NHS
Liverpool University Hospitals
NHS Foundation Trust

Internal Transfer Procedure

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Lead Executive/ Senior Manager	Chief People Officer		
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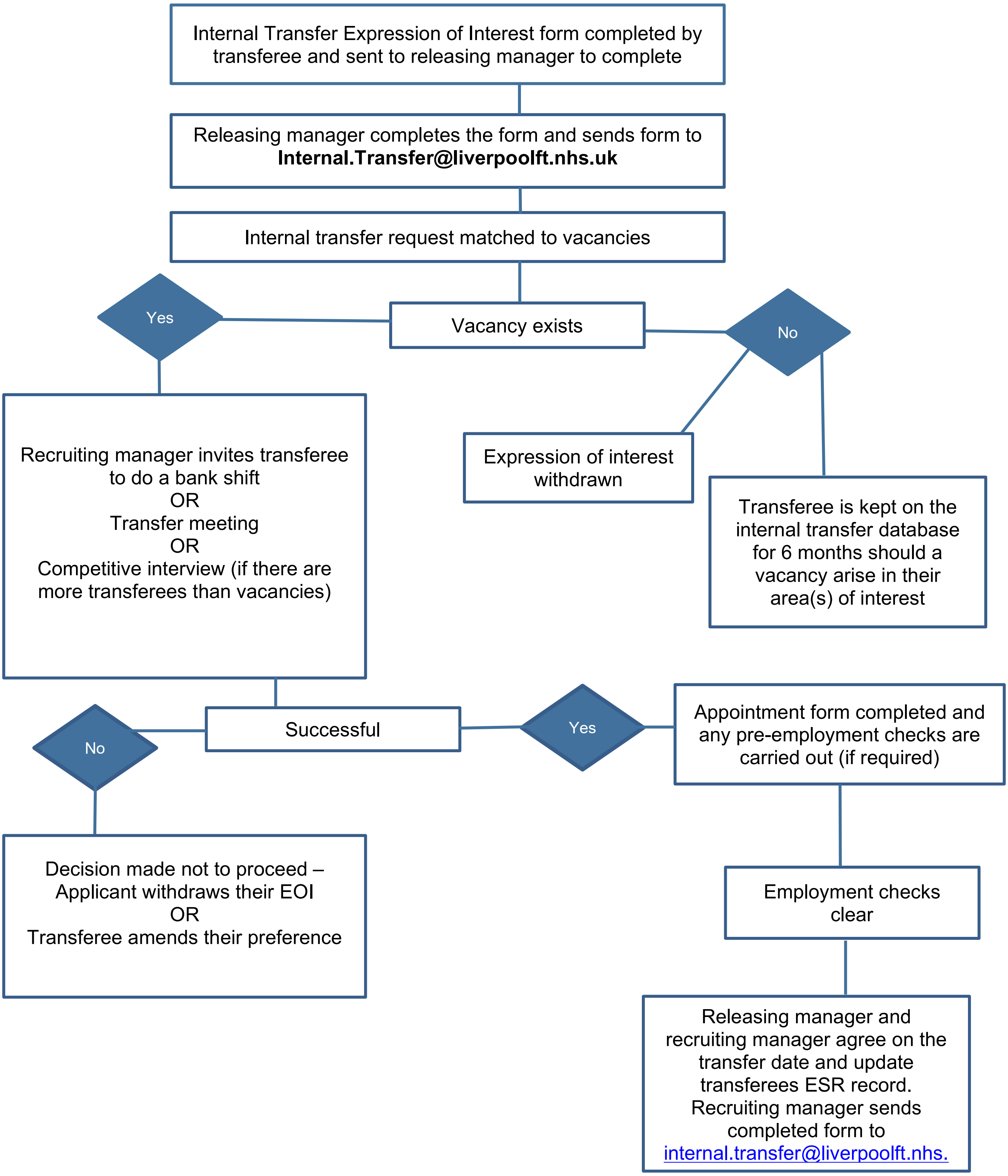
Ratified by:	Staff Partnership Forum		
Ratification Date:	May 2023	**Review Date:**	May 2025
Consultation	HR Policy Group	**Applicable to:**	All staff All Sites
Equality, Diversity And Human Right Statement	The Trust is committed to an environment that promotes equality and embraces diversity in its performance both as a service provider and employer. It will adhere to legal and performance requirements and will mainstream Equality, Diversity and Human Rights principles through its policies, procedures, service development and engagement processes. This procedure should be implemented with due regard to this commitment.		
To be read In conjunction with / Associated Documents:		**Information Classification Label**	☐ **Unclassified**
Access to Information	To access this document in another language or format please contact the policy author.		

Document Change History (changes from previous issues of policy (if appropriate):

Version number	Page	Changes made with rationale and impact on practice	Date
1			May 2023
2		Changes made in streamlining the wider process to make it easier for colleagues to transfer roles within the organisation.	November 2023

Contents

1. Policy on a page



2. Purpose

The key messages the reader should note about this document are:

- Provides an overview of how the Trust will manage internal transfers
- How requests for a transfer will be considered
- What the eligibility requirement is prior to a transfer being agreed
- How the Transfer Register will be maintained
- How Bank Shifts or Shadow Shifts will support an internal transfer

3. Scope

The Trust supports staff members wanting to transfer internally within the organisation. Internal transfers help staff to develop their skills and knowledge and increase motivation. It can also help to retain highly competent staff members within the Trust.

Internal transfers are open to four key roles:

- Staff Nurse, Bank 5
- Nursing Associate, Band 4
- Health Care Assistant, Band 3
- Health Care Assistant, Band 2

The internal transfer procedure allows staff members to request a sideways transfer within the same pay band, so they can work in a similar role in a different area/service. In addition, this procedure can avoid duplicated efforts from all parties normally involved in a recruitment process and replaces it with a more streamlined and seamless process.

In accordance with the Trust's Safe Recruitment and Selection policy, staff members who apply for a transfer will be treated equally and sensitively and with due regard to the relevant employment legislation.

4. Eligibility

Internal transfers are open to four key roles:

- Staff Nurse, Bank 5
- Nursing Associate, Band 4
- Health Care Assistant, Band 3
- Health Care Assistant, Band 2

In order to qualify for an internal transfer, you must meet the following criteria:

- Have been employed by the Trust for a minimum of 6 months.
- Have had an appraisal within the last 12 months
- Be up to date with mandatory training
- Have agreement, approval, and support from your current line manager

Where a staff member is currently under informal/formal investigation (and/or informal counselling letter) under any of the Trust policies (for any matter including conduct, capability, attendance or performance), an expression of interest should not be supported, unless the reasons are authorised by the Matron or Assistant Director of Nursing along with HR Business Partner support.

5. Policy Content and Definitions

The internal transfer opportunity is open to staff members seeking a sideways transfer within the Trust. Individuals are required to register their interest in a new post 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 members on the redeployment list should contact Business HR for advice.

Definitions used in this procedure

For the purpose of the scheme, the following terms will be used throughout this document:

Transferee or transfer applicant- the colleague who is wanting to go through the internal transfer scheme.

Recruiting Manager- the prospective manager who is receiving the colleague into their department.

Releasing Manager- the manager in the department where the colleague is wanting to transfer from.,

Internal Transfer Expression of Interest Form

The expression of interest form for internal transfer can be found under Appendix 3. In order for a transfer to be considered, all fields on the expression of interest form need to be completed by both transfer applicant and their manager. It is recommended the transfer applicant keeps a copy of the form for reference purposes.

Transfer applicants are required to complete section A. The supporting statement should state why they want to transfer to the area(s) of interest and whether they have any working considerations (e.g. set working days/shifts pattern/flexible working agreements).

Once complete, the releasing manager is required to complete section B of the form, giving their authorisation. The form is then sent to the Internal Transfer Team. Expressions of interest will not be accepted if the form is incomplete.

It is the responsibility of the releasing manager to update the Internal Transfer Team should any of the information originally stated on the form change once the form has been submitted e.g. informal counselling letter, hours of work changed, etc.

For further information on the process please contact the Internal Transfer team at Internal.Transfer@Liverpoolft.nhs.uk

Consideration of Requests

The recruiting manager must ensure that the vacancy has approval prior to considering any Internal Transfer requests.

Prior to exploring the Internal Transfer register, the recruiting manager will liaise with the HR Business partner responsible for redeployment.

Expressions of interest received from transfer applicants will be registered and an acknowledgement will be sent to the applicant and their line manager. The request will then be matched to any vacancies within the area requested. The following options will be considered:

No vacancies in the area of interest
If the area(s) of preference do not have a vacancy at the time of submission, then the expression of interest will be recorded on a transer list for a maximum of 6 months. The transfer applicant can however amend their expression of interest at any time whilst registered by contacting the Internal Transfer Team. They will be informed of how to view vacancies in other areas (as they arise), should the applicant be interested.

Vacancies in the area of interest
Where an area has a vacancy, the transfer applicant's expression of interest form will be sent to the recruiting manager and a transfer meeting will be arranged.

All transfer applicants registered for an area will be considered equally at the time the vacancy arises, regardless of the date the applicant 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 specified.

Where more than one expression of interest is received for the same area with limited vacancies, a competitive interview process will take place. Feedback will be provided to all applicants.

Specific preferences relating to hours/shift patterns should be disclosed and discussed by the transferee and the recruiting manager during the internal transfer conversation.

The transfer register will be reviewed regularly by the Internal Transfer Team to ensure that transfer applicants do not remain on the register unnecessarily.

Transfer Conversation

The purpose of the transfer conversation is for the transfer applicant and recruiting manager to meet and discuss the role and specialty. It offers the recruiting manager insight into the applicant's skills, experience and professional abilities and gives the applicant 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 transfer applicants work a bank shift in the interested area prior or post expression of interest. The transfer meeting must be documented using the template in Appendix 2 and once complete, the documented paperwork should be sent to the Internal Transfer Team.

If a transfer is not offered the manager must provide an explanation and provide feedback to the individual. Please note there is no right of appeal against this decision within this procedure.

Where there is more than one expression of interest, the competitive interview process would take place in place of a Transfer Meeting.

Agreed Transfer

The recruiting manager will feedback to the transfer applicant and inform them of the outcome.

When a transfer has been agreed, the applicant should inform their line manager and discuss a prospective transfer date. The Internal Transfer Team will also liaise with both the existing line manager and the recruiting manager so that a transfer date can be agreed where the needs of both areas are met.

Successful transfer applicants should be released in a timely manner where possible, but in any event no more than their formal notice period from the date the transfer had been initially agreed.

Line managers are encouraged to explore the transfer register at any point, should they have a vacancy because there may be a transfer applicant recorded on the register they wish to consider.

Employment Checks

Pre-employment checks will be minimal to avoid duplicating data as the transfer applicant 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. 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 Health check clearance has been received.

Processing a Transfer

It is the responsibility of the recruiting line manager to complete an ESR Assignment Change form to amend the transferee's ESR record. The recruiting manager will need to ensure appropriate vacancy approval is in place to be included in the ESR Assignment Change.

Maintaining the Transfer Register

To ensure that the transfer process runs smoothly, the register will be updated by the Internal Transfer Team as and when information is received. The team have the access to make changes to the register and to also update the valid vacancy data. Where updates would make the applicant ineligible for Internal Transfer, the applicant will be removed.

Checking Internal Transfer Register

When a vacancy arises, the line manager is responsible for checking the redeployment policy in the first instance. The Internal Transfer Team and line managers are responsible for exploring the transfer register prior to advertising a post. Line managers 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 Support Period Overview

The 'transfer support 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 support period creates a forum between the line manager and transferee within the first few months of transferring to set work objectives and goals and also to outline what is required of them to do well in their roles.

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

Transfer Support Meetings

The transfer support meetings should take place in the first 12 weeks from transfer date.

If performance is deemed unsatisfactory during this period, then it is recommended that an action plan is put in place so that the individual can demonstrate a level of improvement required.

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.

Bank Shifts or Shadow Shifts

Before a transfer is considered or agreed, bank shifts can be offered, where available, or a shadow shift, on a desired ward/area as a means of previewing an area of work. Whilst the staff member receives pay for a bank shift, a shadow shift will be during their working day on a release from their substantive duties. This will ensure that expectations are clear by both the staff member and the line manager. The 'taster opportunity' will be valuable and beneficial to the staff member, line manager, Department and Trust because:

Staff member:

- Understands the interested specialty requirements
- Enhance skills in a different specialty
- Confirms potential job aspirations allowing you to reflect on career path and desired route
- Receives payment for bank shift
- Is released from their substantive role for taster session
- Reflects on career pathway and desired route for them
- Introduction to team to assess fit

Line manager and/or Department/Trust because:

- Informal introduction to team to assess team fit
- Reduce agency usage/department spend
- Assess prospective transfer applicant competencies and plan objectives
- Consistency with patient care as the staff member is aware of Trust values and practices
- Bank and Shadow shifts can serve as an indirect advert for vacant areas in any speciality
- Known/familiar staff members recruited to a ward are likely to stay because they have a better understanding of the requirement and area of work.
- Staff members 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 the Temporary Staffing team directly by emailing bank.recruitment@liverpool.nhs.uk

Roles and responsibilities

To enable a colleague's experience of a smooth internal transfer, its important everyone involved understands their role and responsibilities throughout the process.

Role	Responsibility
Employee/ transferee	• To apply to the scheme, and have open and honest conversations with the releasing manager about the reasons for the transfer. • Be open and flexible when considering a transfer. • To complete section A of the internal transfer expression of interest and get the releasing manager to authorise and complete section B. • To keep up to date with their mandatory training and appraisals as part of the eligibility criteria.
Releasing manager	• Have open and honest conversations with the employee around the reasons for wanting the transfer, through their appraisal or 1:1 meetings. • Where possible, take action to retain the colleague such as listening to feedback, flexible working options, development etc. • Be open to addressing any wider issues affecting the team around retention and turnover, and seek support from Organisational Development/ HR team where needed. • Complete section B of the expression of interest form and give authorisation for the transfer. • Work together with the recruiting manager to arrange transfer dates etc.
Recruiting/ Hiring manager	• When recruiting for jobs, be proactive in checking the redeployment register and the internal transfer pool for options before going to advert. • Apply the scheme fairly and openly, ensuring open discussions about transfers. • Hold transfer conversations and arrange bank shadow shifts for prospective transferees. • Prior to transfers, check with HR to ensure their training compliance is up to date and there are no formal grievances/ disciplinaries in place. • Work collaboratively with the releasing manager to agree transfer dates. • Once a transfer had been agreed, complete the Contractual Change form on Greenlight to notify Payroll.

Internal transfer team	• To receive applications and monitor the progress through the scheme of each applicant. • To track applications and record outcomes of each applicant on a central tracker which can extract performance data for the trust. • To keep track of the interest register and keep contact with any applicants listed for 6 months after an unsuccessful outcome. • To act as a point of contact where needed.
Payroll	• To process contract change forms as necessary when submitted by the recruiting manager.
Human Resources	• To provide advice and guidance as needed.
Trust	• Communicate the scheme to the trust, informing the organisation of the benefits of the scheme to all relevant stakeholders. • Managers to have conversations where the scheme may benefit colleagues with a focus on retaining colleagues. These conversations can be started in 1:1 and appraisals as part of career conversations.

6. Exceptions

No exceptions

7. Training

N/A

8. Relevant regulations, standards and references

N/A

9. Equality, diversity and human right statement

The Trust is committed to an environment that promotes equality and embraces diversity in its performance both as a service provider and employer. It will adhere to legal and performance requirements and will mainstream Equality, Diversity and Human Rights principles through its policies, procedures, service development and engagement processes. This SOP should be implemented with due regard to this commitment.

10. Legal requirements

This document meets legal and statutory requirements of the EU General Data Protection Regulation (EU 2016/679) and all subsequent and prevailing legislation. It is consistent with the requirements of the NHS Executive set out in Information Security Management: NHS Code of Practice (2007) and builds upon the general requirements published by NHS Digital/Connecting for Health (CfH).

Appendix 1: Equality impact assessment

Title	
Strategy/Policy/Standard Operating Procedure	
Service change (Inc. organisational change/QEP/ Business case/project)	
Completed by	
Date Completed	

Description *(provide a short overview of the principle aims/objectives of what is being proposed/changed/introduced and the impact of this to the organisation)*

Who will be affected *(Staff, patients, visitors, wider community including numbers?)*

The Equality Analysis template should be completed in the following circumstances:

- **Considering developing a new policy, strategy, function/service or project(Inc. organisational change/Business case/ QEP Scheme);**

- **Reviewing or changing an existing policy, strategy, function/service or project (Inc. organisational change/Business case/ QEP Scheme):**

  - If no or minor changes are made to any of the above and an EIA has already been completed then a further EIA is not required and the EIA review date should be set at the date for the next policy review;
  - If no or minor changes are made to any of the above and an EIA has NOT previously been completed then a new EIA is required;
  - Where significant changes have been made that do affect the implementation or process then a new EIA is required.

Please note the results of this Equality Analysis will be published on the Trust website in accordance with the Equality Act 2010 duties for public sector organisations.

Section 1 should be completed to analyse whether any aspect of your paper/policy has any impact (positive, negative or neutral) on groups from any of the protected characteristics listed below.

When considering any potential impact you should use available data to inform your analysis such as PALS/Complaints data, Patient or Staff satisfaction surveys, staff numbers and demographics, local consultations or direct engagement activity. You should also consult available published research to support your analysis.

Section 1 – Initial analysis

Equality Group	Any potential impact? Positive, negative or neutral	Evidence *(For any positive or negative impact please provide a short commentary on how you have reached this conclusion)*
Age *(Consider any benefits or opportunities to advance equality as well as barriers across age ranges. This can include safeguarding consent, care of the elderly and child welfare)*	Neutral	
Disability *(Consider any benefits or opportunities to advance equality as well as impact on attitudinal, physical and social barriers)*	Neutral	
Gender Reassignment *(Consider any benefits or opportunities to advance equality as well as any impact on transgender or transsexual people. This can include issues relating to privacy of data)*	Neutral	
Marriage & Civil Partnership *(Consider any benefits or opportunities to advance equality as well as any barriers impacting on same sex couples)*	Neutral	
Pregnancy & Maternity *(Consider any benefits or opportunities to advance equality as well as impact on working arrangements, part time or flexible working)*	Neutral	
Race *(Consider any benefits or opportunities to advance equality as well as any barriers impacting on ethnic groups including language)*	Neutral	
Religion or belief *(Consider any benefits or opportunities to advance equality as well as any barriers effecting people of different religions, belief or no belief)*	Neutral	
Sex *(Consider any benefits or opportunities to advance equality as well as any barriers relating to men*	Neutral	

and women eg: same sex accommodation)		
Sexual Orientation *(Consider any benefits or opportunities to advance equality as well as barriers affecting heterosexual people as well as Lesbian, Gay or Bisexual)*	Neutral	

If you have identified any **positive** or **neutral** impact then no further action is required, you should submit this document with your paper/policy in accordance with the governance structure.

You should also send a copy of this document to the equality impact assessment email address.

If you have identified any **negative** impact you should consider whether you can make any changes immediately to minimise any risk. This should be clearly documented on your paper cover sheet/Project Initiation Documents/Business case/policy document detailing what the negative impact is and what changes have been or can be made.

If you have identified any negative impact that has a high risk of adversely affecting any groups defined as having a protected characteristic then please continue to section 2.

Section 2 – Full analysis
If you have identified that there are potentially detrimental effects on certain protected groups, you need to consult with staff, representative bodies, local interest groups and customers that belong to these groups to analyse the effect of this impact and how it can be negated or minimised. There may also be published information available which will help with your analysis.

Is what you are proposing subject to the requirements of the Code of Practice on Consultation?	**Y/N**
Is what you are proposing subject to the requirements of the Trust's Workforce Change Policy?	**Y/N**
Who and how have you engaged to gather evidence to complete your full analysis? (List)	
What are the main outcomes of your engagement activity?	
What is your overall analysis based on your engagement activity?	

Section 3 – Action Plan
You should detail any actions arising from your full analysis in the following table; all actions should be added to the Risk Register for monitoring.

Action required	Lead name	Target date for completion	How will you measure outcomes

Following completion of the full analysis you should submit this document with your paper/policy in accordance with the governance structure.

You should also send a copy of this document to the equality impact assessment email address

Section 4 – Organisation Sign Off

Name and Designation	Signature	Date
Individual who reviewed the Analysis		
Chair of Board/Group approving/rejecting proposal		
Individual recording EA on central record		

Appendix 2: Expression of Interest Form for Internal Transfer

CONDITIONS FOR INTERNAL TRANSFER - To qualify for a sideways transfer, you will need to have been employed by the Trust for 6 months. All information in this document will be treated in confidence and retained on your HR file. If you wish to withdraw your expression of interest at any time, please contact the Internal Transfer Team.

IMPORTANT!

1. Please ensure your mandatory training is 100% when submitting your Expression of Interest form to the Internal Transfer Team. Your application will not be processed if mandatory training is below 100%.
2. Please ensure ALL sections in this form are complete. Your application will not be processed if there are incomplete sections.

Section A: PERSONAL DETAILS			
First name(s):		Title:	
Surname/Family name:		Assignment no:	
Trust email address:			
Personal email address:			
Mobile No:			
Job Title:			
Pay Band:		NMC Pin and Revalidation Date (if applicable)	
Current Department / Ward:		Start date with Trust	
Hospital Site:			

What are your current contracted hours per week?		
Preferred employment type:	☐ Full Time ☐ Part Time ☐ Flexible Hours	
Please state the service area / department / ward / hospital site you would be like to be considered for a permanent internal transfer to:		
1st Preference:	2nd Preference:	3rd Preference:

Is Exposure Prone Procedures (EPP) Clearance required in your current job role and if so, are you compliant?	☐ **Yes** ☐ **No** ☐ **Not Applicable**
SUPPORTING INFORMATION	
Please outline your reasons for requesting a transfer in the preferred area/department/ ward/ and provide any additional information to support your expression of interest. This can include relevant skills, knowledge, experience, voluntary activities, opportunities, training etc.	

Have you had any previous experience of working in your area(s) of interest? ☐ Yes ☐ No If yes, please provide further information:
Have you worked any bank shifts in the area(s) of interest? ☐ Yes ☐ No If yes, please provide further information:
Is your Mandatory Training up to date*? ☐ Yes ☐ No *You must be 100% compliant to apply for an internal transfer and at the point of transfer
Do you have a Flexible Working agreement in place? ☐ Yes ☐ No If Yes, please provide details:
Do you have any reasonable adjustment requirements? ☐ Yes ☐ No If Yes, please provide details:
Please discuss your request with your manager and ask them to complete the manager authorisation section of the form. Once the form is complete, your manager should forward the completed request to Internal.Transfer@liverpoolft.nhs.uk
TRANSFER APPLICANTS 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 expression of interest being rejected. By submitting this form, I am joining the internal transfer register for a permanent sideways move. I understand that if there are no vacancies in my preferred department (s), that my expression of interest will be retained on the internal transfer register for 6 months unless I withdraw my expression of interest.

Signature:			
Name:		**Date:**	

Section B: MANAGER AUTHORISATION

Do you have any concerns about the transfer applicant's ability to fulfil all responsibilities of the post?

☐ Yes ☐ No

If yes, please provide further information:

If the transfer applicant is currently under any formal or informal management or Informal Counselling Letter for any matter (including conduct, capability – sickness / ill health, attendance or performance) under any of the Trust policies?

Yes ☐ No ☐

If yes, unable to process with internal transfer until further discussion with HR BP and appropriate manager.

Name of HR BP this was discussed with:

Has the transfer applicant had an appraisal in the last 12 months? Yes ☐ No ☐

Date of appraisal: ___/___/___

Does the transfer applicant have 100% on their mandatory training?
Yes ☐ No ☐

In authorising this expression of interest, please confirm what the agreed notice period is for the transfer applicant: ___ Weeks

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 Internal Transfer Team should anything change above regarding the colleague.

Releasing Manager Signature:			
Print Name:		**Date:**	

Thank you for completing the internal transfer expression of interest form. Please send this to the Internal Transfer Team Internal.Transfer@liverpoolft.nhs.uk

Transfer Conversation

Section C: Record of Internal Transfer Conversation (*To be completed by the recruiting manager*)			
Date:	__/__/__		
Recruiting Manager:			
Vacant Job Role:		**Band:**	
Confirm Redeployment Register Checked Yes ☐		Date Redeployment Register Checked __/__/__	
Please make note of how the Internal Transfer Applicant meets the requirements of the Job role.			
Applicant Skills			
Applicant Experience			
Professional abilities			

Please make note of the conversation to support the Internal Applicants understanding of the career pathway and the structured support that is available.
Please make note of the conversation regarding the Job requirements.
Please make note of the conversation regarding the Key Objectives of the job role.

Has the Internal Transfer applicant been offered a shadow shift?	☐ Yes ☐ No Date __/__/__
Has the Internal Transfer applicant been offered the Job Role?	☐ Yes ☐ No

Please provide detailed feedback for the Internal Transfer Applicant.
Please send the completed form to **Internal.Transfer@liverpoolft.nhs.uk**