NHS
Cheshire and Wirral Partnership
NHS Foundation Trust

Document level: Trustwide (TW)
Code: HR10
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Leaver feedback policy (formerly exit interview policy)

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Type of document	Policy
Target audience	All CWP staff
Document purpose	To ensure that feedback is obtained from staff leaving the trust in order to inform our workforce and OD strategies

Approving meeting	People and Organisational Development Sub Committee	November 2018
Implementation date	01/03/2019	

CWP documents to be read in conjunction with	
HR3.4	Grievance policy and procedure
HR3.8	How to raise and escalate concerns within work (incorporating whistleblowing) policy

Document change history	
What is different?	Streamlined the process
Appendices / electronic forms	A number of appendices have been removed
What is the impact of change?	The policy has been streamlined and will now only apply to staff who leave the trust - previously it applied to staff moving post within the organisation

Training requirements	No - Training requirements for this policy are in accordance with the CWP Training Needs Analysis (TNA) with Education CWP.

Document consultation	
Clinical Services	Consultation via People and Organisational Development Sub Committee
Corporate services	Consultation via People and Organisational Development Sub Committee
External agencies	N/A

Financial resource implications	No

External references	
1. N/A	

Equality Impact Assessment (EIA) - Initial assessment	**Yes/No**	**Comments**
Does this document affect one group less or more favourably than another on the basis of:		
- Race	No	
- Ethnic origins (including gypsies and travellers)	No	
- Nationality	No	

Equality Impact Assessment (EIA) - Initial assessment	Yes/No	Comments
- Gender	No	
- Culture	No	
- Religion or belief	No	
- Sexual orientation including lesbian, gay and bisexual people	No	
- Age	No	
- Disability - learning disabilities, physical disability, sensory impairment and mental health problems	No	
Is there any evidence that some groups are affected differently?	No	
If you have identified potential discrimination, are there any exceptions valid, legal and/or justifiable? N/A		
Is the impact of the document likely to be negative?	No	
- If so can the impact be avoided?	N/A	
- What alternatives are there to achieving the document without the impact?	N/A	
- Can we reduce the impact by taking different action?	N/A	
Where an adverse or negative impact on equality group(s) has been identified during the initial screening process a full EIA assessment should be conducted. If you have identified a potential discriminatory impact of this procedural document, please refer it to the human resource department together with any suggestions as to the action required to avoid / reduce this impact. For advice in respect of answering the above questions, please contact the human resource department.		
Was a full impact assessment required?	No	
What is the level of impact?	Low	

Content

Leaver feedback process flowchart

Employee informs line manager they are leaving.

Meeting with line manager (or alternative manager) takes place.

Line managers identifies
- If any improvements can be made and / or
- Any specific actions need to be followed up

Employee completes
- On line survey or
- Hard copy questionnaire

People and OD Services reviews feedback and

- Reports anonymised trend information back to services and PODSC
- Follows up any issues of concern

1. Introduction

Cheshire & Wirral Partnership NHS Foundation Trust (CWP) is committed to obtaining from staff who leave the trust feedback about their experience so that we can continuously improve.

Feedback can helpfully inform the development of our people and organisational development strategies and tell us how we might improve the experience of staff who work for CWP. Information gathered will be particularly relevant to shaping our recruitment and retention strategies in order that the trust continues to be 'an employer of choice".

2. Aims, Purpose and Scope

The aims of the policy are to;

- display openness and integrity by providing staff leaving the trust the opportunity to provide feedback;
- establish the reason(s) why employees are leaving;
- understand what staff liked or disliked about working for CWP, to inform changes and make improvements;
- identify areas of good practice:
- identify potential issues of concern and address where required;
- set out how the trust will monitor/use information collected.

3. Process

When a member of staff informs their line manager of their intention to resign and/or provides the manager with a resignation letter, the manager should arrange a meeting to discuss the resignation.

In addition staff will also be asked to complete an online questionnaire https://www.surveymonkey.com/r/cwpleaverfeedback alternatively a hard copy of the questionnaire is attached at appendix 1.

The line manager should advise the member of staff that if for any reason they would prefer to meet with a more senior manager or a line manager from another area this can be arranged. Alternatively the member of staff may contact the Human Resources (HR) Team on 01244 393126 and request that arrangements are made to meet with a member of the HR Team or they can contact their staff side representative and request a meeting.

The meeting should take place as soon as possible after the line manager is informed that the member of staff has resigned or thinking of resigning as this might provide an opportunity for the member of staff to reconsider their decision to leave.

The manager conducting the meeting should explain the following;

- the purpose of the meeting;
- that all information will be treated sensitively and in confidence;
- how the information will be used;
- that any information provided via the leaver questionnaire will be anonymised for reporting purposes.

The discussion will be conducted in confidence. If a hard copy of the questionnaire (see appendix 2) is completed either during the meeting or at another time, it should be sent to the HR Team. The information gathered will assist in monitoring the effectiveness of employment practices and procedures and will be analysed in respect of the reasons why staff leave the organisation. Regular

reports will be produced from the information gathered, giving a breakdown of leavers by staff group, reasons for leaving and where staff are going. This information will be made available to Care Groups/Clinical Support Services and reported to People and Organisational Development Sub Committee. The information will as far as possible provide anonymity for staff however, where any areas of concern are discovered, these may have to be investigated further.

All information provided to People and OD Services will be stored electronically and used in line with the General Data Protection Regulations (2018). Information will not be stored on personal files but used purely for monitoring and reporting purposes as described above unless agreed otherwise with the member of staff.

The member of staff's opinions of their experience of working for CWP should be explored during the meeting.

The main areas for discussion are;
- overall experience of working for CWP;
- reasons for leaving;
- job satisfaction;
- nature of work;
- relationships with team/management;
- level of support;
- what the trust is good at and what could we do differently or better.

If for any reason the member of staff does not wish to meet they should be encouraged to complete the questionnaire.

4. What happens if issues of concern are raised?
If during the discussion a member of staff raises a grievance then they should be asked how they wish the matter might be resolved and wherever possible an informal resolution should be explored. If they wish to raise it formally then the trust's grievance procedure should be referred to with particular reference to the process to be followed when someone leaves the trust; see the grievance policy and procedure.

Where more serious concerns are raised, for example, the member of staff may allege that they have been harassed or bullied by another member of staff and/or manager, the trust may be obliged to investigate and it may not be possible to maintain absolute confidentiality. In these circumstances a discussion should take place about how best the member of staff might be supported and whether they are willing to provide further information.

The member of staff should also be advised of the option of raising their concerns via the Speak up Guardian and referred to the How to raise and escalate concerns within work (incorporating whistleblowing) policy.

 Staff may also seek advice from HR, Workforce Wellbeing Service or their staff side representative.

5. Leaver Checklist for Managers
At the point at which the HR Team are notified via a leaver notification that a staff member is leaving they will send a reminder to the manager to access the leaver checklist.

Appendix 1 - Leaver feedback questionnaire

Name:　　　　**(Optional)**

Job Type:
☐ Administrative / clerical
☐ Allied Health Professional
☐ Maintenance / ancillary
☐ Medical / dental
☐ Nursing (registered)
☐ Nursing (unregistered)
☐ Scientific and technical

Care Group/Service:
☐ Specialist Mental Health (Bed based services)
☐ Specialist Mental Health (Placed based services)
☐ Children and Young People
☐ Learning Disabilities and NDD
☐ Neighbourhoods
☐ Clinical Support Services (Facilities, Finance, HR, Informatics, etc.)
☐ All Age Disability

Length of time in role:
　　　Years　　　Months

Length of NHS Service:
☐ Less than 5 years
☐ 5-10 years
☐ 11-20 years
☐ 21-30 years
☐ 31-40 years
☐ 41 years +

1. What's next for you?

☐ NHS role in the North West (at:) NHS
☐ role elsewhere (at:)
☐ Non-NHS role in the healthcare sector
☐ Employment outside the healthcare sector
☐ Further education
☐ Flexible retirement
☐ Retirement
☐ Unsure
☐ Other:

2. Reasons for leaving (rank as many as apply, with 1 as the main reason):

☐ Better Location
☐ Better Pay
☐ Better training / Learning and Development opportunities
☐ More interesting / challenging work
☐ Better career progression opportunities
☐ Better work-life balance
☐ Further education
☐ Family commitments
☐ Retirement
☐ Redundancy/end of contract
☐ Dissatisfaction with the opportunities available in current role
☐ Dissatisfaction with your role
☐ Dissatisfaction with the working environment
☐ Other:

3. Comments:

Job Role

4. Was your job description accurate and up-to-date?
☐Yes ☐No ☐Somewhat

5. Were your duties clear?
☐Yes ☐No ☐Somewhat

6. Did you understand how your role fitted into the wider organisation and its aims?
☐Yes ☐No ☐Somewhat

Nature of Work

7. Was the volume of work appropriate?
☐Too much ☐About right ☐Too little

8. Was your work sufficiently challenging?
☐Too much ☐About right ☐Too little

9. Was your work interesting?
☐Always ☐Often ☐Sometimes ☐Rarely ☐Never

10. Did you face unachievable deadlines?
☐Always ☐Often ☐Sometimes ☐Rarely ☐Never

11. Did you feel pressure to work long hours?
☐Always ☐Often ☐Sometimes ☐Rarely ☐Never

12. Did you get a say in which duties you performed?
☐Always ☐Often ☐Sometimes ☐Rarely ☐Never

13. Did you get a say in how you carried out your duties?
☐Always ☐Often ☐Sometimes ☐Rarely ☐Never

14. Were you able to work flexibly (hours of work, shift pattern, days worked in the week)?
☐Always ☐Often ☐Sometimes ☐Rarely ☐Never

15. Comments:

Management

16. Did you receive supervision from your line manager?
☐Yes ☐No ☐Somewhat

17. Was supervision sufficient?
☐Yes ☐No ☐Somewhat

18. Did you have an annual performance review?
☐Yes ☐No ☐Somewhat

19. Were you clear about what was expected of you?
☐Yes ☐No ☐Somewhat

20. Could you talk to your line manager about any problems or concerns?
☐Yes ☐No ☐Somewhat

21. Did you feel supported by your line manager?
☐Yes ☐No ☐Somewhat

22. Did you feel your line manager recognised and encouraged your contributions?
☐Yes ☐No ☐Somewhat

23. Did your line manager consult you about any changes?
☐Yes ☐No ☐Somewhat

24. Were you given sufficient opportunity to question your manager about proposed changes?
☐Yes ☐No ☐Somewhat

Relationships

25. Generally, were relationships within your team good?
☐ Always ☐ Often ☐ Sometimes ☐ Rarely ☐ Never

26. Was morale in the team good?
☐ Always ☐ Often ☐ Sometimes ☐ Rarely ☐ Never

27. Was there friction, or arguments between team members?
☐ Always ☐ Often ☐ Sometimes ☐ Rarely ☐ Never

28. Were you ever subject to inappropriate behaviour from colleagues?
☐ Always ☐ Often ☐ Sometimes ☐ Rarely ☐ Never

29. Did you witness inappropriate behaviour from colleagues towards others?
☐ Always ☐ Often ☐ Sometimes ☐ Rarely ☐ Never

30. Comments

Support

31. Did you feel supported by colleagues?
☐Yes ☐No ☐Somewhat

32. Did you feel respected by colleagues?
☐Yes ☐No ☐Somewhat

33. Were you aware of the staff support service?
☐Yes ☐No ☐Somewhat

34. Were staff support and wellbeing initiatives brought to your attention?
☐Yes ☐No ☐Somewhat

35. Were there sufficient opportunities for Learning and Development or training?
☐Yes ☐No ☐Somewhat

36. Were there sufficient opportunities for career development?
☐Yes ☐No ☐Somewhat

Finally

37. Have you enjoyed your time at CWP/in your present role?
☐Yes ☐No ☐Somewhat

38. Would you consider returning to CWP/your present work area in the future?
☐Yes ☐No ☐Somewhat

39. Would you recommend us as an employer?
☐Yes ☐No ☐Somewhat

40. Comments:

A hard copy of the questionnaire should be sent to:
HR Team
People and OD Services
Trust Headquarters – Redesmere
Countess of Chester Health Park
Liverpool Road
Chester
CH2 1BQ