

Employee Retention & Staff Development Policy

1. Introduction

Safespear believe that providing a fair, equitable, flexible, diverse and transparent workplace is the best way to attract and retain a workforce that is representative of the community, of which we are part.

In all that we do Safespear treats its employees with courtesy and respect. Our organisation is socially inclusive and we will never unlawfully discriminate against anybody on the basis of race, colour, nationality, ethnic or national origins, religious belief, sex, sexual orientation, age, marital status or disability.

2. Induction

All staff will attend the corporate induction as soon as possible after their start date. Attendance on induction will be arranged at the same time as the formal offer of employment is made.

3. Employment Conditions & Remuneration

Safespear believes that remuneration is not the only factor when encouraging staff retention, however we do recognise that it is an important element. As such Safespear endeavours to pay its personnel at or above market rates to ensure the on-going stability of its workforce.

In addition to providing appropriate remuneration Safespear aims to provide an environment which is socially inclusive and supportive of all personnel within the organisation.

4. Flexible Working

- 3.1 All staff have the right to request for changes in their working pattern but should take into account the needs of their team and the service when making such requests.
- 3.2 Managers have a responsibility (and in some cases a legal obligation) to give such requests careful and serious consideration and to be as flexible in accommodating them as the needs of the service and the staff group as a whole allow.
- 3.3 Staff do not have an automatic right to change the way they work, nor do employers have an absolute right to resist or to impose change. Staff and managers have a responsibility to work together in an open, flexible and consultative manner to balance these issues locally.
- 3.4 Examples of flexible working arrangements currently in place in the Trust are part-time hours, term-time hours, annualised hours, zero hours contracts, career breaks, flexi-time, compressed hours, nine day fortnight, flexible rostering and job-share. For further information please refer to the Flexible Working Policy & Guidelines.

4 Performance Reviews

Safespear will conduct annual performance reviews, as a minimum, for all of its employees. Our performance appraisal is a two-way process gives all employees and leaders an opportunity to give non-biased feedback to enable us to continually improve our business performance.

Safespear's leadership team has an open door policy and we actively encourage all employees to discuss any concerns they have at any time, while recognising there may be times when private issues need to be discussed confidentially.

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5 Staff Development

Safespear encourages all employees to continually pursue excellence in their occupation by participating in various programs. Safespear conducts annual performance appraisals to identify training needs and competency gaps and consults with employees to ensure that appropriate training is provided. Safespear provides employees with many opportunities to maintain expertise in their profession by providing programs in various fields that relate to employment with Safespear.

Employees are encouraged to complete professional courses in order to better perform their duties and responsibilities and promote their own personal growth. Continuing academic and professional pursuits will increase employees job commitment and satisfaction and will prepare them for positions with greater responsibility and importance to Safespear and the achievement of its goals. Additionally, this ensures that Safespear will have the resources available to successfully plan for future personnel requirements.

Leaders should support team members who choose to pursue academic and non-academic achievements by permitting flexible schedules and/or providing financial support.



Barry McGuire
Chairman