

## **GAT 51 - Recruitment and Retention Policy Standard Operating Procedure**

### **Document Control**

Subject	Gatwick IRC
Author	
Owner	Contract Director
Recipient	All employees of Gatwick IRC
AD responsible	AD Governance and Services
Issue Date	15 <sup>th</sup> February 2022
Supersedes	N/A
Version No	1.0 15/2/22

#### Approval

Approved by Centre Manager	Sig:	Date:
Approved by AD Responsible	Sig:	Date:
Approved by: Home Office	Sig:	Date:

#### Distribution

Date	Name and Title	Organisation
15/02/2022	All Staff	Serco



[illegible]

## 1.0 Processes to Recruit a Diverse Workforce and Addressing Any Inequalities

A diverse workforce will mirror as closely as reasonably possible communities in the Gatwick area, including:

- Gender
- Age
- Ethnicity
- Faith

At the same time, analysis of the resident population shows it differs significantly to local demographics, so we will consider how best to recruit staff from similar backgrounds, including faith and language.

We have detailed in Section 3 our overall approach to recruitment, but elements designed to attract diverse candidates will include:

- Marketing to counter perceptions that detention is male-orientated
- Promoting part-time/other flexible working to attract those with child/other caring responsibilities
- Using targeted online advertising and social media to reach particular demographics
- Identifying billboard locations to reach underrepresented communities
- Advertising in local/specialist media/radio to target audiences
- Arranging leaflet drops in shopping centres at different times of the day
- Connecting with local faith/community groups to reach worshippers and attendees.

### 1.1 Addressing Inequalities

To identify inequalities, we will:

- Analyse final TUPE data to identify:
  - Gender/age disparities across grades and roles
  - Gender pay-gap issues
- Complete an equality review of the workforce following service commencement (e.g. staff surveys) to establish a clear picture of wider workforce demographics including:
  - Race/ethnicity
  - Disability
  - Sexual orientation religion.

Combined with analysis of the final TUPE data, we will have a good understanding of the diversity of the workforce we have inherited and where inequalities lie. To validate this information, we will listen to the views of staff through an Employee Partnership Forum and our engagement with the trade unions.

### 1.2 Addressing inequalities

For new recruits, we will:

- Evaluate job roles and terms/conditions against local market conditions to ensure they are competitive to attract a wide range of candidates
- Advertise roles widely, targeting those audiences from under-represented demographics (see Section 1.1. above)
- Draw on connections with:
  - support groups such as Terrence Higgins Trust (LGBT)



- Job Centre Plus
- Attend job fairs.

Recruiting managers will additionally have training on avoiding unconscious bias. The Authority will receive monthly reports detailing staff demographics as a percentage of total employees; pay; and progress of on-going initiatives.

## **2 Equality, Diversity and Inclusion arrangements**

We will implement an EDI strategy that delivers the Equality Act/Public Sector Duty by:

- Applying an EDI Policy that eliminates discrimination, harassment, and victimisation in the workplace
- Appointing an EDI management champion within eight weeks of service commencement to promote EDI by:
  - organising campaigns across the IRCs/PDA
  - chairing an EDI Action Group
  - Organising monthly events to highlight protected characteristics
  - Reviewing with HR colleagues progress in creating a diverse workforce, and then adjusting marketing, where required
  - Conducting equality impact assessments for proposed change, consulting with specialist support groups, where required, for advice
  - Mandating annual EDI training for all staff
  - Including diversity as part of resident induction
  - Reviewing accommodation to ensure it meets legislation and needs of the population, making recommendations to the Authority where changes could be made
  - Considering how best to tailor training to suit those with special needs, for example, those hard of hearing
  - Confirming sub-contractors comply with the Act
  - Including EDI on Senior Management Team meeting agendas
  - Training staff to raise concerns with managers or using Speak Up - Serco's whistle-blowing hotline.

## **3 Policies to Recruit and Retain Staff**

We recognise that recruitment in a region of full employment with a major airport and supporting industry will be challenging. Our recruitment and retention policies have, therefore, been informed by professional research of the local economy, and experience of facing similar challenges on other contracts. To attract the nine applications required to fill each vacancy, we will

- Market Gatwick IRCs/PDA as a place that offers:
  - A great environment in which to work
  - Opportunities to make a real difference in vulnerable people's lives
  - Roles that are varied and stimulating
  - Opportunities for career progression
- Advertise widely:
  - Online – with a dedicated microsite, job boards (e.g. Indeed), etc.

- Billboards
- local radio and print media
- with community groups
- Incentivise existing staff to become brand ambassadors for Serco to recommend roles to friends and family
- Offer careers, not just jobs, with:
  - Competitive terms/conditions – benchmarking annually against local market conditions
  - Flexible working – part-time, compressed hours, and job shares
  - Investment in learning/development – including mentors/coaches, apprenticeships and recognised qualifications
  - Clear routes to progression
  - Competitive pensions.

If we get our recruitment practices right, retention will follow naturally. Our retention policies will additionally include:

- Being up front to give candidates a better understanding of DCO roles to minimise dropouts during/after training:
  - Using online interactive videos and questionnaires to give unsuitable candidates opportunities to de-select themselves early
  - Holding open days in visits areas, giving potential candidates opportunities to talk to staff and resident
- Linking pay progression to longevity of service as well as performance
- Offering softer benefits such as:
  - Subsidised meals
  - Free transfers to/from the railway/bus station at the beginning/end of shifts
  - Up to two days paid for volunteering
  - Access to benefits e.g. retail discounts
  - Scheduling shifts 12 months in advance
  - Recruiting locally – experience shows that people are less likely to leave where they live close to work
  - Checking basic information required for vetting at the applicant stage – minimising risks of candidates failing
  - Giving staff modern tools to do the job, in particular technology, to reduce time on administrative tasks in favour of working with residents
  - Making managers visible (e.g. by walking the floor) so that they get to know their staff and support them
- Celebrating success and recognising contribution (from vouchers through to Serco's global staff awards events)
- Giving staff a voice – through trade unions, employee forums and annual staff surveys, proactively acting on feedback
- Getting staff involved, for example through our Yellow Belt programme, allowing them opportunities to develop business improvement opportunities
- Serco-wide activities and networks to promote inclusion and participation
- Understanding why staff leave using exit surveys to learn and assess our

retention strategy.

### **3.1 Keeping key posts filled**

To keep key posts filled, we will:

- Offer competitive terms and conditions
- Formal development and coaching for our managers/leaders of tomorrow
- Introduce succession planning:
  - Reviewing notice periods, providing time to recruit replacements with handover periods
  - Keeping job descriptions up to date to start recruitment quickly
  - Creating opportunities for suitable staff to be trained to cover senior roles (e.g. holiday cover) and develop skills and experience
  - Maintaining relationships with specialist agencies to identify potential candidates, if required.

### **4 Continually recruiting personnel to meet minimum requirements**

A dedicated team in Serco's shared service centre will manage recruitment, working closely with our:

- Workforce Management Team (WFM) - to understand recruitment requirements
- Gatwick Training Team - to schedule initial training courses.

The WFM team will maintain rolling three-month forecasts of where vacancies are anticipated – from attrition rates, known maternity/paternity leave, and seasonal variations. From this, the team will identify the number of posts that need filling well in advance of requirements for the recruitment team. Experience shows we will need to attract nine candidates for every post and the volume will, therefore, inform recruitment campaigns. By planning with the WFM team well in advance, initial training courses will then be scheduled in a manageable fashion for the training team, and for the IRCs to assimilate new entrants (e.g. ensuring sufficient mentors).

We expect attrition will remain high during the early stages of the contract but decrease as our retention strategy takes effect. Our plans for recruitment and training therefore take account of the volume of activity required to incrementally reach the required number of staff.

Other initiatives will include:

- Creating flexibility, where permitted, to deploy staff between both IRCs to cover absence and increase skills
- Encouraging suitable staff to become trained mentors.  
Specialist roles include teachers, FM operatives, finance administrators, and social workers. Recruitment will come from:
- Using key words on online job boards
- Advertising in specialist media
- Maintaining links with specialist agencies.

**STEVE HEWER**

Centre Director, Gatwick IRC  
Serco Justice & Immigration.

# Detention Custody Officer (DCO)

## Yarl's Wood IRC

### POSITION DESCRIPTION

<b>POSITION TITLE</b>	Detention Custody Officer (DCO)
<b>LOCATION</b>	Gatwick IRC

### ROLE

To work with Residents in an empathetic manner, treating them as valued human beings during a difficult emotional time in their lives. Taking into account the Residents' safety and well-being through maintaining a secure and stable environment by pro-active integration with Residents on a daily basis.

At all times, DCO's will act as a positive role model to all Residents, treating all with whom he/she comes into contact with respect and decency. DCO's will demonstrate commitment to working as part of the Gatwick IRC Team in support of the Centre Vision and delivery of the Contract.

### PRINCIPAL DUTIES AND ACCOUNTABILITIES

- To conform to Detention Centre Rules 2001 and the Manager's Rules of the Detention Centre, to assist and support the Manager in their maintenance, and to obey all lawful instructions.
- To inform the Manager promptly of any issues or impropriety which is brought to their attention
- To pay special attention to duty under paragraph 2 (3) (d) of schedule 11 to the Immigration and Asylum Act 1999 – to attend to the well-being of detained persons.
- To notify the Health Care team of any concern they have about the physical or mental health of a Resident.
- To treat at all times a detained person to encourage their self-respect, a sense of personal responsibility and tolerance towards others.
- To refrain from accepting any unauthorised fee or gratuity or other consideration in connection with their DCO duties.
- To maintain a safe, secure working and living environment for all who work and live within the Centre.
- To maintain the integrity of security processes and procedures, by maintaining security protocols of the Centre, therefore detaining persons received into the Centre from the Authority.
- To work as a flexible effective team member in whichever area of the Centre you are assigned, within the levels of your competence.
- To fully embrace and thereafter diligently carry out normal daily duties as per procedures for your area of work and obey all lawful instructions as directed by your manager.
- To encourage Residents to participate in the centre activities, paying particular attention to their cultures and traditions.
- To manage respective area of responsibility on a daily roster basis.
- To carry out risk assessments under the Health & Safety umbrella, on an on-going basis in respective areas of work.
- It is an occupational requirement for this post that you complete your full shift



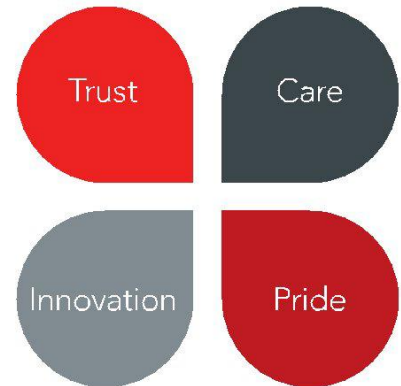
on each occasion you are on duty.

- To organize activities within the centre as and when required
- To undergo any staff training that is required
- To carry out any other work reasonably acceptable within the capabilities of the post holder.
- To help maintain service delivery, health and safety, security and control within the Admin building and around the centre
- Promote equal opportunities and zero tolerance to any form of discrimination
- Maintaining security processes and dynamics in the area of work
- Maintaining the company image via polite interaction with visitors for Residents or official guests
- Advise and work with all other Departments as part of a team and attend any Departmental Meetings which will require input from the department manager.
- To contribute to the achievement of good communication within Yarl's Wood IRC in line with the local Communications Strategy.
- To develop and maintain effective relations with the customer and external suppliers as required.
- Partake in PDC program
- To ensure the Contract terms are met, ensuring compliance with the contract at all times.
- To contribute to good practice across the whole business, striving for continuous improvement at all times.
- To take ownership and responsibility for your own continuous professional development.
- To undertake any other duties that may be reasonably requested due to operational requirements.

# Role – Residential DOM

## Success Profile

Reporting to	Assistance Director – Residence and Regimes
Division / Function	Justice and Immigration
Base location	Gatwick IRC
Date	July 2020
Job ID	Residential DOM
Job family	Residential and Regimes
Band / Level	Duty Operations Manager
Serco Leadership Tier	Managing a team within a business or function



### Section 1: Role and organisational context

Key purpose	<p>Daily oversight in the management of a Residential function that provides a decent and humane environment where residents reside. This includes ensuring the cleanliness of areas and detainees to have adequate provision of items in which to promote wellbeing including laundry, toiletries, towels, cutlery, food service and standard of room.</p> <p>Effective deployment of resources and DCOs to ensure regime and timetable is adhered to in line with contractual requirements.</p>
Reason for role	<p>To provide assurance to the Contract Director that the Residential function provides a decent and humane environment for detainees to reside.</p> <p>To ensure provision fulfils the contractual requirements in terms of service delivery, accessibility for all residents and meets needs of the population.</p> <p>Coach and support DCOs to fulfil their role requirements.</p>
Structure and reporting relationship	<p>Line Management Responsibility for Residential and Courtyard DCOs</p> <p>Reports directly to Assistant Director – Residence and Regimes</p>

### Section 2: Role essentials

#### Based on the specific requirement of the role

Key accountabilities	You will have daily oversight in the management of a Residential function that will provide a decent and humane environment where residents reside. This includes ensuring the
----------------------	--

cleanliness of areas and detainees to have adequate provision of items in which to promote wellbeing including laundry, toiletries, towels, cutlery, food service and standard of room.

You will ensure compliance with procedures that enable all staff and contractors meet the welfare, security and safety needs of the detainees.

You will assist the wider operation of the Centre within the bounds of the contract and agreed procedures to achieve smooth running of the Centre. This includes contribute to the delivery and achievement of relevant performance measures, contract outcomes and locally agreed targets including KPIs.

You will coach, support and empower staff to maximise their performance and ensure values, ethical standards, equality and diversity, policies and procedures and contractual requirements are met.

You will work collaboratively with the Paid Activity and the Sports, Activities and Religious Service DOMs to ensure detainees have a full and varied programme of Activities, including Education, available to residents to participate in.

You will be available to staff and detainees as a source of information and advice so that they may understand and implement Serco's policies.

You will implement and maintain a system for all residential and communal unit activity equipment to be checked daily and all checks recorded, ensuring equipment is kept serviceable and in good working order including electrical equipment and recreational activities.

You will identify health, safety and environmental hazards within your designated area of work and understand how such concerns must be reported and actioned.

You will be required to complete all relevant paperwork including incident reports, intelligence reports, accident reports and use of force (where applicable) before leaving duty.

Take command of incidents as required to contain and minimise the effect of the incident in accordance with any contingency plans.

Implement and monitor effective Assessment, Care in Detention and Teamwork (ACDT) systems to minimise suicides and bullying within the Centre.

Essential technical and professional skills, knowledge and qualifications

**Qualifications:**

- A relevant Management Qualification i.e. CMI level 3 or equivalent (desirable), or significant operational experience in a custodial setting (mandatory).

**Technical:**

- Computer and typing skills inclusive of Microsoft Word, Excel and Power Point

**Knowledge & Skills:**

- Demonstrates understanding of Detention Centre Rules, DSOs and commercial contract requirements.
- Confident and credible, with strong communication skills.
- Ability to influence, plan and organise to achieve high outcomes.
- Strong interpersonal skills with a win-win approach to collaboration and relationship and team building

Additional / special  
features of the role

**Special features of the role:**

- This is an operational post, therefore applicants must hold DCO accreditation.
- All incidents must be immediately reported to the appropriate delegate or manager as incidents, hazards, impacts, risks whenever such activities are witnessed or perceived.
- Comply with all relevant legally binding health and safety regulations relevant to the working environment.
- To commit to personal training and development to ensure that your skills and knowledge are maintained at the appropriate level.
- Engage with an annual performance and development review, ensuring that the objectives within the review are achieved.
- Meet required attendance and punctuality standards.
- Ensure that any absence and sickness is reported in accordance with the Serco policy 'Serco Absence Manager'.
- Ability to identify and provide solutions of high standards aimed at addressing business needs.
- Ability to multi-task and work to tight deadlines.
- Ability to delegate and effectively allocate resources to get the job done to the highest standard.
- Must possess exceptional organisational skills to achieve timely results.
- Must demonstrate self-motivation with an ability to work on own initiative and manage own time effectively to achieve results.
- Must continually seek improved and more efficient methods of working.
- Staff that hold a full, valid driving licence may be required to drive Serco vehicles and as such, must ensure that the appropriate driving mandates are completed as required.
- Flexible approach to working hours when required.

**Equal Employment Opportunities**

- All employees are required to be aware of and demonstrate a commitment to Equal Employment Opportunities and cultural sensitivities in the workplace.

**Professionalism**

- At all times maintain professional boundaries and adhere to the Serco Code of Conduct and local policies and procedures.
- Demonstrate alignment to Serco Governing Principles acting as a role model to colleagues, managers, visitors and stakeholders.
- To maintain a knowledge of Safer Custody; Violence Reduction; Suicide and Self-Harm Awareness and Security responsibilities in line with local/national policies by attending refresher training as required.
- To remain conversant and adhere to the Serco Custodial Security Strategy



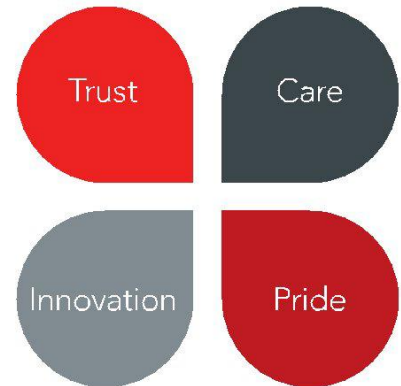
## Section 3: Leadership essentials

Based on the Serco Leadership Tier – Managing a team within a business unit or function		Tick the most critical capabilities
Winning good business	<b>Delivers Customer Service</b> Sees those they interact with as customers and seeks to identify and meet needs, taking swift action to resolve issues with integrity. Always alert to the customer's point of view and demonstrates a sense of urgency.	<input checked="" type="checkbox"/>
	<b>Makes Decisions</b> Identifies and understands issues, problems and opportunities and takes action that is consistent with available facts, constraints and probable consequences.	<input checked="" type="checkbox"/>
	<b>Supports Innovation and Continuous Improvement</b> Actively supports team members who initiate change or take risks and seeks ways to increase the delivery of services, being mindful of key financial indicators.	<input checked="" type="checkbox"/>
	<b>Delivers Against Team Objectives</b> Sets clear team objectives and establishes courses of action for self and others to ensure that work is completed on time.	<input checked="" type="checkbox"/>
	<b>Drives to Deliver Through own Team</b> Sets challenging goals for both self and team and works to achieve or exceed goals. Shows drive to make a difference to individuals, team and local community.	<input checked="" type="checkbox"/>
Executing brilliantly	<b>Builds Trust with Others</b> Interacts with others in a way that gives them confidence in own intentions and those of the organisation. Role models the Serco Values.	<input checked="" type="checkbox"/>
	<b>Engaging Communication</b> Engages and influences others by using a wide range of communication methods and styles. Facilitates understanding and encourages communication both within own team and more broadly.	<input checked="" type="checkbox"/>
	<b>Builds Collaborative Relationships</b> Establishes effective relationship with a wide range of stakeholders inside and outside their immediate working environment, valuing the contributions from others and leveraging networks across the whole of Serco.	<input type="checkbox"/>
	<b>Facilitates Transformational Change</b> Facilitates the implementation and acceptance of change and transformation within the workplace by guiding others and helping them adapt.	<input type="checkbox"/>
A place people are proud to work	<b>Supports Difference</b> Works effectively with individuals of diverse cultures, interpersonal styles, abilities, motivations or background.	<input checked="" type="checkbox"/>
	<b>Delegates Responsibility</b> Effectively and appropriately allocates responsibility to others to maximise the organisation's and individual's effectiveness.	<input checked="" type="checkbox"/>
	<b>Coaching and Developing Others</b> Sets clear objectives and regularly provides feedback, instruction and developmental guidance to help others excel in their current or future job responsibilities.	<input checked="" type="checkbox"/>
	<b>Maintains Composure</b> Remains calm in uncertain or challenging situations and consistently behaves in a manner acceptable to others.	<input checked="" type="checkbox"/>
	<b>Demonstrates Self Development</b> Takes responsibility for one's own personal impact and development, focusing on increasing self-awareness as well as identifying new areas for learning and professional development and creating learning opportunities.	<input checked="" type="checkbox"/>
Any other role specific leadership attributes	None	

# Role – Operations DOM

## Success Profile

Reporting to	Assistance Director – Operations
Division / Function	Justice and Immigration
Base location	Gatwick IRC
Date	July 2020
Job ID	Operations DOM
Job family	Operations
Band / Level	Duty Operations Manager
Serco Leadership Tier	Managing a team within a business or function



### Section 1: Role and organisational context

Key purpose	<p>The Duty Operations Manager will act as a positive role model to all staff and residents, treating all with respect and decency. They will demonstrate commitment to working as part of the Gatwick IRC Team in support of the Centre's Vision and delivery of the Contract.</p> <p>They will support the Duty director in the planning and co-ordination of the centres daily operation including the provision of out of centre escorts/transfers, the care of vulnerable residents on constant supervision and the management of incidents.</p>
Reason for role	<p>To provide assurance to the AD Operations that all areas of the function are meeting the contractual requirements in terms of service delivery.</p> <p>Ensure the smooth operation of the centre and maintain a secure, respectful and decent environment in accordance with Home Office and Serco Policies.</p> <p>Coach, support and develop DCOs to fulfil their role requirements.</p>
Structure and reporting relationship	<p>Line Management Responsibility for:</p> <ul style="list-style-type: none"><li>• Residential Assistant Support DCO</li><li>• Healthcare Support DCO</li><li>• Constant Watch and Bed Watch DCO</li><li>• Outside Escort DCO</li><li>• Use of Force co-ordinator</li></ul> <p>Reports directly to Assistant Director – Operations</p>

### Section 2: Role essentials

Based on the specific requirement of the role



Key accountabilities	<p>You will have daily oversight in the management the Operations function that will provide care for all residents, out of centre escorts, management of residents in the healthcare clinic, use of force and other incidents.</p> <p>You will manage the deployment of staff to ensure service delivery and contractual compliance whilst monitoring the attendance of direct report staff.</p> <p>You will ensure compliance with procedures that enable all staff and contractors meet the welfare, security and safety needs of the detainees.</p> <p>You will assist the wider operation of the Centre within the bounds of the contract and agreed procedures to achieve smooth running of the Centre. This includes contribute to the delivery and achievement of relevant performance measures, contract outcomes and locally agreed targets including KPIs.</p> <p>You will coach, support and empower staff to maximise their performance and ensure values, ethical standards, equality and diversity, policies and procedures and contractual requirements are met.</p> <p>You will oversee roll count procedures, undertake key, radio and BWC checks, manage and dispatch escorts and bed watches in accordance with local instructions.</p> <p>You will collate paperwork relating to reportable incidents ensuring that they are of sufficient quality prior to their submission. Any discrepancies must be highlighted in the first instance and rectified prior to submission.</p> <p>You will keep the Duty Director appropriately informed of daily Operational matters by verbal and/or written reports. An accurate record of events must be kept and translated onto the daily operational report.</p> <p>You will be available to staff and residents as a source of information and advice so that they may understand and implement Serco's policies.</p> <p>You will identify health, safety and environmental hazards within your designated area of work and understand how such concerns must be reported and actioned.</p> <p>Take command of incidents as required to contain and minimise the effect of the incident in accordance with any contingency plans.</p> <p>Implement and monitor effective Assessment, Care in Detention and Teamwork (ACDT) systems to minimise suicides and bullying within the Centre.</p>
Essential technical and professional skills, knowledge and qualifications	<p><b>Qualifications:</b></p> <ul style="list-style-type: none"> <li>• A relevant Management Qualification i.e. CMI level 3 or equivalent (desirable), or significant operational experience in a custodial setting (mandatory).</li> </ul> <p><b>Technical:</b></p> <ul style="list-style-type: none"> <li>• Computer and typing skills inclusive of Microsoft Word, Excel and Power Point</li> </ul> <p><b>Knowledge &amp; Skills:</b></p> <ul style="list-style-type: none"> <li>• Proven track record of managing incidents within a custodial environment (desirable)</li> <li>• Demonstrates understanding of Detention Centre Rules, DSO's and commercial contract requirements.</li> <li>• Confident and credible, with strong communication skills.</li> <li>• Ability to influence, plan and organise to achieve high outcomes.</li> </ul>

	<ul style="list-style-type: none"> <li>Strong interpersonal skills with a win-win approach to collaboration and relationship and team building</li> </ul>
Additional / special features of the role	<p><b>Special features of the role:</b></p> <ul style="list-style-type: none"> <li>This is an operational post; therefore, applicants must hold DCO accreditation.</li> <li>All incidents must be immediately reported to the appropriate delegate or manager as incidents, hazards, impacts, risks whenever such activities are witnessed or perceived.</li> <li>Comply with all relevant legally binding health and safety regulations relevant to the working environment.</li> <li>To commit to personal training and development to ensure that your skills and knowledge are maintained at the appropriate level.</li> <li>Engage with an annual performance and development review, ensuring that the objectives within the review are achieved.</li> <li>Meet required attendance and punctuality standards.</li> <li>Ensure that any absence and sickness is reported in accordance with the Serco policy 'Serco Absence Manager'.</li> <li>Ability to identify and provide solutions of high standards aimed at addressing business needs.</li> <li>Ability to multi-task and work to tight deadlines.</li> <li>Ability to delegate and effectively allocate resources to get the job done to the highest standard.</li> <li>Must possess exceptional organisational skills to achieve timely results.</li> <li>Must demonstrate self-motivation with an ability to work on own initiative and manage own time effectively to achieve results.</li> <li>Must continually seek improved and more efficient methods of working.</li> <li>Staff that hold a full, valid driving licence may be required to drive Serco vehicles and as such, must ensure that the appropriate driving mandates are completed as required.</li> <li>Flexible approach to working hours when required.</li> </ul> <p><b>Equal Employment Opportunities</b></p> <ul style="list-style-type: none"> <li>All employees are required to be aware of and demonstrate a commitment to Equal Employment Opportunities and cultural sensitivities in the workplace.</li> </ul> <p><b>Professionalism</b></p> <ul style="list-style-type: none"> <li>At all times maintain professional boundaries and adhere to the Serco Code of Conduct and local policies and procedures.</li> <li>Demonstrate alignment to Serco Governing Principles acting as a role model to colleagues, managers, visitors and stakeholders.</li> </ul>

- To maintain a knowledge of Safer Custody; Violence Reduction; Suicide and Self-Harm Awareness and Security responsibilities in line with local/national policies by attending refresher training as required.
- To remain conversant and adhere to the Serco Custodial Security Strategy



## Section 3: Leadership essentials

Based on the Serco Leadership Tier – Managing a team within a business unit or function		Tick the most critical capabilities
Winning good business	<b>Delivers Customer Service</b> Sees those they interact with as customers and seeks to identify and meet needs, taking swift action to resolve issues with integrity. Always alert to the customer's point of view and demonstrates a sense of urgency.	<input checked="" type="checkbox"/>
	<b>Makes Decisions</b> Identifies and understands issues, problems and opportunities and takes action that is consistent with available facts, constraints and probable consequences.	<input checked="" type="checkbox"/>
	<b>Supports Innovation and Continuous Improvement</b> Actively supports team members who initiate change or take risks and seeks ways to increase the delivery of services, being mindful of key financial indicators.	<input checked="" type="checkbox"/>
	<b>Delivers Against Team Objectives</b> Sets clear team objectives and establishes courses of action for self and others to ensure that work is completed on time.	<input checked="" type="checkbox"/>
	<b>Drives to Deliver Through own Team</b> Sets challenging goals for both self and team and works to achieve or exceed goals. Shows drive to make a difference to individuals, team and local community.	<input checked="" type="checkbox"/>
Executing brilliantly	<b>Builds Trust with Others</b> Interacts with others in a way that gives them confidence in own intentions and those of the organisation. Role models the Serco Values.	<input checked="" type="checkbox"/>
	<b>Engaging Communication</b> Engages and influences others by using a wide range of communication methods and styles. Facilitates understanding and encourages communication both within own team and more broadly.	<input checked="" type="checkbox"/>
	<b>Builds Collaborative Relationships</b> Establishes effective relationship with a wide range of stakeholders inside and outside their immediate working environment, valuing the contributions from others and leveraging networks across the whole of Serco.	<input checked="" type="checkbox"/>
	<b>Facilitates Transformational Change</b> Facilitates the implementation and acceptance of change and transformation within the workplace by guiding others and helping them adapt.	<input type="checkbox"/>
A place people are proud to work	<b>Supports Difference</b> Works effectively with individuals of diverse cultures, interpersonal styles, abilities, motivations or background.	<input checked="" type="checkbox"/>
	<b>Delegates Responsibility</b> Effectively and appropriately allocates responsibility to others to maximise the organisation's and individual's effectiveness.	<input checked="" type="checkbox"/>
	<b>Coaching and Developing Others</b> Sets clear objectives and regularly provides feedback, instruction and developmental guidance to help others excel in their current or future job responsibilities.	<input checked="" type="checkbox"/>
	<b>Maintains Composure</b> Remains calm in uncertain or challenging situations and consistently behaves in a manner acceptable to others.	<input checked="" type="checkbox"/>
	<b>Demonstrates Self Development</b> Takes responsibility for one's own personal impact and development, focusing on increasing self-awareness as well as identifying new areas for learning and professional development and creating learning opportunities.	<input checked="" type="checkbox"/>
Any other role specific leadership attributes	None	



# **IMMIGRATION ENFORCEMENT**

## **MAKING A COMPLAINT**

**Please read these notes before you complete a complaint form.**

1. Immigration Enforcement is committed to providing a professional, fair, efficient, courteous and helpful service and expects a similar commitment from its suppliers. The definition of a complaint is *"any expression of dissatisfaction about the service we provide, or about the professional conduct of our staff and contractors"*.
2. This form is for complaints within the immigration detention estate, including during escort. Separate guidance covers wider Home Office complaints management procedures (UK Visas and Immigration, Immigration Enforcement, Border Force) and can be found at <https://www.gov.uk/government/publications/complaints-management-guidance-version-7>.

**Making a complaint**

3. Complaints will generally be made by people in the detention estate but may also be made by other individuals or groups on their behalf.
4. Complaints should wherever possible be resolved **informally** by speaking to either Home Office Immigration Enforcement staff or the staff working in this immigration removal centre, short-term holding facility, holding room or escort vehicle. **Use this form if you have been unable to resolve your complaint informally or if the issue is about a particularly serious or sensitive matter which you are reluctant to discuss with staff.**
5. Your complaint should usually be made within three months of the date of an incident or other matter occurring [12 months in the case of a complaint about healthcare in England]. Complaints received after this period may not be accepted unless there are exceptional circumstances.
6. Complaint forms and these guidance notes are available in a range of languages to help you, but if your complaint is written in a language other than English, it will need to be translated. This may, however, result in it taking us longer to provide you with a reply.
7. Please provide as much detail as possible about your complaint. We will contact you if we require more information.
8. If you are still being detained by Immigration Enforcement, both Home Office and supplier staff are available to help you complete the form.
9. You should provide details of any person who witnessed the incident you are complaining about or who was with you at the time of the incident. When you have completed the form, sign and date it and place it in the locked yellow Home Office Immigration Enforcement complaints box. Complaints boxes are located in all immigration removal centres, short term holding facilities and holding rooms. Boxes are opened once a day. Complaint forms completed during an escort journey can be handed to the escort supplier by the complainant for onward transmission to the Home Office or can be sent by the detainee directly to the following address. Detention Services Customer



Service Unit, 3rd Floor, Apollo House, 36 Wellesley Rd, Croydon CR9 3RR.  
email: [Detentionservicescomplaints@homeoffice.gsi.gov.uk](mailto:Detentionservicescomplaints@homeoffice.gsi.gov.uk)

10. Where detainees are being taken to an IRC or short-term holding facility, they should be advised to post their form in one of the yellow complaints boxes on arrival.
11. If you are no longer detained, or wish to submit your complaint in confidence you may submit your complaint by email to:

[DetentionServicesComplaints@homeoffice.gsi.gov.uk](mailto:DetentionServicesComplaints@homeoffice.gsi.gov.uk)

Please note that email responses will not be sent by a secure channel.

12. Submission of a complaint will not affect any decision relating to your immigration status nor will it delay any decision to either grant you admission or to remove you from the United Kingdom.
13. You are encouraged to provide a telephone number, forwarding address or email address to which the outcome of your complaint can be sent if you have left the detention estate, or the United Kingdom. This is particularly important if you are currently detained in a holding room at a port of entry or a reporting centre as you may have left this location before your complaint has been considered.

### **Investigating your complaint**

14. A letter will be sent to you to acknowledge your complaint, to inform you who will be investigating your complaint and when you are likely to receive a response.
15. Any complaint which makes an allegation of criminal behaviour will be referred to the police and, where appropriate, you can request the police reference number. It is open to you to discuss the matter with the police directly if you wish and staff can advise you how to do so.
16. Investigating your complaint may require that a member of staff be interviewed. If you are concerned about this then please speak to the Immigration Enforcement manager, in confidence, where you are detained.
17. When we write to you about your complaint, our letters will be provided in English only. However, you may ask centre staff (Immigration Enforcement or supplier) or the Independent Monitoring Board and detainee welfare groups where you are detained to help translate this for you. Responses to healthcare complaints (England) will be provided in both the original language and in English.
18. We will deal with your complaint as quickly as we possibly can. Our timescales for doing so are:

- a. If the matter is about a place of detention, the escorting service, or the conduct of staff (of a minor nature) - 20 working days
- b. If the matter is about the conduct of staff but is of a serious nature – 12 weeks.
- c. If the matter is for another part of the Home Office – 20 working days. Please note the response will not be sent by Detention and Escorting Services.
- d. If the matter is about healthcare or a member of healthcare staff while you are in detention you may complain directly to the healthcare provider or (for detention facilities in England) to NHS England. If you use this form and post your complaint in the yellow Home Office Immigration Enforcement complaints box, your complaint will be passed to the healthcare manager who will contact you to discuss your complaint. Healthcare complaints in England will be answered by the NHS England – usually within 40 working days. Timescales for responding to healthcare complaints in detention facilities in Scotland or Northern Ireland are subject to locally agreed processes. Complaints about healthcare should be placed in an envelope clearly marked 'medical complaint'.

The above timescales are calculated from the day we receive and allocate your complaint.

- 19. Your complaint will be investigated thoroughly and the response will explain what we have found. It will either be fully substantiated (that is we have upheld your complaint), partly substantiated (that is we have upheld certain parts of your complaint but not other parts) or not substantiated (that is we have not upheld any part of your complaint).
- 20. In certain circumstances it may not be possible to take your complaint forward. For example if you do not assist or co-operate with any investigation.

### **Ombudsman**

- 21. If you are not satisfied with the response provided to your complaint then you have the right to refer your complaint to the Prisons and Probation Ombudsman (PPO), who is independent of the Home Office. Details of how to contact the Ombudsman will be provided with your response.
- 22. Please note the Ombudsman cannot investigate matters relating to your immigration status, the decision to detain you, or any decision to remove you from the United Kingdom. The Ombudsman will also not normally investigate complaints until they have been investigated by Detention and Escorting Services or our suppliers first.
- 23. If your complaint is about healthcare in England it can be raised directly via the standard NHS England complaints procedure, details of which are available at [www.england.nhs.uk/contact-us/complaint](http://www.england.nhs.uk/contact-us/complaint) which includes

information about how to appeal via the independent Parliamentary and Health Service Ombudsman (PHSO). If, however, your healthcare complaint is made and posted in a complaint box in an IRC it will be handled initially in accordance with para 18d of this form. The avenue of appeal in these cases is still to the PHS

24. If your complaint is about healthcare delivered in a detention facility in Scotland or Northern Ireland the avenue of appeal is to the Scottish Public Services Ombudsman (for detention facilities in Scotland) or to the Northern Ireland Public Services Ombudsman (for detention facilities in Northern Ireland). Details of how to escalate your complaint will be provided in the letter of response from the healthcare provider responsible for investigating your initial complaint.

### **Other types of complaints**

#### **National Health Services (England, Scotland and Northern Ireland)**

25. If your complaint is about external medical treatment that you received in a National Health Service facility (England, Scotland and Northern Ireland) and not in detention (for example in a hospital) you should contact the Health Care Provider where you attended. If you place such a complaint in the yellow Home Office Immigration Enforcement complaints box at an IRC this will be forwarded on your behalf to the relevant external health care provider. Escalation of such complaints (where you are not satisfied with the response) are to the PHSO (for external healthcare in England) or to the Scottish Public Services Ombudsman (for Scotland) or the Northern Ireland Public Services Ombudsman (for Northern Ireland). Contact details for these Ombudsmen should be provided to you by the organisation that has investigated and responded to your complaint.

#### **The Police**

26. If your complaint is regarding the conduct of police officers you should contact the police force responsible for the geographical location of where the incident took place. The Independent Police Complaints Commission website gives details of how to make a complaint. Selecting the appropriate police force will take you directly to the **complaints** section of the force's website <https://www.ipcc.gov.uk/complaints>

#### **Other parts of the Home Office**

27. Please note that if your complaint is for another business area of the Home Office we will ensure that your complaint is forwarded to the relevant department to investigate.

#### **Complaints from children**

28. We will investigate all complaints submitted by children as seriously as we would a complaint submitted by an adult. Alternative complaint forms are available for children in all facilities where children may be held.

Family Name:	First Name(s):
Date of Birth:	Nationality:
CID Reference Number: HO Reference Number: NOMIS Number:	Current Location (IRC or STHF name, other):
Location where the incident you are referring to in your complaint occurred (IRC, STHF, other):	
Contact details – email address and mobile telephone number:	

Have you previously spoken to anyone about your complaint? Yes ☐ No ☐

If 'Yes', to whom did you speak?

Is this a complaint about healthcare services or staff? Yes ☐ No ☐

If your complaint is about an incident in which you were injured, the investigating officer may wish to examine your medical records. Do you give permission for the investigating officer to have access to your medical records?

Yes ☐ No ☐

Please provide a telephone number/forwarding address/email address if you wish to receive a reply after you have left detention. Any reply by email will not be encrypted.

A copy of your complaint and the response, unless marked as a healthcare complaint, will automatically be shared with the Independent Monitoring Board (IMB) responsible for the facility you are detained in to allow them to monitor the way in which the complaint was handled. If you **do not wish** the IMB to see a copy of your complaint or response please tick this box: ☐

**The submission of a complaint will not affect consideration of your immigration status and will not prevent you from being removed from the United Kingdom, unless it is a complaint of a serious assault and involves a police investigation.**

**The submission of a complaint will have no influence as to whether or not you will be transferred to another immigration removal centre.**

**Details of your complaint and what you would like to see done about it:**

(Continue on a separate page if necessary)

**Signature:**

**Date:**

**PLACE THE COMPLETED FORM IN THE YELLOW IMMIGRATION  
ENFORCEMENT COMPLAINTS BOX**

## Gatwick IRC DCO Mentoring & Probation Passport



## Contents

Contents .....	1
1. Introduction to Mentoring.....	<del>22</del>
2. Mentoring vs Coaching.....	<del>22</del>
3. The Benefits of Mentoring.....	<del>22</del>
4. Mentoring - what happens now? .....	<del>33</del>
<b>Frequently Asked Questions</b> .....	<del>33</del>
5. Can I pick my mentor?.....	<del>33</del>
6. How long will I be mentored for? .....	<del>33</del>
7. Why do I need a mentor? .....	<del>33</del>
8. Will I be a burden to the mentor? .....	<del>44</del>
9. What is the difference between shadowing and mentoring? .....	<del>44</del>
10. How often will I sit and discuss my progress with my mentor? .....	<del>44</del>
11. How will my line manager know how I'm doing?.....	<del>44</del>
12. How long is the Probationary Period?.....	<del>44</del>
13. How is progress monitored? .....	<del>44</del>
14. What data is recorded? .....	<del>55</del>
15. What happens about poor performance?.....	<del>55</del>
16. How is employment terminated?.....	<del>55</del>
17. Passport Review Forms .....	<del>66</del>
18. Guidance about the Process.....	<del>77</del>
19. Mentoring Log Sheets .....	<del>88-13</del>
<u>20. Mentoring Areas.....</u>	<u><del>13</del><del>14</del>14-19</u>



## 1. Introduction to Mentoring

Mentoring usually lasts for a short period and focuses on specific skills and goals. Traditionally, mentoring is the long term passing on of support, guidance and advice. In the workplace it has tended to describe a relationship in which a more experienced colleague uses their greater knowledge and understanding of the work or workplace to support the development of a more junior or inexperienced member of staff.

Mentoring comes from the Greek myth where Odysseus entrusts the education of his son to his friend Mentor. It's also a form of apprenticeship, whereby an inexperienced learner learns the "tricks of the trade" from an experienced colleague, backed-up as in modern apprenticeship by offsite training. The characteristics of mentoring are:

- It is essentially a supportive form of development
- It focuses on helping an individual manage their career and improve skills
- Personal issues can be discussed more productively unlike in coaching where the emphasis is on performance at work
- Mentoring activities have both organisational and individual goals.

## 2. Mentoring vs Coaching

Mentoring	Coaching
Ongoing relationship that can last for a long time	Relationship generally has a short duration
Can be more informal and meetings can take place as and when the mentored individual needs some guidance and or support	Generally more structured in nature and meetings scheduled on a regular basis
More long term and takes a broader view of the person. Often known as the 'mentee' but the term client or mentored person can be used	Short-term (sometimes time bounded) and focused on specific development areas/issues
Mentor usually passes on experience and is normally more senior in organisation	Not generally performed on basis that coach needs direct experience of clients formal occupational role
The focus is on career and personal development	Focus generally on development/issues at work
Agenda is set by the mentored person with the mentor providing support and guidance to prepare them for future roles	Agenda focused on achieving specific, immediate goals
Revolves more around developing the mentee professionally	Revolves more around specific development areas/issues

## 3. The Benefits of Mentoring

Benefits to Serco are:

- Significant impact upon recruitment and retention
- Effective succession planning

- Provides a well-rounded employee
- Increased productivity through better engagement and job satisfaction.

Benefits to the mentored person are:

- Increased knowledge and technical awareness of the role
- Clear vision of career goals
- Developing wider network of influence
- Increased confidence and self-awareness which helps build performance
- Mentors also benefit from the satisfaction of developing their colleagues.

#### 4. Mentoring - what happens now?

During your ITC you will be introduced to those supporting you through the 12 weeks of mentoring.

Your mentor will provide guidance and support to ensure that you embed your learning from your ITC into your everyday duties e.g.:

- Understanding roll boards
- Use of CMS
- Tool checks
- Searching
- Handovers
- Property
- Visits.

As you progress through your 12 weeks those supporting you will confirm your understanding of daily tasks and sign off your mentoring passport. Your mentor will ensure that at the point of sign off, you are of the required standard for each task. This will increase your confidence and allow staff you work with to have confidence in your ability. Those involved in your support will hold regular meetings with you to ensure you are aware of your strengths and development areas.

### Frequently Asked Questions

#### 5. Can I pick my mentor?

All mentors have been selected by the Training Team to ensure that you are fully supported through your learning journey. If you feel that you are not getting the best experience, then its important you raise this with your line manager or the Training Team.

#### 6. How long will I be mentored for?

On completion of your ITC, you will be shadowing your mentor for four weeks but will be mentored for a total of twelve weeks which will include support from your Mentor, Training Team and Line Manager.

#### 7. Why do I need a mentor?

All new DCOs are assigned a mentor to help your journey from theory on your ITC to reality. Here at Serco we recognise that every individual learns in different ways and at different speeds. By



having a mentor new DCOs can take their time and be informed, shown and then have a go at tasks themselves. ~~YO!~~

## 8. Will I be a burden to the mentor?

Absolutely not, you are now part of our Serco family and we all want you to do well in your career. In order to best support your learning staff who, have a sound knowledge have volunteered rather than voluntold to help you with your journey. We were all new once so it's vital you feel welcomed.

## 9. What is the difference between shadowing and mentoring?

Shadowing is where you will have the opportunity to observe both your mentor and other staff carrying out their duties and answering questions you may have.

Mentoring is your opportunity to have a go at tasks and duties under the watchful eye of your mentor to ensure you are fully supported as you put into practice your newly learnt skills.

## 10. How often will I sit and discuss my progress with my mentor?

Your mentor will hold a reflection session with you at the end of each mentoring shift. Each week they will discuss with you what you feel is going well, which areas you feel you need more development in and general feedback on your progress. Meetings with your mentor will be: Day 1 – Introduction and weekly for a period of 12 weeks at the end of each week an evaluation one to one with your mentor will be carried out and any short falls in training will be discussed

Your mentors' comments and yours will be recorded to chart your progress and any development areas on the mentoring review form.

## 11. How will my line manager know how I'm doing?

Once assigned a line manager they will meet with you to discuss progress, development and the process around your probation, your line manager will be the training manager until this is assigned.

## 12. How long is the Probationary Period?

All new employees appointed will be required to serve a probationary period of no less than 6 months.

It may be necessary to extend an employee's probationary period if it is evidenced that with appropriate support and guidance during the extended period the employee will be able to meet the required level of performance. Only one extension will be granted for a period of three months. The employee must be informed that if the required level of performance is not met by the end of the extension this may result in their dismissal. The line manager will write to the employee confirming the extension and a copy placed on the employee's personal file.

## 13. How is progress monitored?

This is a two-way dialogue between the line manager and the employee, this should be entered into immediately so that the employee is aware of what is required from them and help and assistance can be provided where appropriate. Employees should receive a good level of supervision and support throughout their probationary period to ensure constant feedback is given, thus enabling problems to be addressed as and when they arise'

If any problems are identified throughout the probationary period, monthly review meetings should be held to monitor and discuss the employee's performance.

On successful completion of the probationary period, the line manager will write to the employee confirming their appointment and ensure that a copy of the email is forwarded to MYHR to be placed on the employee's personal file.

#### 14. What data is recorded?

Where problems are identified, appropriate informal and formal discussions concerning the employee's performance should be recorded and all paperwork forwarded to MyHR to be placed on the employee's personal file. Your probations outcome will also be placed on the employee's file.

#### 15. What happens about poor performance?

If any problems are identified, they must be discussed with the employee. The discussion will include the areas in which improvement is necessary, what additional support or training the employee may require and the timescale in which improvements are expected. A full review of performance and related targets is to be conducted and agreed. All actions will then be confirmed in writing to the employee and a copy placed on their personal file.

#### 16. How is employment terminated?

Employment may be terminated at any stage during the probationary period, if it is clear and evidenced that the lack of capability of the employee is so apparent, that the required improvement will not be possible. The employee's performance and conduct must have been regularly assessed, any deficiencies being drawn to their attention and appropriate support and guidance must have been provided by the line manager, prior to considering dismissal. In the event that the employee is unable to meet the required level of performance within the timescale, their employment may be terminated in writing, giving the appropriate notice period (or pay in lieu of notice) in accordance with the Serco procedures. In the event that the employment is to be terminated the line manager is to contact MyHR immediately for guidance on the process.

Normally, the employee will be invited to a meeting at which they have the right to be accompanied by a work colleague or trade union representative. The line manager (assisted by the MyHR Representative) will write to the employee confirming their termination, they will have the right to appeal against this decision and should do so in writing within five days of receipt of their letter.

## 17. Passport Review Forms

Employee is onboarded and receives the Serco Code of Conduct		
Cultural Integration, embedding of Serco Values & Governing Principles. Alignment of KPIs and start of the performance Management process	<b>ITC Course and Shadowing Period</b>	Mentoring Support for 12 Weeks post ITC which includes four weeks if initial shadowing Prioritise skills and Training from ITC
	<b>ITC Completed – Day 1 meet your Mentor</b>	
	<b>Mentoring Review Meetings - Weeks 8 to 19</b>	
	<b>Training Team Review Meeting – Weeks 13 &amp; 16</b>	
	<b>Week 19 Mentoring complete – Training Manager Review Sign Off</b>	
	<b>Week 19 Mentoring Review Sign Off Complete – Line Manager takes Ownership for conclusion of Probation and on-going My Catch-Up's</b>	

Ser (a)	Week (b)	Event (c)	Comments (d)
1	1 - 7	ITC Course	
2	8	ITC Complete & meet your mentor	Start of mentoring support for 12 weeks
3	8-19	Shadowing mentor for four weeks and other Serco personnel after four weeks continued mentoring until week 19	Prioritise skills and training from ITC. Four weeks of shadowing and then continued mentoring until end of week 19 – training manager reviews sign off
4	19	Signed off to work as an Officer	Occupational training complete Line Manager takes Ownership for conclusion of Probation and on-going My Catchup's

## 18. Guidance about the Process

The employee, mentor and those involved in the support of the new starter will complete their comments either prior or through discussion in the meeting. This will help form the basis for discussion or additional training needs. Any relevant information agreements will then be forwarded onto the individuals line manager for action.

The training Manager will email MyHR the completed form for the personal file and give the original back to the employee for their ongoing records. At the end of the 12 weeks mentoring a copy will also be forwarded to their respective line manager.



## 19. Mentoring Log Sheets

Day one introduction – Meet your mentor	
<b>Name of Employee</b>	
<b>Name of Mentor</b>	
<b>Period of mentoring to be covered</b>	4 weeks shadowing from completion of ITC.
<b>Date</b>	
<b>Areas to cover with new starter.</b>	
Are you aware of why you have a mentor?	Yes / No
Do you know how to contact your mentor?	Yes / No
Are you aware of the support services on offer to you and how to access these e.g. Care Team & Employee Assistance Programme?	Yes / No
Do you have the correct uniform for your DCO role?	Yes / No
Are you aware that if you have any concerns you can raise them with your mentor and or training team?	Yes / No
What do you feel your strengths were on your ITC / Shadowing experience?	
What areas or duties do you feel you would most benefit from knowing more about during your first 4 weeks of mentoring?	
<b>Mentor's Comments and SMART targets</b>	
<b>Mentor &amp; Officer to set SMART targets for next week</b>	
Signature Mentor	Date
Signature Officer	Date

Mentoring Review Form: Week 9	
<b>Name of Employee</b>	
<b>Name of Mentor</b>	
<b>Period of mentoring to be Covered</b>	Weeks 1 to 4 Reflection - Shadowing
<b>Date</b>	
Is there anything more your mentor could do to support you?	Yes / No
Do you feel mentoring is benefitting your development?	Yes / No
Do you have any questions about your mentoring experience so far?	Yes / No
What tasks have you carried out /observed during this week? – please list.	
How do you feel you have developed from your first weeks of Shadowing/mentoring?	
What areas or duties do you feel you would most benefit from during your next week of mentoring?	
<b>Mentor's Comments</b>	
<b>Mentor &amp; Mentee to set SMART targets for next 2 weeks</b>	
Signature Mentor	Date
Signature Officer	Date



Mentoring Review Form: Month 1 / Week 11	
<b>Name of Employee</b>	
<b>Name of mentor</b>	
<b>Period of mentoring to be covered</b>	Weeks 1 - 4 Reflection post ITC and shadowing – before going live.
<b>Meeting Date</b>	
Were you personally introduced to new colleagues, managers and other appropriate people during your first few days in position?	Yes / No
Have you completed your mentoring / shadowing period?	Yes / No
Have your duties, responsibilities and work standards been explained to you?	Yes / No
Were the Serco Core Values explained to you during your ITC?	Yes / No
What in your ITC & Mentoring has gone well / Areas you need further support in?	
What are your SMART targets for weeks 12 - 15?	
<b>Officers Comments:</b>	
<b>Mentors comments:</b>	
Signature Officer	Date
Signature Mentor	Date

Training Review Form: Week 13	
<b>Name of Employee</b>	
<b>Name of Trainer</b>	
<b>Period of Mentoring to be Covered</b>	Weeks 11 – 13 Reflection Mentoring
<b>Date</b>	
Do you feel supported by your mentor / training team?	Yes / No
Do you feel mentoring is benefitting your development?	Yes / No
Do you feel you can raise concerns with your mentor / training team?	Yes / No
How do you feel you have developed from your first few weeks of mentoring to now?	
What areas or duties do you feel you would most benefit from during your final weeks of mentoring?	
<b>Mentors Comments and SMART targets</b>	
<b>Mentor &amp; Officer to set SMART targets for next week</b>	
Signature Trainer	Date
Signature Mentor	Date
Signature Officer	Date

Training Review Form: Week 16	
<b>Name of Employee</b>	
<b>Name of Trainer</b>	
<b>Period of Mentoring to be Covered</b>	Weeks 13 - 16 Reflection Mentoring
<b>Date</b>	
Do you feel supported by your mentor / training team?	Yes / No
Do you feel mentoring is benefitting your development?	Yes / No
Do you feel you can raise concerns with your mentor / training team?	Yes / No
How do you feel you have developed from your first few weeks of mentoring to now?	
What areas or duties do you feel you would most benefit from during your final weeks of mentoring?	
<b>Mentors Comments and SMART targets</b>	
<b>Mentor &amp; Officer to set SMART targets for next week</b>	
Signature Trainer	Date
Signature Mentor	Date
Signature Officer	Date

Mentoring Review Form: Week 19 Final Sign Off	
<b>Name of Officer</b>	
<b>Name of Manager</b>	
<b>Period of mentoring Covered</b>	Weeks 1 - 12 Reflection Mentoring and Training
<b>Date</b>	
Have you felt supported by your mentor, training team and those you have worked with?	Yes / No
Do you feel mentoring has benefited your development?	Yes / No
Are you aware of the support services on offer to you and how to access these e.g. Care Team & Employee Assistance Programmes / Training?	Yes / No
Do you have any concerns about being signed off mentoring?	Yes / No
How do you feel you have developed from your mentoring sessions?	
Is there any areas or duties you feel you need additional support or training from?	
<b>Mentor Comments</b>	
<b>Training Manager Comments</b>	
<b>Officer Comments</b>	
Signature Mentor	Date
Signature Trainer	Date
Signature Manager	Date
Signature Officer	Date

Mentoring Areas

Ser (a)	Area (b)	Task (c)	Breakdown (d)	Date (e)	Officer Initials (f)	Mentor Initials (g)
1	Residential	Roll Boards	<ul style="list-style-type: none"> <li>- How info is collated</li> <li>- Use of board for roll count</li> <li>- How/when to report figures</li> <li>- Incorrect roll procedures</li> </ul>			
2	Residential	Observation Books	<ul style="list-style-type: none"> <li>- Where they are located</li> <li>- When they are used</li> <li>- Style of communication</li> <li>- Frequency of use</li> <li>- Audit purposes</li> <li>- Handovers</li> </ul>			
3	Residential	CMS	<ul style="list-style-type: none"> <li>- How to house &amp; dehouse detainees</li> <li>- Print off roll boards / pictures of detainees</li> <li>- Property</li> <li>- ACDTs / SLP / PEEP / TAB</li> <li>- RSRA</li> <li>- MAPPA Levels</li> <li>- Alerts / markers</li> <li>- Next of Kin details</li> </ul>			
4	Residential	ACDT	<ul style="list-style-type: none"> <li>- Where books are located</li> <li>- Who to inform</li> <li>- Where to seek guidance</li> <li>- How to carry out observations</li> <li>- How to understand the frequency of observations and conversations</li> <li>- How to document within the ACDT book</li> <li>- Review meetings</li> <li>- Post closure meetings</li> </ul>			
5	Residential	Constant Supervision	<ul style="list-style-type: none"> <li>- The threshold for a constant supervision</li> <li>- Constant supervision rooms</li> <li>- Relevant paperwork</li> <li>- Relevant clothing</li> <li>- Relevant bedding</li> <li>- Staff resource required</li> </ul>			
6	Residential	PEEP	<ul style="list-style-type: none"> <li>- Why they are open</li> </ul>			

Ser (a)	Area (b)	Task (c)	Breakdown (d)	Date (e)	Officer Initials (f)	Mentor Initials (g)
			<ul style="list-style-type: none"> <li>- Criteria for opening</li> <li>- Where they are located</li> <li>- Reviews</li> <li>- Understanding the plan</li> </ul>			
7	Residential	SLP	<ul style="list-style-type: none"> <li>- Criteria for opening</li> <li>- Where they are located</li> <li>- Your involvement in support</li> </ul>			
8	Residential	TAB	<ul style="list-style-type: none"> <li>- Criteria for opening</li> <li>- Reviews</li> <li>- Your involvement in monitoring / challenging</li> </ul>			
9	Residential	Room Allocation/Moves	<ul style="list-style-type: none"> <li>- Who can share with whom</li> <li>- Reviews of Room Sharing</li> <li>- Alerts on CMS</li> <li>- Documentation</li> <li>- Clearance of rooms</li> <li>- Property allocation</li> <li>- Damages or faults</li> </ul>			
10	Residential	Property	<ul style="list-style-type: none"> <li>- Altercation</li> <li>- Monitoring &amp; searching of</li> <li>- Loss / damage</li> <li>- Storage</li> </ul>			
11	Residential	H&S	<ul style="list-style-type: none"> <li>- Fire Exits and Muster points</li> <li>- Alarms</li> <li>- Evacuations</li> <li>- PPE Locations</li> <li>- First Aid/Defib kits</li> <li>- How to summon urgent help</li> <li>- Slips/Trips/Falls safe systems work (Floor Signs)</li> <li>- Challenging Risky Behaviour/practices</li> <li>- How to report concerns/Near misses</li> <li>- Bio-Hazard/Spill Kits</li> <li>- Dirty protest SSW</li> <li>- How to Contact the H&amp;S/Manager</li> </ul>			

Ser (a)	Area (b)	Task (c)	Breakdown (d)	Date (e)	Officer Initials (f)	Mentor Initials (g)
12	Residential	Meal Service / Shop Purchases	<ul style="list-style-type: none"> <li>- Meal ordering Missing meals</li> <li>- Allergies / Preferences</li> <li>- Servery procedures</li> <li>- Portion control</li> <li>- Tool control</li> <li>- Hygiene / PPE</li> <li>- Correct food service and temp</li> <li>- What to do with leftover food</li> <li>- Dining Room protocol (TH)</li> <li>- Shop availability</li> <li>- Volume control</li> <li>- Signs of bullying / taxing</li> <li>- Purchases for those on ACDT (razors)</li> </ul>			
13	Residential	Handovers	<ul style="list-style-type: none"> <li>- Between who</li> <li>- Frequency</li> <li>- Documentation</li> <li>- Privacy of information</li> <li>- Mandatory items</li> </ul>			
14	Residential	Razors	<ul style="list-style-type: none"> <li>- When to issue</li> <li>- How to issue</li> <li>- ACDT</li> <li>- Disposal of used razors</li> </ul>			
15	Residential	Fabric Checks	<ul style="list-style-type: none"> <li>- Frequency</li> <li>- Personal Safety</li> <li>- PPE</li> <li>- Removal of items</li> <li>- Loss / Damages</li> <li>- Reporting of faults</li> </ul>			
16	Residential	Cleaners / Paid Work	<ul style="list-style-type: none"> <li>- Understand their duties Hours of work</li> <li>- How to challenge / Praise</li> <li>- How they are selected</li> <li>- How they are paid</li> <li>- How they can be removed from work</li> </ul>			
17	Residential	DCO roles on wing	<ul style="list-style-type: none"> <li>- Who is responsible for what tasks?</li> </ul>			



Ser (a)	Area (b)	Task (c)	Breakdown (d)	Date (e)	Officer Initials (f)	Mentor Initials (g)
			<ul style="list-style-type: none"> <li>- How you are informed</li> <li>- Where its documented</li> <li>- Personal Safety</li> </ul>			
18	Residential	Making referrals	<ul style="list-style-type: none"> <li>- Use of email</li> <li>- Where to locate internal telephone lists</li> <li>- How to contact the control room / Operator</li> <li>- How to record a referral on CMS</li> <li>- Time span /</li> <li>- expectations of referral</li> </ul>			
19	Residential	Outdoor Space	<ul style="list-style-type: none"> <li>- Use of the sports areas</li> <li>- Detainees right to fresh air</li> <li>- Activities on offer</li> <li>- Monitoring / Staff</li> </ul>			
20	Residential	Eden Wing	<ul style="list-style-type: none"> <li>- Use of unit</li> <li>- Protocols / Regimes</li> <li>- Criteria of detainees on wing</li> <li>- Staff resource</li> <li>- Documentation / Paperwork for segregation</li> <li>- Welfare checks</li> </ul>			
21	Governance	Complaint Forms	<ul style="list-style-type: none"> <li>- Where they can be found</li> <li>- Where to post them</li> <li>- Who to inform</li> <li>- How to complete one for / with a detainee</li> </ul>			
22	SMT	Duty Directors Oscar 1	<ul style="list-style-type: none"> <li>- What's their role</li> <li>- How they are contacted</li> <li>- What they will expect from you</li> <li>- KPIs</li> <li>- Their authorisation</li> </ul>			
23	Visits Team	Visits Protocols	<ul style="list-style-type: none"> <li>- Who can visit detainees</li> <li>- Conditions of entry</li> <li>- Visits times</li> <li>- Searching visitor / detainee</li> <li>- Property</li> <li>- Children</li> <li>- Facilities</li> </ul>			



Ser (a)	Area (b)	Task (c)	Breakdown (d)	Date (e)	Officer Initials (f)	Mentor Initials (g)
			<ul style="list-style-type: none"> <li>- Monitoring</li> <li>- Booking In /Out</li> <li>- Legal</li> <li>- Closed</li> <li>- Detainees Rights</li> </ul>			
24	Reception Team	Reception Protocols	<ul style="list-style-type: none"> <li>- New detainees' arrival Booking in</li> <li>- Handover from escorts</li> <li>- Buddy System</li> <li>- Risk Assessments</li> <li>- Health Care Assessments</li> <li>- Property</li> <li>- Searching</li> <li>- Paperwork / CMS</li> <li>- Detainees rights</li> <li>- Discharge</li> <li>- Updating the roll</li> </ul>			
25	Safer Detention Team	Safer Detention Remit	<ul style="list-style-type: none"> <li>- What's their roll</li> <li>- Where they are located</li> <li>- How they are contacted</li> <li>- What they will expect from you               <ul style="list-style-type: none"> <li>– Duty of Care</li> </ul> </li> <li>- Equality &amp; Inclusion – Protected</li> <li>- Characteristics</li> </ul>			
26	Detainee Induction	Induction Course	<ul style="list-style-type: none"> <li>- Topics covered Tour of centre</li> <li>- Where induction takes place/ times</li> <li>- Who must attend induction</li> <li>- Languages &amp; cultures</li> </ul>			
27	Other Departments	Support Services: Health Care Hibiscus Chaplaincy Activities Home Office	<ul style="list-style-type: none"> <li>- How to contact them</li> <li>- Their remit / criteria</li> <li>- Hours of work</li> <li>- Location</li> <li>- Contact with detainees Time scale for responses to referrals</li> </ul>			
28	Other Departments	Samaritans Education Welfare Facilities Team	<ul style="list-style-type: none"> <li>- Resources &amp; facilities</li> </ul>			

Ser (a)	Area (b)	Task (c)	Breakdown (d)	Date (e)	Officer Initials (f)	Mentor Initials (g)
29	General	GDPR	<ul style="list-style-type: none"> <li>- Clear desk policy</li> <li>- Secure disposal of information</li> <li>- Confidential waste</li> <li>- Being aware of divulging personal information</li> <li>- Emailing of documents and their status e.g. Serco Internal or Legal in Confidence</li> <li>- Social Media / Press</li> <li>- How to refer to Serco's Press Officer</li> <li>- Dealing with Freedom of Information Requests</li> <li>- Using private areas for sensitive discussions</li> <li>- Transportation of documents e.g. ADCT</li> <li>- How to report a breach</li> <li>- Where to seek help and guidance</li> </ul>			
30	General	Translation Services	<ul style="list-style-type: none"> <li>- What services are on offer</li> <li>- How to use them</li> <li>- Where to seek assistance</li> <li>- Use of others to translate</li> </ul>			
31	DCO Welfare	Support Available	<ul style="list-style-type: none"> <li>- What support is available to you</li> <li>- How do you access this support</li> <li>- Confidentiality</li> </ul>			