

Directorate of People and Organisational Effectiveness

RECRUITMENT INCENTIVES 'REFER A FRIEND' POLICY AND PROCEDURE

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Northern Lincolnshire and Goole NHS Foundation Trust actively seeks to promote equality of opportunity. The Trust seeks to ensure that no employee, service user, or member of the public is unlawfully discriminated against for any reason, including the "protected characteristics" as defined in the Equality Act 2010. These principles will be expected to be upheld by all who act on behalf of the Trust, with respect to all aspects of Equality.

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1.0 Purpose

- 1.1 The purpose of this policy and its associate procedure is to provide an incentive reward to Northern Lincolnshire and Goole NHS Foundation Trust (hereafter referred to as 'the Trust') staff who proactively notifies the Trust of suitably skilled applicants for its Hard to Fill (HTF) vacancies.
- 1.2 Incentive rewards are payable to both the referring member of staff and the candidate upon specific criteria being met, as detailed in this policy. This is to reward existing staff and candidates going through recruitment pre-employment checks for assisting the Trust meet its business needs and to apply retention incentives for new and existing members of staff.
- 1.3 This policy provides a transparent framework on which the 'Refer a Friend' (RaF) initiative will be operated.
- 1.4 The RaF incentives detailed in this policy may be withdrawn at any time subject to the availability of funding in support of this scheme.

2.0 Area

- 2.1 This policy applies to all substantive Trust members of staff except those staff who work within the Recruitment Services Team due to their involvement in the management of the scheme.

3.0 Duties and Responsibilities

- 3.1 **Substantive Trust Staff** – To proactively refer to Recruitment Services suitably skilled external candidates that they know who are available for work, or would be interested in applying for current or pending HTF vacancies.
- 3.2 **Recruitment Services** – To record all referrals onto the RaF database, to contact referred candidates to discuss the vacancy with them and motivate the candidate to apply for the vacancy, to notify the Management Accounts Bureau within the Finance Directorate when reward payments are due and to update the RaF database in a timely manner as applications progress. To raise and gain appropriate budget holder approval for a monthly RaF payment schedule, forwarding to the Payroll Department, via the Management Accounts Bureau, for processing.
- 3.3 **Management Accounts Bureau** – will monitor the Recruitment and Retention budget (from which the incentive reward is paid), to monitor the schemes actual and forecast spend, and provide quarterly associated budget reports throughout the year and as required/requested.
- 3.4 **Payroll Department** – to ensure the payment of incentives are made in a timely manner, upon notification of payment by Recruitment Services, and in line with this policy and procedure.

4.0 The Refer a Friend (RaF) Scheme

- 4.1** The Trust acknowledges that there are some HTF posts within its workforce. These may be difficult to recruit to for a number of reasons, for example posts which require extremely specialist skills or posts where there are insufficient people working in the labour market to fulfil the demand for those particular staff.
- 4.2** Staff members/candidates currently going through the pre-employment checks should proactively notify Recruitment Services of suitably skilled external candidates that they know who are available for work, or would be interested in applying for current or pending HTF vacancies with the Trust. Staff should make their referral(s) using the form at Appendix B. Payments will be made once the referrer and referee have commenced in post.
- 4.3** Recruitment Services will acknowledge receipt of the referral to the referring employee upon receipt of a completed referral form. Acknowledgement will be in the form of an email to the referring member of staff.
- 4.4** Recruitment Services will contact referred candidates, discuss the vacancies with them and if the candidate meets the essential criteria for the post (as set out in the person specification) to encourage an application via NHS Jobs, Trac (the Trust's Recruitment Management System) or the submission of a CV direct to nominated contact within Recruitment Services.
- 4.5** Recruitment Services will track all applications, maintaining application progress of the RaF Database on an accurate and timely basis.
- 4.6** Upon appointment Recruitment Services will monitor the respective employee's (nee candidate) length of service and identify when:
- Four months continuous service has been reached so the referring employee can receive their RaF financial incentive, subject to the referrer still being employed by the Trust (see section 8.0)
 - Eight months continuous service has been reached so the referred employee (nee candidate) can receive their RaF financial incentive (see section 8.0)
- 4.7** Recruitment Services to produce a monthly RaF financial incentive schedule, authorised by the respective budget holder, for the Payroll Department to make the payments via the monthly payroll run.
- 4.8** The RaF process is outlined in Appendix A.

5.0 Definition of 'Hard to Fill' (HTF) Posts

5.1 Due to the changing nature of the local, national and international labour markets it is near impossible to name individual posts that fulfil the HTF definition. For the purposes of this policy HTF posts are therefore defined as those positions or vacancies that fall into one of the following categories:

- If a post has been advertised within the last two months both internally and externally UK wide and it failed to generate any suitable candidates or subsequent appointments that vacancy would be classed as a HTF post and the RaF incentive package would apply
- Those jobs/occupations which feature on the government's UK 'Shortage Occupation List' (see <https://www.gov.uk/government/publications/tier-2-shortage-occupation-list> for details)
- Those posts/vacancies where the Trust needs to appoint more than one new employee in an occupation where there are known to be low numbers of suitably skilled and experienced staff

5.2 Addendum A (DCP191A) to this policy holds the current agreed HTF posts for the Trust. It should be noted that this is an ever changing document due to the needs of the Trust and availability of skills within the labour markets. Staff must therefore check this addendum prior to recommending a friend for any vacancies. If in doubt staff should contact a Recruitment Services Team Leader for clarity as to what currently constitutes a HTF post.

6.0 Ineligible Referrals

6.1 The following referrals are **not eligible** for a RaF financial reward under this policy:

- Referrals made to the RaF initiative after the candidate has lodged an application will not be eligible should the candidate be successful in gaining employment with the Trust. Dates of referrals will therefore be recorded in order to comply with this
- Referrals for candidates who subsequently gain NHS employment but not with the Trust, unless the appointment is a joint inter-Trust appointment for which the Trust has business interests
- Referrals for candidates who are existing Trust staff
- Referrals made by staff employed within Recruitment Services will not be eligible due to their direct involvement in the management of this scheme

- Trust staff that leave the organisation and are then referred by another member of staff within a one year period. This includes those staff that may retire and return to Trust employment within 12 months of retiring
- Referrals for candidates that have occurred whilst in pre-employment checks will not be paid if the referrer/referee does not become employed by the Trust
- Where the Trust incurs a 'deployment fee' to ensure that the candidate is eligible to leave their country legally
- Where the Trust incurs a 'finders fee' for employing the respective candidate, i.e. when the candidate has previously worked with the Trust through an locum/employment agency

7.0 RaF Financial Rewards

7.1 RaF financial rewards payable are:

- Trust staff who proactively refer a suitable candidate to work for the Trust in a HTF post will receive £250 when that candidate successfully gains employment with the Trust and remains in that post for at least four complete continuous months
- £250 will also be payable to the referred candidate upon them successfully gaining employment with the Trust and remaining in that post for at least eight complete continuous months
- RAF financial incentives are only payable to current Trust employees (with the above exceptions) – i.e. no payments will be made to referring staff members who themselves have left the Trust's employment for whatever reason when the candidate reaches four months of continuous service

8.0 Duplicate RaF Referrals

8.1 Where two or more members of staff refer the same candidate the RaF reward will be payable to the first employee to notify Recruitment Services of the potential candidate. Referral dates will be recorded by Recruitment Services to avoid disputes in this matter.

8.2 However, should the first referring employee have left the Trust's employment at the point the RaF payment would become payable to them (i.e. at four months employment), then the RaF reward would be made to the next employee who had referred the same candidate according to the date of referral recorded on the system.

9.0 Payment Processing

- 9.1** Referral payments will be made by the Payroll Department by bank credit transfer on the 28th of the month (or on the preceding Friday if the 28th falls at a weekend) after the month when the payment is triggered (subject to the receipt of appropriately authorised paperwork before the payroll cut-off date for that month).
- 9.2** The RaF reward payment is deemed a 'bonus payment'. As such the payment is not pensionable but will be subject to appropriate tax and national insurance deductions and described on the employees payslip as 'RaF Referral Payment'.

10.0 Financial Monitoring

- 10.1** Recruitment Services will maintain a database of referrals and recruits and this will be maintained on a shared drive, which the Management Accounts Bureau shall have access to for the purpose of month end accruing of costs.
- 10.2** On a monthly basis Recruitment Services will identify those staff eligible for a RaF payment and obtain appropriate approval for the payments in accordance with the Trust's Scheme of Delegation.
- 10.3** Management Accounts Bureau staff will, upon receipt of the properly completed and authorised payment forms, ensure the payments are correctly coded before being sent to the Payroll Department for processing.
- 10.4** Management Accounts Bureau staff will monitor the database of referrals against the allocated budget for the scheme and will report to the Head of Recruitment on the monthly budgetary position.

11.0 Fraud and Probity

- 11.1** In accordance with the details set out in this policy, the Trust expects all employees to act with honesty and probity. Any abuse or failure to comply with this policy and associated procedures could be considered as a breach of duty which may result in disciplinary action being taken in accordance with the Trust's general disciplinary policy and may also lead to criminal prosecution.
- 11.2** Where a suspicion of fraud exists in relation to this policy (e.g. the submission of a fraudulent RaF referral), the matter should be referred to the Director of Finance or the Trust's Local Counter Fraud Specialist (in accordance with the Trust's Fraud, Bribery and Corruption Policy and Response Plan) or by calling the confidential NHS Fraud and Corruption Reporting Line on 0800 028 40 60 or at www.reportnhsfraud.nhs.uk

12.0 Monitoring Compliance and Effectiveness

- 12.1** This policy will be monitored jointly between Recruitment and Finance who will centrally monitor and control expenses related to this policy for all staff.
- 12.2** An audit will be carried out periodically to ensure compliance with this process.

13.0 Associated Documents

- 13.1** Addendum A – NLAG Agreed ‘Hard to Fill’ Vacancy List (DCP191A).
- 13.2** HM Revenue & Customs, 480(2015) Expenses and Benefits A Tax Guide.

14.0 References

- 14.1** There are no references.

15.0 Definitions

- 15.1** See section 5.0.

16.0 Consultation

- 16.1** This policy and procedure has been consulted on through the Trust’s JNCC and Joint LNC meetings.

17.0 Dissemination

- 17.1** All staff via the intranet and through recruitment literature. All other opportunities for raising awareness of the policy will be considered as and when appropriate.

18.0 Implementation

- 18.1** Immediately following ratification. The CEOs Office will provide appropriate communication, advice and support to aid the successful implementation of this policy.

19.0 Equality Act (2010)

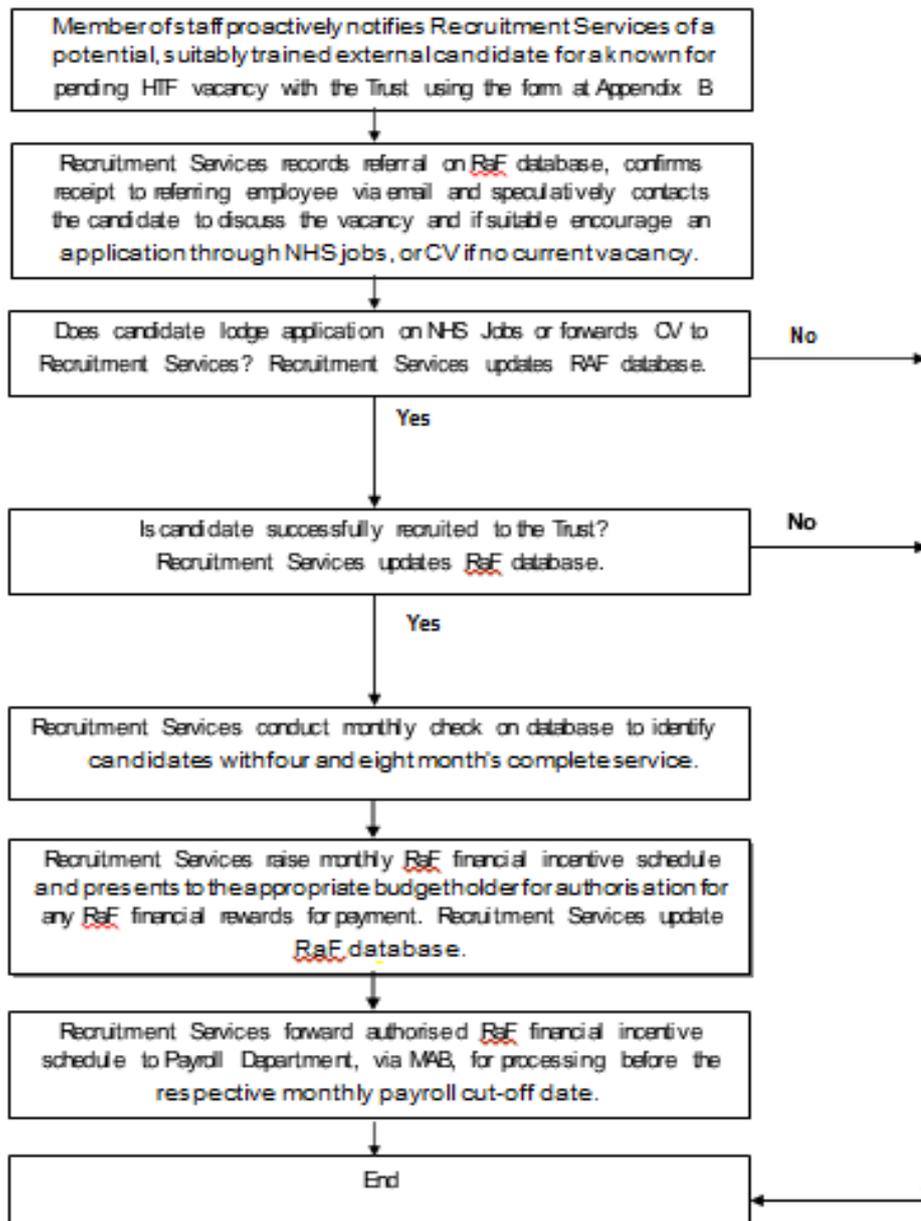
- 19.1** Northern Lincolnshire and Goole NHS Foundation Trust is committed to promoting a pro-active and inclusive approach to equality which supports and encourages an inclusive culture which values diversity.
- 19.2** The Trust is committed to building a workforce which is valued and whose diversity reflects the community it serves, allowing the Trust to deliver the best possible healthcare service to the community. In doing so, the Trust will enable all staff to achieve their full potential in an environment characterised by dignity and mutual respect.
- 19.3** The Trust aims to design and provide services, implement policies and make decisions that meet the diverse needs of our patients and their carers the general population we serve and our workforce, ensuring that none are placed at a disadvantage.
- 19.4** We therefore strive to ensure that in both employment and service provision no individual is discriminated against or treated less favourably by reason of age, disability, gender, pregnancy or maternity, marital status or civil partnership, race, religion or belief, sexual orientation or transgender (Equality Act 2010).

20.0 Freedom to Speak Up

Where a member of staff has a safety or other concern about any arrangements or practices undertaken in accordance with this policy, please speak in the first instance to your line manager. Guidance on raising concerns is also available by referring to the Trust's Freedom to Speak Up Policy and Procedure (DCP126). Staff can raise concerns verbally, by letter, email or by completing an incident form. Staff can also contact the Trust's Freedom to Speak Up Guardian in confidence by email to nlg.tr.ftsuguardian@nhs.net. More details about how to raise concerns with the Trust's Freedom to Speak Up Guardian or with one of the Associate Guardians can be found on the Trust's intranet site.

**The electronic master copy of this document is held by Document Control,
Office of the Trust Secretary, NL&G NHS Foundation Trust.**

Appendix A



Appendix B



Northern Lincolnshire
and Goole

NHS Foundation Trust

NLG REFER A FRIEND SCHEME – REFERRAL FORM

Your Details (all details MUST be completed)

Name	
Job title	
Ward/Department	

Details of the person you are referring – please provide as much information as possible

Name	
Address (including postcode)	
Email address	
Contact telephone number:	

What post are you referring the above to?

Job title (Please be as accurate as possible)	
Pay band (If known)	
Ward/Department	

Note: If you have any queries relating to whether or not this post is classified as a hard to fill post please contact your Recruitment Services Team Leader.

Signed: _____

Date: _____

Please complete / return this form as soon as possible to the Team Leader, Recruitment Services.

Recruitment Services Team Use - Date received into RS: _____ Date _____ email
acknowledgement sent to referrer: _____ Entered onto RaF database by: _____ Date: _