

HARPENDEN MENCAP

The voice of learning disability

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Staff Retention Policy

Policy Statement

Harpenden Mencap aims to be fully compliant with current staffing regulations. It carefully monitors and reviews its staffing complement and turnover and terms and conditions of service to ensure that it is able to retain staff who are of the required calibre to provide high quality care and to enhance the practice of these members of staff.

This policy should be read and used in relation to Harpenden Mencap's other staffing policies, including those that address terms and conditions of service and working practices, and particularly:

1. Staff Recruitment and Selection
2. Staff Supervision
3. Staffing Levels and Rotas
4. Staff Training and Development.

To comply its registration requirements Harpenden Mencap is committed to:

1. Ensuring that staffing levels, both in terms of numbers and skills, are appropriate for the number of service users being cared for and to meet their assessed needs
2. Providing good continuity of care by making sure that its staff work as teams and that they have good teamwork
3. Developing effective communication between team members
4. New staff are always well supervised before they are assessed as competent to work without direct supervision on any regulated activity
5. Ensuring that staff are always well briefed to meet service users' daily needs and to respond appropriately to the different care situations that arise
6. Working closely with other carers, professionals and agencies involved in the service provision

The home's staffing complement and levels continue to be based on regular systematic reviews and assessments of its staffing needs.

Principles of the Staffing Policy

1. All staff have clearly defined job descriptions.
2. All staff are expected to shadow other members of staff during their induction period to better understand their own and others' roles and responsibilities.
3. All staff job descriptions are linked to achieving service users' individual goals as set out in the service user plan.
4. Staff are made familiar, and are expected to comply, with the respective code of conduct / practice for their profession or occupation.
5. Staff are also made familiar with and are expected to comply with the Harpenden Mencap's safeguarding policies.
6. Staff are only expected to go beyond their job descriptions in exceptional circumstances to make sure service users' needs are being met.
7. The contribution of volunteers should supplement and not replace paid staff roles, and volunteers should not undertake tasks which are the responsibility of paid staff.

As part of their work roles all staff are expected to:

1. Get to know and develop a relationship with the service users they support, especially if they are working as key worker
2. Be able to meet individual needs with particular attention to gender, age, cultural background and personal interests
3. Be aware of their own knowledge and skill limitations and know when it is appropriate to involve someone else with more specific expertise.

Commitment to Teamwork

The home is committed to having an effective staff team, with sufficient numbers and complementary skills to support service users' assessed needs at all times. The rota and total numbers of staff planned to be on duty at any one time will therefore be set according to the:

1. Numbers and needs of the service users to be cared for
2. Nature and level of dependency of the service users to be cared for
3. Ages of the service users to be cared for
4. Geography and layout of the building
5. Skills and experience of the staff
6. Availability of staff (part-time/full-time/sickness/leave, etc).

In terms of staff experience, it is the home's policy that:

- There is always an appropriate mix of staff with relevant experience, qualifications and skills available to service users during every part of the day and at night
- Staff who are under 18 on appointment and older staff new to care work who are providing personal care to service users are always directly supervised by more

experienced staff members until assessed as being capable of working away from direct supervision

- staff left in charge of the home are all suitably qualified and experienced to be in a position of responsibility
- any staff members from overseas who do not use English as their first language receive support to overcome any immediate communication difficulties they might be having
- Extra staff will be called in at periods of high demand and emergencies, if necessary
- Where agency staff have to be used, every effort is made to ensure that a reputable agency is used, that staff provided are of high quality and are suitably qualified and experienced, and that preference is given to using agency staff who know the work of this service and its users already.

Training

Staff who are new to care work are inducted into their roles in line with the Care Certificate standards and are made aware of other staff roles and responsibilities and the home's commitment to teamwork as part of the training process. Commitment to teamwork as part of the training process. Staff with previous experience of care work but who are new to this work setting have an induction programme related to their roles and responsibilities. Further training is provided as and when new roles are introduced.

Signed: Karen Stafford Director

Date: January 2017
