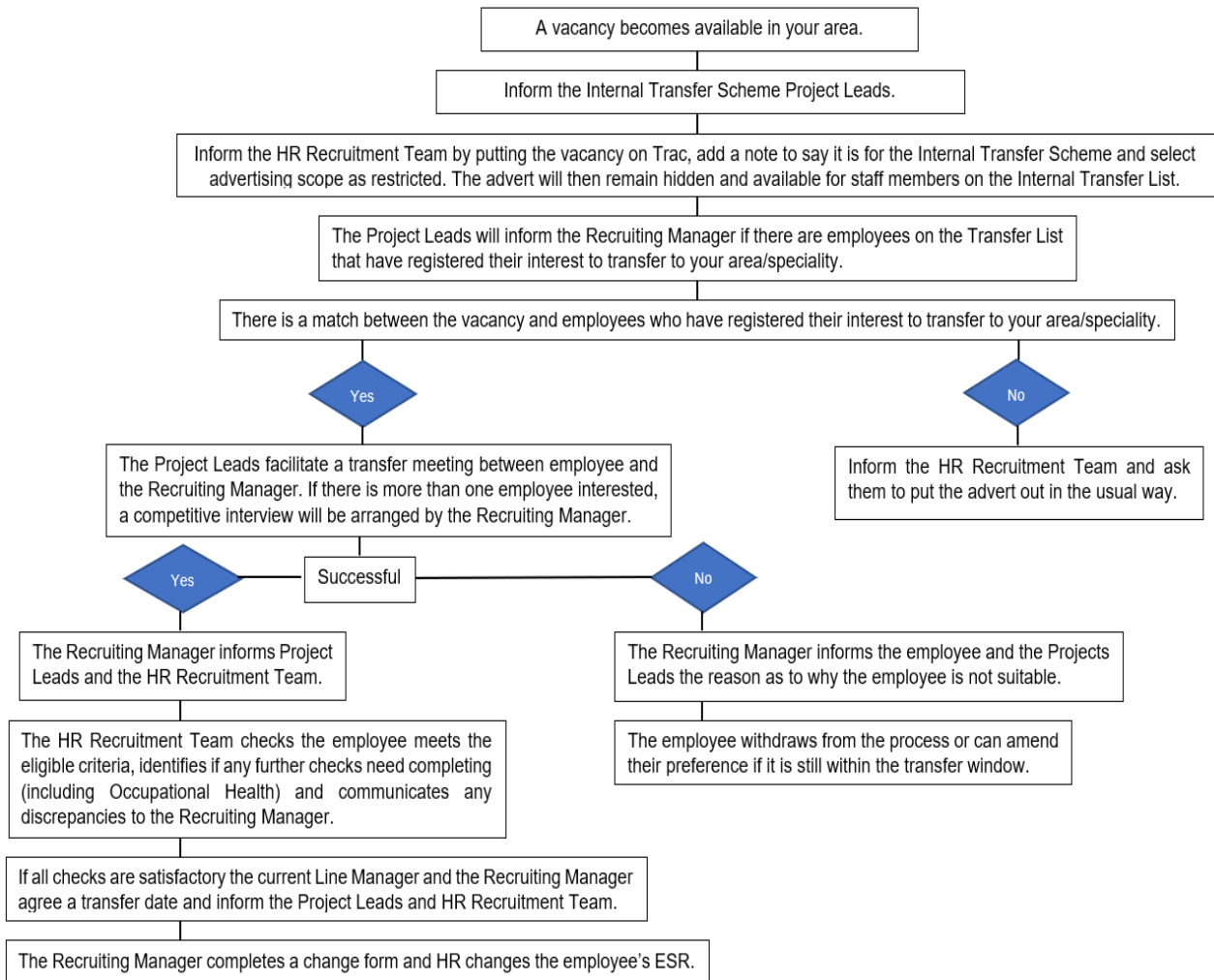
Date: 25/05/2021

Appendix A: A process flowchart of the Internal Transfer Scheme

Process Flowchart



Appendix B: guidance for Recruiting Managers on how they can use the Internal Transfer Scheme to fill vacancies.



Appendix C- Internal Transfer Request Form

To qualify for an internal transfer, you will need to;

- Be either a band 2 HCSW/HCA or a band 5 registered nurse working for SFHFT
- Have been working in your current post for a minimum of 6 months
- Have completed your preceptorship if newly qualified (b5 nurses only)
- Have completed the Care Certificate (applicable to b2 HCSWs/HCAs employed by SFHFT since 2015)
- Have had an appraisal in the last 12 months
- Have agreement, approval and support from their current Line Manager/Team Leader

This form must be completed in full by the staff member requesting to transfer. Once complete, please return it by email to the Project Leads at: sfh-tr.internaltransferscheme@nhs.net. Please include your line manager in the email when returning your completed form.

SECTION A: PERSONAL DETAILS			
Title		First name (s)	
Surname/Family name		Date of Birth	dd/mm/yyyy
Home Address including postcode		Assignment number	
Contact email address		Contact telephone number	
Date qualified (nurse only)		NMC pin and renewal date (nurse only)	
Start date in the Trust	dd/mm/yyyy	Current job title	
Current ward/department		How long have you worked in your current role?	
Current working hours		Are there any restrictions to your working hours/shift patterns/days worked? If yes, please provide clear details of these restrictions.	<input type="checkbox"/> Yes <input type="checkbox"/> No

Please indicate the ward/areas/departments that you would consider a permanent transfer to below (no more than two).

SECTION B: SUPPORTING STATEMENT

Please outline your reason for requesting a transfer to your preferred wards/areas/departments

Have you had any previous experience of working in your area (s) of interest? YES NO If yes, please provide further information below:

Have you worked any bank shifts in the area (s) of interest? YES NO If yes, please provide further information below:

Is your Mandatory Training up to date? YES NO

Have you completed the Care Certificate? (**This needs completing if you are a Band 2 HCSW or HCA and have been employed at SFH since 2015**) YES NO N/A

Have you discussed your application with your current line manager? YES NO

Are you aware of any formal or informal disciplinary, fitness to practice or management proceedings?

YES NO If yes, please provide further information below:

SECTION C: EMPLOYEE DECLARATION

I confirm that the information provided above is to the best of my knowledge, correct and complete. I understand and accept that if I withhold information or provide false or misleading information that this might result in my application being rejected. By submitting this form, I am joining the transfer register for a permanent sideways move at Sherwood Forest Hospitals NHS Foundation Trust. I understand that if there are no vacancies in my preferred area, that my application will be retained on the transfer register unless I withdraw my application.

Signature

Print Name

Date

SECTION D: LINE MANAGER'S APPROVAL (to be completed by the applicant's Line Manager)			
First name (s)		Surname/Family name	
Contact email address		Telephone number	
Job Title		Ward/department	
Do you have any concerns about the employee's ability to fulfil all responsibilities as a Nurse or HCSW?			
YES <input type="checkbox"/> NO <input type="checkbox"/>			
If yes, please provide further information below:			
Is the employee currently under any formal or informal management or improvement notices for any matter (including conduct, capability – sickness/ill health, attendance or performance) under any of the Trust policies?			
YES <input type="checkbox"/> NO <input type="checkbox"/>			
<i>If yes, unable to proceed with internal transfer until further discussion with HR Business Partners and Matron.</i>			
If applicable, has the employee completed their preceptorship period? YES <input type="checkbox"/> NO <input type="checkbox"/> N/A <input type="checkbox"/>			
Has the employee had an appraisal in the last 12 months? YES <input type="checkbox"/> NO <input type="checkbox"/>			
Please add any further comments that you consider to be relevant below.			
I confirm that the information provided in this form is to the best of my knowledge, correct and complete. Please note it is your responsibility to inform the Project Leads should anything above changes regarding the employee.			
Line Manager's Signature			
Print Name		Date	

Thank you for completing the Internal Transfer Request Form. Please email this form to the Project Leads at sfh-tr.internaltransferscheme@nhs.net. Please include your Line Manager in the email.