

LEAVER PROCESS AND CHECKLIST FOR ALL STAFF

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1. Introduction

Clinical Commissioning Group (hereafter known as the CCGs) recognise that in order to strive to become a good employer and an employer of choice, it is important to obtain the view and opinions of employees leaving the organisation on working within their department and for the CCG as a whole. This information can assist the organisation at a number of levels and serve a variety of purposes with the aim of continuously striving to improve our employment practices.

The aim of our Leavers Process is to therefore provide an opportunity for staff to give valuable information which will support the improvement of our future practices in terms of recruitment and selection, management and training, thus supporting the retention of staff.

2. Responsibilities

- 2.1 It is the responsibility of the Line Manager and employee to complete the Exit Interview, Exit Questionnaire and Leavers Checklist.
- 2.2 It is the responsibility of the HR Team to monitor that the Leaver Process is being conducted.
- 2.3 It is the responsibility of the HR Team and CCG to use the statistical information to improve employment practices.

3. Process

- 3.1 When a member of staff expresses an intention to leave the CCG, their line manager must discuss the reasons for this with them, in order that, where possible, problems are resolved, and the member of staff is retained in post.
- 3.2 Where a resignation is received, the line manager should ensure this is acknowledged and the opportunity for an Exit Interview is provided to the member of staff. If preferred, a member of staff can request to have their Exit Interview with another appropriate manager or a member of the HR Team. **Appendix 1 – Leaver Checklist** should be completed for all leavers.
- 3.3 The line manager should conduct an Exit Interview within the 2 weeks before the employee leaves the CCG.
- 3.4 During the Exit Interview, **Appendix 2 - Exit Interview Questionnaire** should be completed. At the end of the discussion, the member of staff and manager will be asked to sign the completed questionnaire.
- 3.5 All Exit Interview forms are to be sent to the HR Team, where the information is collated for statistical purposes.
- 3.6 The HR Team will record that the Leavers Questionnaire has been completed and checked against the monthly leaver's information. If a copy of the Exit Questionnaire has not been received once the employee has left employment, the HR Team will follow up with the appropriate line manager.

GUIDANCE NOTES FOR CONDUCTING EXIT INTERVIEWS

1. Purpose

The purpose of an Exit Interview is to fully investigate the reason for an employee resigning from their post and to use the feedback from the completion of the Exit Interview pro-forma to review the job content and to address any other important issues that are raised. The information gained from the Exit Interview can also be used to provide useful feedback in monitoring the effectiveness of recruitment and retention and may provide us with some of the underpinning knowledge we need to assist us with our recruitment and retention strategies.

2. Conducting the Interview

- 2.1. Managers should try to arrange Exit Interviews wherever possible.
- 2.2. Employees must not be forced to take part in an Exit Interview. Participation should be purely on a voluntary basis. Employees should be given the assurance that the details of the interview will not be entered on their personal file or disclosed in future references.
- 2.3. Employees should be offered a date and time for their Exit Interview which provides them with at least one week's notice.
- 2.4. Interviewers should make it clear to the employee that although in general, information obtained in the interview will be kept confidential any information which gives rise to concerns about the conduct of the establishment in which they work for indicates the possibility that misconduct may have occurred may be disclosed to their line management.
- 2.5. At no time should the Interviewer argue or disagree with the view of the employee. The Interviewer should write down all comments made by the employee.
- 2.6. Employees sometimes disclose information which may give cause for concern. If it is a situation which the Interviewer is unable to resolve, then advice should be sought from the HR Team.
- 2.7. Interviewers should encourage the staff member to provide specific reasons for leaving.
- 2.8. The Interviewer should ask open questions and allow the staff member to give their views. The Interviewer should never ask leading questions.
- 2.9. Where applicable the Interviewer should confirm the details of the staff member's new post.

Appendix 2

LEAVER CHECKLIST

Sections A and B to be completed by the Line Manager

Section A

Please ensure that ALL of the following criteria listed within Section A have been completed prior to the employee's last working day. Managers should tick each box to confirm that this has been completed.

		Please Tick
1	Letter of resignation in writing received OR notice letter given by employer	
2	Leavers form to be completed, via Easy system, by line manager (at earliest opportunity) <i>Including recalculation of leaving employee's annual leave entitlement</i> <i>Including calculation of study expenses in line with CCG's L&D policy (where applicable)</i>	
3	Letter of resignation acknowledgement and Exit Interview offered to leaving employee	
4	Exit Interview completed*	
5	Exit Interview Questionnaire completed*	
6	ICT informed to close down access to CCG systems / email accounts / internal phone extension	
*If neither the Exit Questionnaire nor Exit Interview has been completed, please provide the reasons below.		

Section B

All CCG items should be returned to the line manager. Return of items should be recorded on the form below and the completed and signed form held on the personal file.

Item	Returned To	Signature of Receiver	Date
CCG ID Badge/ Security Access Swipe Card			
Uniform (if applicable)			
Other Name Badges/Photo ID/ESR Smartcard			

Lease Car / Car Parking Permits			
Keys			
Laptop/iPad/all cables			
Mobile Phone/all cables			
USB Token			

Please state below if any additional CCG property has been returned by the leaving employee.

Item	Returned To	Signature of Receiver	Date

Section C

Please sign and place on the individual's staff file held at the CCG.

	Name	Signature	Date
Leaving Employee:			
Line Manager:			

Point of Contact

If you have any questions related to this protocol, then please contact

- Lease Cars – Fleet Solutions 0344 811 8228 (option 1) or email: enquiry@nhsfleetsolutions.co.uk
- ICT Related Equipment – MLCSU 0300 555 0212

Appendix 3

EXIT INTERVIEW QUESTIONNAIRE – to be completed by the member of staff

Employee Name:		Assignment No:	
Department:		Hours:	
Job Title:		Band:	

How long have you worked for the CCG?

Less than 6 months	
More than 6 months but less than 1 year	
More than 1 year but less than 5 years	

Please confirm your total NHS service?

More than 6 months but less than 1 year	
More than 1 year but less than 5 years	
More than 5 years but less than 10 years	
More than 10 years but less than 15 years	
More than 15 year but less than 20 years	
Over 20 years	

Reasons for leaving (please tick a maximum of 3 boxes)

Fixed term contract ended	
Promotion	
Career change	
Further Education	
Ill Health	
Retirement	
Redundancy	
Caring/family responsibilities	
Pay & benefits	
Training & development opportunities	
Working Hours	
Physical working environment	
Geographical location of working environment	
Incompatible working relationships	
Dissatisfaction with organisation (ie governance, values, beliefs)	
Other:	

Where are you moving to?

Another NHS organisation	
Outside of the NHS	
Not employed	
Other	

Part 2

This section of the questionnaire consists of a number of statements. Each statement is accompanied by a scale which indicates how much influence these reasons had on your decision to leave.

A	B	C	D
Very influential	Influential	Slightly influential	Not influential at all

Reason	A	B	C	D
General working environment/conditions				
Pay				
Equal Opportunities				
Career structure				
Relevant training and development opportunities				
Dissatisfaction with job				
Job description didn't match the reality of the role				
Insufficient corporate induction				
Inadequate workplace induction or on the job training				
Excessive workload (volume of work)				
Being bored (volume of work)				
Work not challenging enough (content of work)				
Excessive stress (content of work)				
Insufficient staffing levels				
Working relationships with colleagues				
Working relationships with managers				
Equity within team/department				
Poor communication within team/department				
Poor communication within organisation				
Feeling undervalued				

Reason	A	B	C	D
Frustration with working practices				
Little scope/encouragement to use initiative				
Opportunity to make/influence changes				
Feeling isolated/lack of wider involvement				
Too much 'red tape'				
Inadequate I.T. or technical equipment to carry out role				
Harassment/Bullying by patients, clients or the public				
Harassment/Bullying by colleagues, managers or other staff				
Violence/Aggression from patients, clients or the public				
Violence/Aggression from colleagues, managers or other staff				
Flexibility/working hours				
Transport difficulties – cost				
Transport difficulties – time or accessibility				
Poor/lack of carer leave				
Inaccessibility of childcare facilities				
Cost of childcare facilities				
Leave entitlement				
Profession not respected				
Lack of recognition for experience gained outside of the NHS				
Fear of job security				
Low staff morale				
Change in working practices				
Forced change to job role/location				
Lack of flexibility to accommodate disability/ill health				
Health and Safety concerns				
Other (Please state briefly):				
Additional Comments (in relation to any of your responses above):				

The CCG as a Good Employer

Please read the statements below and indicate how you feel about each statements:

1	strongly disagree	3	Agree			
2	disagree	4	strongly agree			
Statement			1	2	3	4
I understood how my role supported the CCG(s) in achieving its objectives and overall vision						
I felt my role was important and I could clearly see how it contributed to the objectives and vision of the CCG(s)						
I understood how my team contributed to the delivery of the CCG(s) objectives and vision						
I worked well with others to accomplish the objectives and vision of our CCG(s)						
I believe the activities we undertook worked towards the identified needs of the local population						
I believe we engaged with and listened to our population in the decisions we took on the provision of healthcare for the CCG(s)						
I feel I was treated with dignity and respect by my manager						
I feel I was treated with dignity and respect by my colleagues						
I felt valued by my manager for my achievements						
I was encouraged to contribute to decision-making in my area of work						
I feel my manager encouraged and listened to my views and opinions						
I feel my manager was approachable in dealing with any of my concerns						
I believe there were adequate opportunities within the CCG(s) for my career progression						
I feel my skills were fully utilised in my post						
I feel I was adequately paid for my role and responsibilities						

I was satisfied with my working arrangements i.e. hours and working pattern				
In my opinion, the CCG(s) offered alternative ways of working to balance work with home life				

	YES	NO
In the last 12 months did you have an appraisal with your manager?		
If yes, did you have an agreed Personal Development Review Plan?		
Would you recommend the CCG(s) as an employer?		
Given the opportunity, would you return to work for the CCG(s)?		

What were the best aspects of your job?

Are there any areas for improvement that you suggest?

In order of priority, please give 3 reasons that would have kept you working for the CCG?

1.

2.

3.

Are there any other comments you wish to make?

Would you like to make an appointment to meet with a member of the HR Team to discuss the reasons for leaving this employment? YES/NO

If yes, please give a contact number where you can be reached: _____

It is Human Resources' role to use this information in a positive and professional manner. If you do not wish the information you have provided, to be divulged (e.g. to your manager) this will be respected by HR but may restrict the actions which can be taken.

Please indicate your wishes. OK to use Strictly confidential

Please forward your completed exit interview form to zena.richards1@nhs.net
Thank you for completing this questionnaire.