Staff Leaving Policy	Plymouth Hospitals NHS NHS Trust

Issue Date	Review Date	Version
May 2018	**Extended to February 2020**	**7**

Purpose

The purpose of this policy is to set out the process for staff leaving the Trust.

Who should read this document?

This policy applies to all employees of the Trust.

Key messages

It is recognised that some employees may choose to leave the organisation and it is important to the Trust that a clear understanding is reached for the reasons behind such decisions. The Trust has put in place mechanisms to capture this information and to ensure that it is used appropriately and sensitively, to try where possible, to improve the workplace for the future.

Accountabilities

Production	OD Facilitator
Review and approval	Joint Staff Negotiating Committee
Ratification	Director of People
Dissemination	OD Team
Compliance	Director of People

Links to other policies and procedures

Leave Policy
Dispute and Grievance Policy
Flexible Working Policy
Bullying & Harassment Policy & Procedure
Retirement Policy
Staff Leaving Guidance

Version History

1	1st November 2008	Discussion at JSNC
2	23rd July 2009	Reformatted, EIA, dissemination plan & checklist included
3	1st March 2011	Policy amended in line with the Equality Act 2010
4	April 2013	Updated and changed to policy
5	January 2015	Review of policy
6	May 2018	Review of policy
7	August 2019	Extended by Richard Maguire & Lisa White to February 2020

PHNT is committed to creating a fully inclusive and accessible service.

Making equality and diversity an integral part of the business will enable us to enhance the services we deliver and better meet the needs of patients and staff.

We will treat people with dignity and respect, actively promote equality and diversity, and eliminate all forms of discrimination regardless of (but not limited to) age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage/civil partnership and pregnancy/ maternity.

An electronic version of this document is available on the Trust Documents Network Share Folder (G:\TrustDocuments). Larger text, Braille and Audio versions can be made available upon request.

1	Introduction

University Hospitals Plymouth NHS Trust is constantly striving to provide a working environment, which enables employees to have a long and rewarding career within their chosen field.

It is recognised however, that some employees may choose to leave the organisation and it is important to the Trust that a clear understanding is reached for the reasons behind such decisions. The Trust has put in place mechanisms to capture this information and to ensure that it is used appropriately and sensitively, to try where possible, to improve the workplace for the future.

The Trust is committed to exploring all potential options when an employee tenders their resignation, to attempt to see if an alternative course of action may be possible, so that the skills of that member of staff may be retained by the organisation.

2	Purpose, including legal or regulatory background

The Staff Leaving policy is the formal framework for collating feedback from employees as they leave the organisation, with a view to using this information to enable the Trust to improve its ability to retain employees in the future.

The Trust will ensure that information is gathered in a confidential manner and used to carry out an evaluation of current practices and policies and, where necessary, be used to inform the development of the working environment at the Trust. The process is in a standard format to ensure that all employees are treated fairly and equitably and that the data gathered is consistent.

The data gathered will form part of the Human Resources (HR) Directorate reporting process through to the Trust Board.

3	Definitions

Notice – advance notification of intention to leave a contract

Confidential - entrusted with another's confidences

Informal meeting – a meeting between employee(s) and their manager to discuss issues related to the employee(s) in a non-formal setting.

4	Duties

The Trust is responsible for dealing with information gleaned in an appropriate, confidential and sensitive manner and to ensure that action is taken if and where appropriate.

Responsibilities of the HR Directorate are to:

▪ To advise and support line managers and employees on the interpretation and application of this policy.

▪ To work in partnership with Managers and Trade Union Representatives to ensure consistency and fairness in the way the policy is applied to employees, identify areas of ineffective practice and address as appropriate.

- Provide advice and guidance on any potential actions to be taken on a monthly basis.
- Provide and interpret data on a monthly basis in relation to staff turnover.

Responsibilities of the line manager are to:
- To provide an opportunity for an employee to discuss informally and openly the reasons for leaving and to take any appropriate action
- To use the Managers Exit Interview Questions and reporting documentation which can be found on StaffNET at http://staffnet.plymouth.nhs.uk/Staff/HumanResources/OperationalHR.aspx and return it to the OD Team.
- To complete a termination form and send to the Workforce Development Team within 48 hours
- To ensure the policy is applied fairly and consistently.
- To seek help and advice from the HR and OD Team.
- Completion of the required documentation e.g. leavers property return form and exit checklist which can be found on StaffNET at http://staffnet.plymouth.nhs.uk/Staff/HumanResources/OperationalHR.aspx
- Acknowledge retirements or resignations with an appropriate personal acknowledgment letter. For example, reflecting long service or the contribution staff have made.
- To put measures in place to hold an informal exit interview with all leavers.
- To consider trends in the feedback and take appropriate action.

Responsibilities of the employee are to:
- To ensure they follow the correct process to resign from the Trust. Notice periods and employee process can be found on StaffNET at http://staffnet.plymouth.nhs.uk/Staff/HumanResources/OperationalHR.aspx
- To give honest and open feedback either on the voluntary on-line survey or during an exit interview to support with the on-going improvements for staff in the workplace.

Additional options

In addition to the exit interview with the line manager, employees also have the following options to give feedback:
- Speak in confidence to the HR Team
- Undertake a non-attributable exit interview with the OD Team
- Complete the confidential on-line survey

FURTHER GUIDANCE

All documentation that **MUST** be completed when an employee is leaving, checklists and additional guidance can be found on Trust Documents on StaffNET at
http://staffnet.plymouth.nhs.uk/Staff/HumanResources/OperationalHR.aspx

5	General Principles

The Trust values the contribution that each employee makes to the success of University Hospitals Plymouth NHS Trust and wishes to retain the skills of individuals, wherever possible.

The Trust sets out the way in which it expects staff to be treated and the mechanisms for addressing problems in a variety of procedure documents including Bullying & Harassment, Dispute and Grievance, and Flexible Working. If the principles of these policies are not followed, then the Trust is committed to taking the appropriate action, with consultation with the employee involved.

6	Confidentiality

Employees completing the on-line survey or attending an exit interview should be aware that the information collated will be treated as confidential. However, where there are instances where the OD Team identifies a risk, the information will be used to address any issues in the department in question.

7	Process for employees leaving the Trust

The period of written notice, which can be given at any time by the employee or by the Trust is dependent upon the pay band of the employee.

Band 1 – 6*   4 weeks' notice

Bands 7   8 weeks' notice

Bands 8a and above   12 weeks' notice

*Please note that for staff that commenced in the Trust on or after 1st May 2013, the standard notice period that Band 5 & 6 staff need to give to the Trust, who require registration of any sort including but not exclusive of RNs, ODPs, Audiologists, Physiotherapists, Occupational Therapists, Radiographers and Dieticians, is **8 weeks**. The notice periods for which the Trust provides to staff when ending employment, is as per detail above.

Employees are expected to work their full period of notice. Any deviation from the full notice period must be fully agreed by the line manager. Unless there are special circumstances which prevent the employee from giving or working the period of notice, not doing so could result in the loss of pay that may be due to the employee.

The following process should take place:

Step 1

The employee notifies their line manager that it is their intention to resign either verbally or in writing. If the employee is providing notice of flexible retirement/full retirement the manager must refer to the Retirement Policy and should contact the HR Team for advice.

Step 2

Written notice should be provided, by the employee, in line with their contract of employment. The manager will need to calculate the annual leave and bank holiday entitlement for that employee up until their last working day. Managers should refer to the guidance on annual leave and bank holiday entitlement which is available from the StaffNet. If an employee has overtaken their entitlements the Trust has the right to claim this from the final salary and the manager should ensure that this information is stated on the termination form and notify the employee.

Step 3

Employees have the option of a one-to-one exit Interview with a member of the OD Team. A member of staff wishing to take up this opportunity should either complete the relevant section of the on-line survey or they will automatically be contacted via email by a member of the OD Team.

8	Overall Responsibility for the document

The Senior Management Team and the Director of Workforce and OD in conjunction with the JSNC Policy Group is responsible for ratifying this document. The Director of Workforce and OD has overall responsibility for the dissemination, implementation and review of this policy.

9	Consultation and ratification

The Director of People is responsible for ratifying this document and has overall responsibility for the dissemination, implementation and review of this policy.

This policy will be reviewed by the Policy Sub Group of the Joint Staff Negotiating Committee and will be signed by the staff side chair and the Director of Workforce.

This policy will be reviewed on an annual basis and the procedure will be revised as and when necessary.

10	Dissemination and Implementation

Following approval and ratification by the appropriate group, this policy will be rolled out across the Trust.

Publication of this policy will be publicised in Vital Signs, the Trust's weekly staff news briefing and it will be available electronically on the TrustDocument Network Share Folder.

11	Monitoring compliance and effectiveness

Monitoring of this policy will be undertaken by the Director of People. This will be performed through an analysis of the leaver's data by the OD Team and any concerns will be raised with the Director of People, HR Business Partners and staff side as deemed appropriate. Actions will be addressed and the learning from these will be followed up with the relevant departments.

Analysis of the monitoring of this policy will be reported on at least annually to the HR & OD Committee and Trust Board.

The standards and Key Performance Indicators identified with the implementation of this policy are the NHSLA, Standards as determined by the Care Quality Commission.

12	References and associated documentation

Further guidance on the use of this policy is available from the HR Team, or your trade union/ professional organisation representative.

Useful websites: www.acas.org.uk ; www.nhsemployers.org ; www.dh.gov.uk

Dissemination Plan	Appendix 1

Core Information	
Document Title	Staff Leaving policy
Date Finalised	January 2015
Dissemination Lead	OD Facilitator
Previous Documents	
Previous document in use?	Yes
Action to retrieve old copies.	N/A

Dissemination Plan				
Recipient(s)	**When**	**How**	**Responsibility**	**Progress update**
All Trust Staff	April 2015	Vital Signs	OD Facilitator	

Review		
Title	Is the title clear and unambiguous?	Yes
	Is it clear whether the document is a policy, procedure, protocol, framework, APN or SOP?	Yes
	Does the style & format comply?	Yes
Rationale	Are reasons for development of the document stated?	Yes
Development Process	Is the method described in brief?	Yes
	Are people involved in the development identified?	Yes
	Has a reasonable attempt has been made to ensure relevant expertise has been used?	Yes
	Is there evidence of consultation with stakeholders and users?	Yes
Content	Is the objective of the document clear?	Yes
	Is the target population clear and unambiguous?	Yes
	Are the intended outcomes described?	Yes
	Are the statements clear and unambiguous?	Yes
Evidence Base	Is the type of evidence to support the document identified explicitly?	Yes
	Are key references cited and in full?	Yes
	Are supporting documents referenced?	Yes
Approval	Does the document identify which committee/group will review it?	Yes
	If appropriate have the joint Human Resources/staff side committee (or equivalent) approved the document?	Yes
	Does the document identify which Executive Director will ratify it?	Yes
Dissemination & Implementation	Is there an outline/plan to identify how this will be done?	Yes
	Does the plan include the necessary training/support to ensure compliance?	Yes
Document Control	Does the document identify where it will be held?	Yes
	Have archiving arrangements for superseded documents been addressed?	Yes
Monitoring Compliance & Effectiveness	Are there measurable standards or KPIs to support the monitoring of compliance with and effectiveness of the document?	Yes
	Is there a plan to review or audit compliance with the document?	Yes
Review Date	Is the review date identified?	Yes
	Is the frequency of review identified? If so is it acceptable?	Yes
Overall Responsibility	Is it clear who will be responsible for co-ordinating the dissemination, implementation and review of the document?	Yes

Equalities and Human Rights Impact Assessment	Appendix 3

Core Information	
Manager	Jayne Middleman
Directorate	HR & OD
Date	January 2015
Title	Staff Leaving/Exit Policy
What are the aims, objectives & projected outcomes?	The Staff Leaving policyis the formal framework for collating feedback from employees as they leave the organisation, with a view to using this information to enable the Trust to improve its ability to retain employees in the future. The Trust will ensure that information is gathered in a confidential manner and used to carry out an evaluation of current practices and policies and, where necessary, be used to inform the development of the working environment at the Trust. The process is in a standard format to ensure that all employees are treated fairly and equitably and that the data gathered is consistent.

Scope of the assessment

The Trust is committed to exploring all potential options when an employee tenders their resignation, to attempt to see if an alternative course of action may be possible, so that the skills of that member of staff may be retained by the organisation.

The Public Sector Duty requires the monitoring of reasons that people leave the organisation this data will be monitored and data published as per the requirements.

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Collecting data

Race	There could potentially be an impact on staff whose first language isn't English and who request an exit interview. Special attention must be paid to ensuring that employees for whom English is not their first language are supported through the process. From Jan to Dec 2014 the workforce data identified:

BME	
White	79.0%
BME	18.2%
Undisclosed	2.8%

Requests for documentation in alternative formats will be actioned as required.

The Trust do not currently monitor reasons for leaving by protected characteristics, this is an area that needs improving.

This area will continue to be monitored through workforce data reporting and analysis and any feedback from line managers/trade unions

Religion	
	There is no evidence to suggest there is a disproportionate impact on religion.
	From Jan to Dec 2014 the workforce data identified:
	Religion **%** Atheism 12.3 Buddhism 1.6 Christianity 43.4 Hinduism 2.0 Islam 2.1 Jainism 0.2 Judaism 0.1 Sikhism 0.1 Other 5.0 Undeclared 33.3
	The Trust do not currently monitor reasons for leaving by protected characteristics, this is an area that needs improving.
	This area will continue to be monitored through workforce data reporting and analysis and any feedback from line managers/trade union
Disability	There is no evidence to suggest there is a disproportionate impact on disability.
	From Jan to Dec 2014 the workforce data identified:
	Disability **Total** **%** Disabled 2.0 Not Disabled 83.6 Undeclared 13.8 Undefined 0.7
	Reasonable adjustments will be made as required for employees requesting them for completion of forms, survey and if they are required for the exit interview process.
	The Trust do not currently monitor reasons for leaving by protected characteristics, this is an area that needs improving.
	This area will continue to be monitored through workforce data reporting and analysis and any feedback from line managers/trade union

Sex	There is no evidence to suggest there is a disproportionate impact on sex. From Jan to Dec 2014 the workforce data identified: | **Sex**	**Total**	**%**
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Male		31.9
Female		68.1	 The Trust do not currently monitor reasons for leaving by protected characteristics, this is an area that needs improving. This area will continue to be monitored through workforce data reporting and analysis and any feedback from line managers/trade union
Gender Identity	There is currently no data collected for this protected characteristic so we are unaware of the impact in this area, data will be monitored for this particular protected characteristic thorough any feedback from line managers/trade union
Sexual Orientation	There is no evidence to suggest there is a disproportionate impact on sexual orientation. From Jan to Dec 2014 the workforce data identified: 	**Sexual Orientation**	**%**
Bisexual	0.3
Gay	1.1
Heterosexual	72.1
Lesbian	0.3
Undeclared	25.3
Undefined	1.0 | The Trust do not currently monitor reasons for leaving by protected characteristics, this is an area that needs improving. This area will continue to be monitored through workforce data reporting and analysis and any feedback from line managers/trade union

Age	There is no evidence to suggest there is a disproportionate impact on age (these include people that take retirement and flexible retirement): From Jan to Dec 2014 the workforce data identified: <table><tr><td>**Age Group**</td><td>**Total**</td><td>**%**</td></tr><tr><td>Under 20</td><td></td><td>1.6</td></tr><tr><td>20-24</td><td></td><td>7.2</td></tr><tr><td>25-29</td><td></td><td>23.3</td></tr><tr><td>30-34</td><td></td><td>18.1</td></tr><tr><td>35-39</td><td></td><td>13.5</td></tr><tr><td>40-44</td><td></td><td>6.9</td></tr><tr><td>45-49</td><td></td><td>5.2</td></tr><tr><td>50-54</td><td></td><td>5.2</td></tr><tr><td>55-59</td><td></td><td>8.8</td></tr><tr><td>60-64</td><td></td><td>6.8</td></tr><tr><td>65-69</td><td></td><td>2.8</td></tr><tr><td>70 & Above</td><td></td><td>0.8</td></tr></table> The Trust do not currently monitor reasons for leaving by protected characteristics, this is an area that needs improving. This area will continue to be monitored through workforce data reporting and analysis and any feedback from line managers/trade union
Socio-Economic	There is no evidence to show an impact on Socio-Economics
Human Rights	There is no evidence to show an impact on Human Rights
What are the overall trends/patterns in the above data?	No trends or patterns identified at this stage. However, workforce data will continue to be monitored and any trends or patterns will be identified and appropriate actions will be put in place.
Specific issues and data gaps that may need to be addressed through consultation or further research	There is currently no data to monitor the impact on gender identity, socio-economic and human rights. The Trust do not currently monitor reasons for leaving by protected characteristics, this is an area that needs improving.

Involving and consulting stakeholders

Internal involvement and consultation	HRBPs Policy Sub Group
External involvement and consultation	

Impact Assessment

Overall assessment and analysis of the evidence	There could potentially be an impact on staff whose first language isn't English and who request an exit interview. Special attention must be paid to ensuring that employees for whom English is not their first language are supported through the process. Requests for documentation in alternative formats will be actioned as required. Reasonable adjustments will be made as required for employees requesting them for completion of forms, survey and if they are required for the exit interview process. The Trust do not currently monitor reasons for leaving by protected characteristics, this is an area that needs improving. There is currently no data to monitor the impact on gender identity, socio-economic and human rights

Action Plan

Action	Owner	Risks	Completion Date	Progress update
Monitoring of workforce data on a regular basis	Bill Chapman		On-going	Action will be taken as and when required.
Improvement of data on "reasons for leaving" by protected characteristic	Bill Chapman		On-going	Action will be taken as and when required.
Monitoring of the "reason for leaving data"	Bill Chapman		On-going	Action will be taken as and when required.