SIDEWAYS TRANSFER GUIDANCE

Internal Transfer
UCLH has implemented a transfer register for nurses seeking a sideways opportunity internally. Both Nursing Assistants (Bands 2, 3 and 4) and Nursing staff (Bands 5 and 6) can now forecast their career path through a sideways transfer; allowing them to develop their clinical skills and knowledge whilst enhancing professional goals. In addition, duplicated efforts from all parties normally involved in a recruitment process will be eliminated in most cases or reduced (depending on speciality) and instead replaced with a streamlined and seamless process.

In-line with the Trusts Recruitment and Selection procedure and Diversity, Equality and Human Rights policy, staff who apply for transfer should be treated equally and sensitively and with due regard to the relevant employment legislation in place.

Eligible criteria
The transfer register is open to UCLH Nursing Assistants and Nurses that:
- Have been employed by the Trust for 9 months minimum;
- Completed a 6 month probationary programme;
- Have had an appraisal within the last 12 months;
- Have agreement, approval and support from current Sister/Charge Nurse/Matron

Where Nursing Assistant/Nurse is currently under informal/formal investigation (and/or improvement notice) under any of the Trust policies (for any matter including conduct, capability, attendance or performance), an application should not be supported, unless the reasons are authorised by the Deputy Chief Nurse along with HRBP support. In this situation, the Matron should complete the manager authorisation section of the application form.

Overview of process (see appendix A).
The transfer opportunity is open to all eligible staff seeking a sideways transfer. Staff are required to register their interest in a new specialty and where vacancies and criteria are met a transfer could be facilitated.

Please note that the transfer process is separate to the redeployment process. Staff on the redeployment list should contact their HRBP/ER Advisor.

Expression of interest application form (see appendix B)
The expression of interest application form is accessible on insight or in word format available from the Careers Clinic Team. For further information on the process please contact Natalie Shamash – Careers Clinic Lead - natalie.shamash@uclh.nhs.uk
In order for a transfer to be considered all fields of the application form need to be completed by both the employee and Sister/Charge Nurse. It is recommended that the employee keeps a copy of the form for reference purposes.

Employees are required to complete sections A, B and C of the application form and select the areas/specialties of interest. The supporting statement should address why the employee wants to transfer to the area(s) of interest. If an employee has any working restrictions (set working days/shift patterns etc) then this should be clearly stated on the form.

Once complete, the application form should be authorised by the employees Sister/Charge Nurse and then forwarded to the Careers Clinic team. If the Sister/Charge Nurse is unavailable, the application form should be completed by the Matron. Applications will not be accepted if the form is incomplete.

To ensure that the process runs seamlessly and smoothly, the application should be authorised within a 7 day timeframe from receipt of form.

It is the responsibility of the Sister/Charge Nurse to update the Careers Clinic Team should any of the information originally stated on the form change once the form has been submitted e.g. improvement notice issued, change of hours of work, set shift patterns etc.

**Consideration of requests**
Applications received from staff will be registered and an acknowledgement will be sent to the employee and line manager. Requests received will then be matched with the vacant areas.

**No vacant area of interest**
If the area(s)/department(s) of preference does not have a vacancy at the time of submission, then the application will be recorded on the transfer list for a maximum of 6 months. The employee however can amend his/her area/department of interest at any time whilst registered and will also be informed of vacancies in other areas (as they arise), should the employee be interested.

**Vacant area of interest**
Where an area has a vacancy, the employees’ application form will be sent to the recruiting manager and a transfer meeting will be facilitated and arranged.

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 providing that it is within the 6 month period. Individuals that have selected more than one area of interest will be contacted when a vacancy arises within any of the areas selected.

Where individuals have specific preferences relating to working hours/shift patterns, they should be aware that this might limit their chances of a transfer. The transfer register will be reviewed regularly by the Careers Clinic Team to ensure that staff do not remain on the register unnecessarily, if it is unlikely that their requested hours/shift pattern will be accommodated.
Transfer meeting
The purpose of the transfer meeting is for the employee and recruiting manager to meet and discuss the role and specialty. It offers the recruiting manager insight into the employees’ clinic skills, experience and professional abilities and gives the employee an understanding of the career pathway and structured support available in a new setting. Job requirements and key objectives will also be discussed at the meeting and where applicable bank shifts can be offered as a ‘taster’ to what the role and specialty entails. It is strongly advised and widely encouraged that employees work a bank shift in the interested area prior or post application.

The transfer meeting will be documented using the Meeting Record form and the Internal Transfer agreement form. Although at the time of completion, the transfer date might not have been agreed (subject to existing managers’ department requirement), the recruiting manager should document the reporting instructions for the employee on the agreement form. Once complete, the documented paperwork should be sent to the Careers Clinic team.

Agreed transfer
The recruiting Sister/Charge Nurse will feedback to the employee, informing them of the outcome.

When a transfer has been agreed, the employee should inform his/her manager and discuss a prospective transfer date. The careers clinic team will also liaise with the both the existing Sister/Charge Nurse and the prospective Sister/Charge Nurse 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 an 8 week timescale from the date the transfer had been initially agreed. A vacancy rate of above 40% would mean that a transfer cannot be approved until the existing department is safely staffed.

Sisters/Charge Nurses can explore the transfer register at any point, should they have a vacancy because there might be an employee recorded on the register.

Employment Checks
Pre-employment checks will be minimal to avoid duplicating data as the transferee is already an existing employee of the Trust.

An Occupational Health re-check is not required unless it is deemed necessary due to a change in the role where an EPP clearance is required. A DBS re-check is not required unless there is a change to the level of the check required from the previous post as a result of moving areas. In this case, transfer dates should not be agreed until the outcome of the DBS and/or EPP clearance has been received.

Actioning a request
The recruiting Sister/Charge Nurse and existing Sister/Charge Nurse will amend the employees ESR record together to ensure that the employees ESR record is released and the budget statements are correct.
Bank shifts

Before a transfer is considered or agreed, bank shifts can be offered on a desired ward/speciality as a means of previewing a speciality, whilst the employee receives pay. This will ensure that expectations are met by both the employee and the Sister/Charge Nurse. The bank ‘taster opportunity’ will be valuable and beneficial to the employee, Sister/Charge Nurse and/or Department and Trust because:

Employee:
- Understand the interested specialty requirement
- Enhance skills in a different specialty
- Bring theory to life and crystallize possible job aspirations allowing them to reflect on career path and desired route for them
- Receive payment for shift
- Reflect on career pathway and desired route for them
- Introduction to team to assess fit

Sister/Charge Nurse and/or Department/Trust because:
- Informal introduction to team to assess team fit
- Reduce agency usage/department spend
- Assess prospective employees competencies and plan objectives
- Consistency with patient care as the nurse is aware of Trust values and practices
- Bank shifts can serve as an indirect advert for vacant areas in any speciality
- Known/familiar employees recruited to a ward are likely to stay because they have a better understanding of the requirement and area of work.

Employees can continue to work bank shifts in a preferred area prior to applying for an internal transfer.

To register on the bank, you will need to contact Pulse directly where you will be required to undertake an ID check.

Maintaining the Transfer Register

To ensure that the transfer process runs smoothly, the register will be updated by the Careers Clinic team as/when a request is received. The team have the access to make changes to the register and to also update the valid vacancy data.

When a vacancy arises, Sisters/Charge Nurses are responsible for exploring the transfer register prior to advertising a campaign externally. Sisters/Charge Nurses can forecast their future requirements to ensure that nurses interested in transferring to a specific area transfer quickly where possible to shorten any vacancy gap.

Transfer Review Period overview

The ‘transfer review period’ can be a very beneficial process for both the transferee and the line manager. When conducted well, it provides both parties with a core framework for outlining the role requirements in terms of performance, attendance and conduct.
The transfer review period creates a forum between the line manager and transferee within the first few months of transferring to set work objectives and goals for the new employee and also to outline what is required of them to do well in their roles.

We want to give staff the best opportunity to succeed in their new roles and an essential element of helping them do this is for any concerns or issues to be raised as soon as possible. Regular feedback is therefore important throughout the transfer review period. It will help the transferee to understand more clearly what is expected of them as well as help them to maximise their potential and ability in their new area of work.

The review period will involve a series of review meetings which gives the transferee the chance to discuss any training and development needs. For the line managers, the transfer review meetings provide an opportunity to set work objectives and goals for the new employee and also to outline what is required of them to do well in their roles.

**Transfer review meetings**

The transfer review meetings should take place in the first 12 weeks from transfer date. If performance is deemed unsatisfactory at the first review meeting or at any time after the first review meeting then it is recommended that an optional review meeting is arranged. An action plan should be devised so that the individual can demonstrate a level of improvement required before the final review meeting.

At the end of the 6 month transfer review period a meeting should be arranged to evaluate how well the transferee is performing against expected and/or required standards. If there are still concerns then the line manager should follow the Trust policy and process for any matter including conduct, capability, attendance or performance.
APPENDIX A - Transfer list/register process map for

Employee decision  
NHS Jobs  
Chief Nurse bulletin  
Ward profiles  
Appraisal  
Development plan - CPFs  
Word of mouth  
Careers Clinic

Expression of interest completed and authorised

Escalated to Matron (where necessary)

Form forwarded to careers clinic team and request registered

Vacancy exists

Yes

Yes

Careers Clinic to facilitate transfer meeting between employee and recruiting manager

Successful

No

Mutual decision to not proceed - Employee withdraws from transfer or amends preference

Paperwork sent to recruitment/careers clinic team for pre-employment check

Clear

Current and prospective line manager to agree employees transfer date and amend employees ESR record.

Respective line manager to explore transfer list for interest

No

Withdraw application

Option to amend preference list

Yes

Placed on list for 6 months should vacancy arise in area of interest.