

LEAVING EMPLOYMENT	Type: Policy Register No: 15002 Status: Public
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Consulted With	Post/Committee/Group	Date
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	Human Resources Team	21 st March 2018
	Managers of the JCNC	27 th March 2018

Professionally Approved By:		
Peter Waller-Flynn	Human Resources Manager	9 th April 2018

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1.0 Purpose

1.1 The purpose of this policy is to:

- Ensure that there is a clear process to follow when someone resigns or has their employment terminated
- Display openness and integrity by providing all employees leaving the organisation the opportunity to provide feedback
- Establish the reasons why staff decide to leave the organisation voluntarily and identify common themes
- Identify areas of good practice in both employment and service provision which can then be promoted and implemented throughout the Trust
- To ensure there are systems in place to analyse and monitor the reasons staff choose to leave their employment and their experience of working for the Trust to inform strategies to inform recruitment, retention and turnover
- Gain constructive feedback relating to any negative aspects of a leaver's employment to ensure that steps can be taken to minimise future occurrences including the development of appropriate action plans and
- To ensure that the leaver process is completed payroll are informed and that Trust property is returned

2.0 Aims of the Policy

- 2.1 Mid Essex Hospitals NHS Trust committed to retaining experienced quality staff, to ensure service continuity and the delivery of safe patient services, and reduce the costs of recruitment.
- 2.2 The Trust values the opinions of its staff during their employment and is keen to understand the reasons why staff choose to leave.
- 2.3 The Trust is committed to ensuring that staff are presented with an opportunity to be able to provide feedback on the reasons why they are leaving the Trust to identify areas of best practice and potential areas for improvement.
- 2.4 The benefit to the organisation of encouraging staff to participate in the exit procedure is that important information can be obtained which can be used to support other initiatives and policies such as health and wellbeing, stress management and equality and diversity. Information can also be used to inform and plan recruitment and retention, workforce development and shape how the Trust motivates staff.
- 2.5 In certain circumstances the employment may be involuntary terminated when it is important that correct closure takes place.
- 2.6 The Trust will make every effort to ensure this policy does not have the effect of discriminating, directly or indirectly, against employees on grounds of race, colour, age, nationality, ethnic (or national) origin, sex, sexual orientation, marital status, trade union membership, religious belief or disability.

3.0 Scope

- 3.1 This policy applies to all Mid Essex Hospital Services NHS Trust employees, prospective employees, contractors and associated workers including those moving internally within posts.
- 3.2 The principles of this policy will apply to all posts, irrespective of staff group or seniority,

and whether permanent, temporary, fixed term, secondment, acting up, bank or agency.

4.0 General Principles

- 4.1 This Policy ensures that all exit procedures are carried out in a fair, equitable, transparent way ensuring public protection, which will attract and maintain a workforce which is representative of the community of which it is part.
- 4.2 All processes and procedures must meet the requirements of current employment legislation, Department of Health guidelines, Trust Governance and diversity, equality and inclusion requirements.
- 4.3 The exit procedure will clearly outline the responsibilities of the participants within the staff leaving their employment process.

5.0 Responsibilities

5.1 Managing Director, Chief Operating Officer, Clinical Directors and Director of Nursing; Associate Directors of Nursing and Matrons of Departments are responsible for:

- Ensuring that all managers in their designated division or service are aware of the policy and implement it effectively;
- Ensuring that quarterly and annual trend reports on reasons why employees leave the Trust and their employment experience are considered and discussed at relevant meetings, Workforce Advisory Group; and
- Ensuring that, in collaboration with the directorate HR Manager, that appropriate action plans have been put in place to address any issues of concern regarding employees leaving and that best practice is shared to ensure excellent quality of patient care and to fulfil the duty of care to staff.

5.2 Line managers are responsible for:

- Ensuring that resignations are acknowledged in writing, including guidance on how to participate in the exit procedure when the resignation is accepted (see standard letter template at Appendix 1)
- Ensure that completion of the leavers checklist (Appendix 3) is commenced from when the letter of resignation has been received or an employee's contract has been terminated
- Ensuring that an employee is provided with an opportunity to have an exit interview if requested and with an appropriate representative of the Trust
- Ensuring that all appropriate payroll related forms are completed in a timely manner prior to the employee leaving the organisation;
- Ensuring that all Trust assets are returned and an exit questionnaire is completed prior to the employee leaving the organisation
- Resolving local problems which are identified through the exit procedure and, with the support of the directorate HR Manager, developing and implementing appropriate action plans

5.3 **Human Resources are responsible for:**

- ensuring that information provided via completed and returned exit questionnaires/exit interviews is monitored for trends
- resulting problems are highlighted to the relevant manager/clinician in order to agree appropriate solutions
- ensuring that advice is provided to develop actions plans ensuring improvements are made where appropriate
- support the exit interview process by assisting in identifying an alternative manager to conduct the exit interviews should an employee not wish to meet with their line manager
- providing a quarterly summary analysis of exit information is referred to the Workforce Advisory Group

5.4 **Finance and Performance Committee:**

5.4.1 The Finance and Performance Committee will be responsible for monitoring the analysis reports produced and the escalation of issues of concern to the trust Site Directors team.

6.0 **Definitions**

6.1 **Exit Questionnaire**

A form provided to employees leaving the trust voluntarily following their resignation from the Trust. The form is designed to gather information on the employee's reasons for leaving and their experience working for the Trust to identify any changes required and areas of best practice. Exit questionnaires are the most effective way of gathering this information.

6.2 **Exit Interview**

An interview that takes place between an employee that has resigned and a line manager, HR representative or independent manager as requested before the leavers notice period is complete. The interview form is appended.

6.3 **Voluntary Leaver**

Refers to any employee that resigns from the Trust. This also includes temporary staff members and those staff that are on fixed term or temporary contract.

6.4 **Involuntary Leaver**

Refers to any individual who leaves the Trust due to ill health retirement or dismissal. In these circumstances, there will be no exit questionnaire/interview undertaken.

7.0 **When a resignation has been received**

7.1 The employee's line manager is to provide an acknowledgement of resignation letter (Appendix 1) along with the exit questionnaire (Appendix 2) and guidance on participating in the exit procedure.

8.0 Exit Questionnaire

- 8.1 The exit questionnaire has been designed to capture the opinions of staff leaving the Trust voluntarily. Although completion of the exit questionnaire is not mandatory employees should be encouraged to complete the form either on hard copy or electronically. The completed exit questionnaire should be returned to the relevant HR Manager. Although statistics from exit questionnaires will be produced and feedback on themes will be provided, this will be anonymous and confidentiality assured.
- 8.2 The information shared on the exit questionnaire will be forwarded to the HR department for consideration and analysis.
- 8.3 Where recurring themes are identified either Trust wide or for a specific area, HR will flag any arising concerns with the relevant Head of Nursing/Clinical Director/Head of Department and agree the appropriate way forward in resolving the issue and implementing necessary improvements, ensuring compliance with Trust Policy.
- 8.4 Similarly, where feedback is received that is positive and highlights good practise, this will also be shared with the relevant Head of Nursing/Clinical Director/Head of Department for cascading to the team and wider implementation where appropriate.
- 8.5 Analysis of the data received through the Exit questionnaire will be regularly reported to the Workforce Advisory Group, the Nurse Recruitment and Retention Group and the Finance and Performance Committee. All reports will not contain staff identifiable data.

9.0 Exit Interview

9.1 How to request an exit interview

- 9.1.1 Employees can request a face to face exit interview to support the completion of a questionnaire.
- 9.1.2 Exit interviews can be conducted by the employee's line manager. However, it is recognised that employees may not wish to discuss with their line manager all aspects of their employment during their time with the Trust and therefore, an employee can request an exit interview with an independent manager or HR representative.
- 9.1.3 Employees can approach their line manager to request and arrange an exit interview with them. Alternatively employees can contact the HR Manager for their area to arrange an exit interview with an independent manager. Details of this process are included in the acknowledgement of resignation letter (Appendix 1).

9.2 Preparation for an exit interview

- 9.2.1 It is recommended that the exit interview is conducted as soon as possible after the employee has communicated their decision to leave their employment with the Trust.
- 9.2.2 Consideration must be made as to where and when the interview is to be held.
- 9.2.3 It is important that arrangements are made to ensure the interview is not disturbed by diverting any phones and putting "do not disturb" signs on the door, etc.

9.3 The interview

- 9.3.1 Explain to the employee why you are conducting the exit interview and that you will be taking notes.
- 9.3.2 Describe the structure of the interview and given an estimate of how long the interview will last (around 30 minutes is an appropriate length unless any problems arise).
- 9.3.3 Remind the employee that all information will be treated sensitively and in confidence and that in analysis, the information will be anonymised.
- 9.3.4 Structure questions to aid completion of the exit questionnaire.
- 9.3.5 At the end of the interview complete the section at the bottom of page 4 of the Exit Questionnaire and ensure both parties sign to confirm the content.
- 9.3.6 Offer to provide a copy of the completed questionnaire to the individual employee to keep for their records.
- 9.3.7 Give the employee an opportunity ask any questions or mention anything that they may wish to discuss.
- 9.3.8 Inform the employee that they will have to return the follow (if applicable) on their last day, for example (refer to the leaver's checklist at Appendix 3):
 - ID badge
 - Uniform
 - Car Parking permit
 - Electronic equipment (e.g. lap top, lpad, mobile phone)

9.4 Closure

- 9.4.1 Thank the employee for their work in the department and wish them well for in their future career.
- 9.4.2 Ensure that the completed Exit Questionnaire is forward to the relevant HR Manager.
- 9.4.3 There may be occasions when issues of concern are raised during an Exit Interview. For example, when an employee alleges that they have been harassed or bullied by another member of staff/manager. In such cases, the person that conducted the Exit Interview should discuss the issues of concern with the relevant HR Manager.

10.0 The Last Day of Employment

- 10.1 The Leaver's Checklist (refer to Appendix 3) is to be completed by the line manager and signed by the employee and retained on the employee's personal file. Completion of the Leaver's Checklist will support managers/clinician's to ensure all aspects of the exit process are completed.

11.0 Confidentiality

- 11.1 The contents of completed exit questionnaires and exit interviews will be treated confidentially and in accordance with the Data Protection Act 1998. Overall themes from exit interviews carried out and from exit questionnaires completed and statistics will form the basis of monitoring reports. Statistics will be collated and shared although these will not include personal identifiable information. The only exception is when serious concerns are raised at an exit interview regarding, for example, allegations of harassment and/or bullying when the guidance at section 9.4.3 above should be followed.

12.0 Equality and Diversity

- 12.1 An Equality Impact Assessment (EIA) has been undertaken and no negative impact on any group was indicated (attached at Appendix 4).

13.0 Monitoring

- 13.1 An annual audit of a sample of leavers across all staff groups will be undertaken.
- 13.2 As a minimum the audit will assess completion of the Leaver's Checklist, participation in the exit interview and exit questionnaire process and the follow up in terms of reporting on emerging themes and how these themes inform future retention strategies.
- 13.4 The findings of this audit will be reported to Workforce Advisory Group and subsequently to the Finance and Performance Committee.
- 13.5 Where poor compliance is identified, actions will be developed in conjunction with the relevant HR Manager with timescales and named leads and implementation monitored at subsequent Workforces Advisory Group meetings. More frequent audit may be undertaken where compliance is poor.

14.0 Communication

- 14.1 Staff will be made aware of this policy via Staff Focus. The document will be stored for access to all on the Trust Intranet under HR Policies and on the Trust website.

Acknowledgement of Resignation Letter



DATE

Private & Confidential

NAME ADDRESS

Dear NAME

RE: Leaving Confirmation and Exit Questionnaire

Thank you for informing me that you wish to resign from your post as **TITLE** Mid Essex Hospitals NHS Trust.

I acknowledge receipt of your resignation letter and confirm that the effective date of termination of employment will be **DATE**. Please ensure you return any Trust property including mobile phone, laptop, iPad, ID badge, passes and keys to your line manager on your last day of employment.

I will complete the SWC Payroll Form and send this to payroll. You will receive your final pay in **MONTH** and this will include pay for any annual leave if owed to you. Any money owed to the Trust will be deducted from your final pay.

An understanding of the reasons for voluntary resignation can help the organisation learn and develop as a result, as well as re-assessing the attractiveness of the organisation as an employer.

It would be appreciated if you would complete the enclosed Exit Questionnaire and return this to **NAME** HR Manager. Alternatively, you can complete the form electronically by downloading the policy from the Trust Intranet and emailing it to the relevant HR Manager. You can also request to have an exit interview with myself or an independent manager or HR representative.

Please be aware that the information you provide in the Exit Questionnaire will be treated in the strictest confidence.

I would also like to take this opportunity to thank you for your contribution the Trust and wish you every success for the future.

Yours sincerely,

NAME
Job Title

Exit Questionnaire

This questionnaire has been designed to assist the Trust in finding out why our staff have decided to leave the Trust. In addition the information you provide will assist us in developing an effective recruitment and retention strategy and facilitate staff engagement.

All comments will be treated in the strictest of confidence and will not affect any reference or re-employment prospects. Please answer the questionnaire as honestly as possible.

Employment Details

Name & Payroll Number(Optional):	Job Title:	Line Manager:	Date:
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Please state your status and hours within the trust

Permanent	Temporary	Secondment	Fixed Term
	Full Time	Part time	

Reason for leaving, please indicate below:

1. Higher Salary/Pay	9. Changes in Health	
2. Career Progression	10. Concerns regarding quality of patient care (Please provide details below)	
3. Better job Opportunity	11. Concerns regarding your working environment (please provide details below)	
4. Low Staffing and skill set	12. Organisational Reasons (culture, policies)	
5. Relationship with Management	13. Hours of work/Flexibility/shift patterns	
6. Relationship with Colleagues	14. Location/Relocation/travelling distances	
7. Change of Career/new direction	15. Other:	
8. Personal reasons		

	Yes	No
Are you moving to a new role within the NHS?		
If yes, please state which organisation and role you will be moving to:		

Your feelings about the job you are leaving

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Did you have job satisfaction?					
Did you receive job recognition?					
Were you supported by your team?					
Would you have confidence in raising a complaint with your line manager?					
Were any problems/concerns dealt with promptly?					
Did your post allow flexibility with work/life balance?					

Relationships

Please rate the following relationships

	Very Poor	Poor	Good	Very Good	Excellent
Your relationship with your line manager?					
Your relationship with colleagues?					
How would you rate communications from senior members of staff?					
Describe the moral in your department					

Training and Development Opportunities

	Yes	No	Don't know
Have you received an appraisal/PDR in the last 12 months?			
If yes, did you find the appraisal/PDR constructive?			
Were the learning needs/training identified and fulfilled by the Trust?			

General Facilities

	Good	Satisfactory	Unsatisfactory
How would you rate the Environment?			
How would you rate the facilities provided?			
How would you rate your working environment in relation to Health and Safety?			

Overall experience as an employee of the Trust

	Very Poor	Poor	Good	Very Good
Please rate your overall experience within the trust.				

Overall impressions

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
New ideas were welcomed when put forward on my department.					
I felt confident in speaking Up about how things are in the organisation					
Communication is good and I know what is happening in the organisation					
I have encountered no violence or aggression in the course of my work					
I received sufficient training in order to do my job					
I felt that my workload was appropriate for my grade					
The morale in the department was good					
My supervisor/line manager was a good leader and role model					

What did you most enjoy about your role within the Trust?

Do you feel that your individual characteristics (listed below characteristics) have been fully respected by all staff in the workplace during your employment with the Trust? Please tick:

Age		Race		Pregnancy & Maternity		Sex	
Disability		Religion/Belief		Marriage & Civil partnership		Sexual Orientation	
Gender Reassignment		Please provide any Comments Good or bad:					

Is there anything your line manager could have done to retain you as an employee?

Yes No

If yes, please provide us with more details:

	Yes	No
Would you consider returning to employment within the Trust?		
Would you recommend working for the Trust to others?		

If no, please comment below:

Please add further comments regarding your experience within the Trust, Good or Bad if you wish:

Are you in agreement for the Trust to contact for further information?	Yes	No	
	<input type="checkbox"/>	<input type="checkbox"/>	
Were you offered an exit interview?	Yes	No	Declined
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Date exit interview completed			

Thank you for completing this questionnaire, please return it to your HR Manager, C452 level 4 west Wing 2, Broomfield Hospital or email electronically to HRDepartmentExitQuestionnaires@meht.nhs.uk

Leavers Checklist

Name: Title:

Last day of Employment:

Task	Tick	Date completed
Letter of resignation received		
Letter of acknowledgement and exit questionnaire provided		
Check any Study Leave Contract agreed to whether repayment of funds is due from Employee and follow process in accordance with the Trust Study Leave Policy		
Calculate annual leave entitlement and amount taken and due in accordance with the Trusts Annual Leave Policy and include information on SWC Payroll leavers form		
Complete SWC Payroll leavers Form and send to payroll		
Car Park Permit returned		
Keys returned		
ID badge returned		
Uniforms returned		
Library books returned		
Mobile phone/memory stick/Trust laptop/lpad/bleep returned		
Disable NHS smartcard		
Relocation expenses checked if refund is required		
Car salary sacrifice scheme notified if applicable		
Any other salary sacrifice scheme notified if applicable		
Any other Trust Property returned		

Leavers checklist completed by:

Manager's Name:..... Signature:.....

Date:.....

Staff Member's Signature:..... Date:.....

Equality Impact Assessment (EIA)

Title of document being impact-assessed: Leaving Employment Policy

Date of assessment: 15 March 2018

Lead person on the assessment; Lisa Mellor HR Operations Lead

Equality or human rights concern. <i>(see guidance notes below)</i>	Does this item have any differential impact on the equality groups listed? Brief description of impact.	How is this impact being addressed?
Gender	This policy and procedure applies equally to all characteristics listed.	
Race and ethnicity.	This policy and procedure applies equally to all characteristics listed.	
Disability	This policy and procedure applies equally to all characteristics listed.	Reasonable adjustments will be made to ensure staff with a disability are able to fully participate in the Exit interview/questionnaire process.
Religion, faith and belief.	This policy and procedure applies equally to all characteristics listed.	
Sexual orientation	This policy and procedure applies equally to all characteristics listed.	
Age.	This policy and procedure applies equally to all characteristics listed.	
Transgender people.	This policy and procedure applies equally to all characteristics listed.	
Social class	This policy and procedure applies equally to all characteristics listed.	
Carers	This policy and procedure applies equally to all characteristics listed.	

Assessor: Lisa Mellor

Date: March 2018