

## DEPLOYMENT OF TEMPORARY WORKERS PROCEDURE

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<b>PROCEDURE SUMMARY</b>		
<p>The Deployment of Temporary Workers procedure sets out the standards and processes that are in place to support the effective engagement and use of skills and competencies for temporary workers. It will also ensure that the skills and competencies of workers can meet the needs of our patients.</p> <p>The procedure sets out key principles to ensure quality of care for patients and improving working lives of all our workers and should be read in conjunction with the Deployment of Temporary Workers policy.</p>		
<b>The Trust monitors the implementation of and compliance with this procedure in the following ways;</b>		
<p>This policy will be subject to review as per the agreed review schedule of Trust HR policies and as agreed by the Trust's Joint Partnership Committee. Compliance with this policy will be against the Trust's agreed minimum requirements/standards as detailed within its Auditable Standards and Monitoring Arrangements, as well as the use of internal reporting and recording within the Workforce Directorate.</p>		
<b>Services</b>	<b>Applicable</b>	<b>Comments</b>
Trustwide	✓	

**The Director responsible for monitoring and reviewing this procedure is  
Executive Director of Corporate Governance and Strategy**

**ESSEX PARTNERSHIP UNIVERSITY NHS FOUNDATION TRUST**

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**ESSEX PARTNERSHIP UNIVERSITY NHS FOUNDATION TRUST**

**DEPLOYMENT OF TEMPORARY WORKERS PROCEDURE**

**Assurance Statement**

The aim of this procedure is to outline the process of the engagement of temporary workers and ensuring standards are in place to support their effective deployment.

It also provides mechanisms to ensure that the skills and competencies of temporary workers can meet the needs of our patients.

The procedure sets out key principles to ensure quality of care for patients and improving working lives of all our workers and should be read in conjunction with the Deployment of Temporary Workers policy.

**1.0 INTRODUCTION**

- 1.1 This procedure should be read in conjunction with the policy on the Deployment of Temporary Workers.
- 1.2 The Temporary Staffing Office will undertake an audit of all bank workers, six monthly to establish if they have undertaken any paid bank work for the preceding 6 month period.
  - 1.2.1 Any bank workers that have not undertaken any paid bank work for 6 months will be written to and be removed from the Trust's bank register
- 1.3 Mandatory training compliance will be monitored during supervision and audited six monthly by the Bank Office. Any bank workers that are not up to date with their mandatory training will be given a time period to have this completed in. This could also result in the bank worker being precluded from the bank system and will be refrained from undertaking any shifts until all relevant Mandatory Training has been completed. Continual failure to complete Mandatory Training or where training is not completed within the specified timeframe after a lapse or they do not attend courses booked will result in the bank worker being terminated from the Bank Register.
- 1.4 Bank workers can work a maximum of 60 hours per week (providing this is their only job) for the Trust provided they have signed a working time regulations waiver form. This includes those workers that hold a substantive or fixed term post with the Trust and a bank assignment. It is the responsibility of the bank worker together with the appropriate ward manager to ensure that these hours are adhered to and not exceeded.
- 1.5 It is the responsibility of the ward manager/team leader to carry out a local induction for all temporary workers. On completion of the local induction checklist this should be sent to the Temporary Staffing Office for auditing purposes.

## **2.0 REQUESTING BANK AND AGENCY WORKERS**

- 2.1 Deployment of temporary workers should be considered under the following circumstances:
- One-off emergency situations (usually for one shift or part of a shift)
  - Short-term cover due to sickness or any other reason
  - Seasonal workers to support with additional workloads such as immunisation services
- 2.2 Requests for temporary workers for periods of 3 months or more should in the first instance be considered as a substantive or fixed term contract or secondment. Only in exceptional circumstances where there are clear reasons to do a long term bank engagement will they be processed through the temporary staffing team.
- 2.3 When a new bank worker is signed on to the payroll, the recruitment team will inform the relevant teams of the new worker so that they can make arrangements for the worker to be booked on to the relevant Trust induction and mandatory training courses. (see also the Trust policy on induction / mandatory training). Appropriate time will be allotted to the worker to undertake their training ensuring their skills and experience are up to date.
- 2.4 If a ward / department have been unable to fill a shift from within existing resources, requests for temporary workers should be made as soon as the requirement has been identified through Health Roster/Bank staff systems. Short notice requests may be required in some circumstances e.g. to cover sickness absence or 1:1 observations, but again must be made through the relevant systems.
- 2.5 It is the responsibility of the ward/department manager to ensure that authorised signatories for the ward/department are identified to be able to use booking system and only authorised signatories to finalise shift payment.
- 2.6 Requests for workers will be cross-referenced against the available bank workers. Cover for the duty periods will be allocated and available to view on Health Roster/Bank staff system.
- For short notice requests, the area will be contacted within 1 hour to confirm progress in providing cover for that duty period: the Temporary Staffing Office will continue to try and fill any outstanding duty periods unless informed otherwise.
- 2.7 If the ward/department subsequently fill a shift which was passed to Temporary Staffing Office, the ward must ensure that booking system is updated with correct workers details.
- 2.8 Bank workers will be given priority over agency workers for any shifts being requested to be filled. If a bank or substantive worker has become available after an agency worker has been sourced the Temporary Staffing Office will

replace the agency worker with the bank worker and inform the ward/department of this change.

- 2.9 At the end of each working day, the Temporary Staffing Office will contact all the areas that have outstanding requests to inform them of progress and confirm any duty periods still outstanding.
- 2.10 Where shifts remain outstanding prior to the duty period, and the Temporary Staffing Office are unable to allocate workers, the Temporary Staffing Office will contact the relevant ward managers/team leaders and request authorisation from the appropriate Director for the shift to be placed with agency from the agreed NHSI Approved Agency List. When authorisation has been given the Temporary Staffing Office will contact the preferred agencies to submit the request.
- 2.11 If an agency is able to provide cover for a duty period, confirmation of this will be placed with Temporary Staffing office. The area that has submitted the request will be contacted within 30 minutes of the receipt of the information by the Temporary Staffing Office to confirm that the duty has been covered. The Temporary Staffing Office will continue to try to cover any outstanding shifts.

### **3.0 ALLOCATION OF BANK WORKERS FOR SHIFTS**

- 3.1 Bank workers can view and book shifts direct through Employee Online (EOL). Booking shifts via EOL can be done during working hours and out of hours.
- 3.2 Ward managers/team leaders must inform the Temporary Staffing Office should they wish to give an individual worker longer term duties due to continuity of care as long as they comply with Working Time Regulations.
- 3.3 Unique booking reference numbers are generated by Health Roster/Bank staff and correspond to each shift when managers authorise online for payment, once shift has been worked. Booking reference number must be recorded on agency timesheet prior to signing by authorised signatory.
- 3.4 If wards book bank workers directly, Health Roster/Bank staff must be updated immediately with bank workers details.

### **4.0 REQUESTING AGENCY WORKERS**

- 4.1 All requests for agency workers must be submitted through the system and the Temporary Staffing office during working hours following approval from the relevant Director. Any request for agency workers staff out of hours must still have approval from the On-call Director.
- 4.2 Agency workers that have been booked must adhere to agency price cap, any price cap breaches must have authorisation from Executive Director.
- 4.3 Temporary Staffing Office will use only agencies from the NHSI approved agency list. Any bookings made beyond the temporary staffing sphere of influence should also adhere to the NHSI approved agency list.

- 4.4 In line with the Agency Workers Regulations 2010 the Trust needs to ensure that they adhere to the Day 1 Rights as set out in the regulations. Managers need to ensure that agency workers have access to Trust facilities and can access information related to job vacancies from the first day of their assignment.

## **5.0 OUT OF HOURS REQUESTS**

- 5.1 Out of office hours, during weekends and bank holidays, all requests for agency workers must be agreed by appropriate On-call Director/Associate Director and then put on to the system to generate the booking reference number.

## **6.0 CANCELLATION OF SHIFT REQUESTS BY WARD/DEPARTMENT**

- 6.1 In the event of a request for cover of a temporary worker being cancelled, the ward/department must contact the Temporary Booking Office immediately to inform them of the cancellation. The Temporary Booking Office will inform the temporary worker within 15 minutes of receipt of the information of cancellation. Out of hours cancellations, Wards must contact the bank worker directly.
- 6.2 In the event that a booked temporary worker arrives for duty and is no longer required or the booking is not recorded or has been booked in error, the ward manager/team leader must inform Temporary Staffing Office so that the matter can be investigated.
- 6.3 If no reasonable alternative work can be found the ward manager/team leader that originally requested the temporary worker must authorise payment for the first 2 hours pay as compensation.
- 6.4 If suitable alternative work is found and the temporary worker unreasonably refuses to accept this, then no payment will be made to the worker.
- 6.5 Temporary Staffing Office will monitor cancellations and error bookings and raise with appropriate Manager where patterns are developing.

## **7.0 CANCELLATION OF SHIFT BY A TEMPORARY WORKER**

- 7.1 If a temporary worker wishes to cancel their allocated shift for a valid reason, they must inform the Temporary Staffing Office immediately. During out of office hours the worker must contact the ward/department direct via the Trust switchboard to inform them that they are unable to attend their booked shift.
- 7.2 Unless otherwise informed the Temporary Staffing Office will automatically try to find a replacement worker for the shift that has been cancelled.
- 7.3 When a temporary worker arrives for shift there may be occurrences due to staffing shortages that a ward/department manager may re-deploy a worker to a different ward. It is expected that the worker will redeploy where a reasonable request has been made and repeated failure to do so may result

in a worker being de-activated from the system and potentially terminating the contract of engagement.

- 7.4 Where it is deemed that a bank worker cancels shifts on a regular basis then consideration will be taken to precluding them from the system and potentially terminating their contract of engagement.

## **8.0 FAILURE TO ATTEND FOR DUTY BY BANK WORKERS**

- 8.1 As a temporary worker, there are no normal working hours and the worker is under no obligation to accept work offered by the Trust. However, where a worker accepts an assignment offered it is their responsibility to present themselves for duty at the agreed location, at the appropriate time and to be immediately and suitably prepared to commence their duties. If the worker fails to attend two assignments they have accepted without good reason, in any rolling 12 month period, the relevant ward has the right to refuse to offer any further work.
- 8.2 If a bank worker fails to attend for duty, the ward manager/team leader should inform the Temporary Staffing Office staff the same working day during office hours or the next working day.
- 8.3 A record will be maintained by the Temporary Staffing Office of all non-attendance of temporary workers for monitoring purposes.
- 8.4 Workers that are identified as continually failing to attend for shifts they have been engaged may result in their contract of engagement being terminated by the Trust.

## **9.0 AUTHORISATION OF BANK SHIFTS FOR PAYMENT**

- 9.1 Before a bank worker undertakes a shift, it is the engaging manager's responsibility to ensure that recruitment team is aware that individual has joined the bank.
- 9.2 The person authorising the shift for payment on the booking system must be an authorised signatory, otherwise payment to the bank worker cannot be processed.
- 9.3 It is the responsibility of the person authorising the shift for payment to ensure that all details are correct, including the overall hours worked, excluding breaks.
- 9.4 For weekly paid workers, any shifts not authorised for payment by 12 noon on a Monday payroll will be delayed until shifts are authorised. Where a public holiday falls on a Monday shifts will need to be authorised for payment by 12 noon on Tuesday.
- 9.5 For monthly paid workers, any shifts not authorised for payment by the normal monthly payroll deadline will not be paid until the following month.

## **10.0 AUTHORISATION OF AGENCY SHIFTS FOR PAYMENT**

- 10.1 Agency shifts must be finalised on booking system by authorised signatory. It is the responsibility of the person authorising the shift to ensure that all details are correct, including the overall hours worked, excluding breaks.

## **11.0 SUPERVISION REQUIREMENTS FOR BANK WORKERS**

- 11.1 Bank Workers are required to have regular supervision as set out within the supervision procedural guide for bank workers at Appendix 1 of this procedure.
- 11.2 The supervision process will be led by both the person(s) being supervised (supervisee) and the supervisor. This means that the supervisee will accept his/her responsibility for providing information proactively and will participate actively in the process. Both parties have a responsibility to prepare for supervision meetings and ensure records are taken and provided to the Temporary Staffing Office following supervision via the Individual Supervision Form, Appendix 4.
- 11.3 A list of standing items for supervision of bank workers can be found in appendix 3, with the manager running the session adding any other subjects discussed during the supervision to Appendix 3 before returning to the Temporary Staffing Office.
- 11.4 Supervision is mandatory and workers will be afforded time for supervision by being paid accordingly for the session. All attendance will be recorded by the manager running the supervision session via Appendix 2 and returned to the Temporary Staffing Office after each session has been completed. If an individual unreasonably refuses to participate in these processes they will be made inactive on the Trust bank and where non-compliance continues for over 6 months the worker will be removed from the register.

## **12.0 RESPONSIBILITIES**

- 12.1 Student nurses will not be able to engage on the bank for more than 20 hours per week whilst in placement. It is the responsibility of the student nurse and ward/department to ensure that this is adhered to.
- 12.2 If a member of staff working on a substantive basis for the Trust goes off sick in either their substantive post or bank assignment they are not permitted to undertake work in any capacity whilst off sick.
- 12.3 All workers are responsible for ensuring that their personal mobile telephones are not used whilst they are on duty in accordance with the Trust's Use of Mobile Phones Policy and Procedure (CP54).
- 12.4 It is the responsibility of the temporary worker (where applicable) to ensure they maintain and renew professional registration. The Temporary Staffing Office will monitor and update professional registrations for all temporary



workers ensuring all qualified workers actively working for the Trust have a valid PIN Number. Failure to renew or maintain appropriate professional registration will result in the workers contract of engagement being terminated.

- 12.5 It is the responsibility of the bank worker to ensure that the Temporary Staffing Office have up to date identity documentation to confirm the bank workers eligibility to work in the UK. Failure to provide relevant information will result in the workers contract of engagement being terminated
- 12.6 The Temporary Staffing Office will audit the usage of temporary workers and quarterly reports will be provided to relevant management teams for monitoring purposes.
- 12.7 Directors/Senior Managers and Clinical Managers/Supervisors are responsible for ensuring that there is clinical presence provided for bank supervision sessions and maintained as appropriate. They are also responsible for ensuring that any risks or safeguarding issues are discussed, as well as discussing any complex needs and training requirements and ensuring the appropriate paperwork is completed and returned to the Temporary Staffing Office within a timely manner.
- 12.8 The Temporary Staffing Office will ensure the uptake of supervision within the team is monitored and workers are made inactive in accordance with this guidance where noncompliance is established.
- 12.9 Ward managers have responsibility for arranging rosters and ensuring that there is adequate staffing and are responsible for:
  - 12.9.1 Ensuring they set aside time to plan and manager their staffing requirements to make the most efficient use of the Trust's substantive, and fixed term staff and temporary workers; planning in advance for known absence, i.e. long term vacancies.
  - 12.9.2 Creating timely rosters that enable a safe skill mix that support the delivery of excellent patient care and minimise risk to both staff and patients in accordance with the Trust's Rostering Policy and Guidance (CP22).
  - 12.9.3 Ensuring all options for covering staffing shortages internally have been exhausted before using unplanned temporary cover.
  - 12.9.4 Taking the necessary steps to minimise unnecessary costs to the Trust, providing it is possible to do so without compromising patient care.
  - 12.9.5 Ensuring the temporary worker is dressed in accordance with Trust's standard of dress and uniform policy and is wearing photographic identity badge with their name and the name of the Trust clearly stated when they arrive for duty.
  - 12.9.6 Providing clear instructions on the workers duties and responsibilities during the shift.

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12.9.7 Ensuring that accurate start and finish times are being maintained on Health Roster/Bank staff and temporary workers take appropriate breaks in line with the Working Time Regulations and that that these are deducted as unpaid time.

12.9.8 Addressing and/or reporting complaints in a timely manner regarding unsatisfactory conduct or performance. Complaints should be made in accordance with the Trust's Managing Temporary Worker Conduct and Complaints Policy and Procedure

**END**