



Exit Procedure

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DOCUMENT DEVELOPMENT COVERSHEET*

Name of document	Exit Procedures	
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Proposed groups to present document to:				
Executive Management Team				
All staff / Area Partnership Forum				
Staff Governance Committee				
Date	Version	Group	Reason	Outcome
01/09/2017	2	APF/SGC	Agreed to revise review date as current policy is up to date.	PRO

Examples of reasons for presenting to the group	Examples of outcomes following meeting
<ul style="list-style-type: none"> Professional input required re: content (PI) 	<ul style="list-style-type: none"> Significant changes to content required – refer to Executive Lead for guidance (SC)
<ul style="list-style-type: none"> Professional opinion on content (PO) 	<ul style="list-style-type: none"> To amend content & re-submit to group (AC&R)
<ul style="list-style-type: none"> General comments/suggestions (C/S) 	<ul style="list-style-type: none"> For minor revisions (e.g. format/layout) – no need to re-submit to group (MR)
<ul style="list-style-type: none"> For information only (FIO) 	<ul style="list-style-type: none"> Recommend proceeding to next stage (PRO)

*To be attached to the document under development/review and presented to the group

Please record details of any changes made to the document on the back of this form

DATE	CHANGES MADE TO DOCUMENT
	Sections 6 + 7 added Minor updates to reflect current working practices

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1.0 Introduction

- 1.1 Our staff are our most important asset. With this in mind, NHS Shetland (the Board) is committed to maintaining and enhancing its standing as an Employer of Choice, thereby ensuring that we are able to attract the best calibre of employees in order to fulfil our aim of providing high-quality healthcare services.
- 1.2 Whilst it is essential that employees have a positive image of the Board during recruitment and throughout the course of their employment with us, it is also equally important that they maintain that image when exiting the organisation.
- 1.3 An effective exit procedure not only ensures that the practical matters arising from an employee's resignation are dealt with efficiently, but also gives individuals an opportunity to provide feedback on their perceptions of the Board as an employer and allows the Board to gather valuable information which may be used constructively to enhance employment practices. (They may help in identifying reasons for staff turnover and provide us with a source of qualitative information that will assist in the development of realistic future service plans).

2.0 Purpose

- 2.1 To ensure that the Board adopts a consistent approach to managing all aspects of the process of employees exiting the organisation voluntarily.
- 2.2 To ensure that reasons for employees leaving the organisation are actively explored through the process of independent exit interviews and information gathered is analysed and used to highlight good practice and influence improvements in areas where these may be required.
- 2.3 To establish controls regarding the provision of references to other organisations, ensuring that references provided are fair and

consistent and contain only information that can be objectively verified.

3.0 Processing a Resignation

- 3.1 Line Manager notifies the Human Resources department promptly upon receipt of a resignation.
- 3.2 Line Manager acknowledges resignation in writing and forwards the letter of resignation and a copy of the acknowledgement to the Human Resources department.
- 3.3 Line Manager forwards confirmation of employee's last working day and details of any annual leave outstanding to the Human Resources department.
- 3.4 The Human Resources department prepares a Termination Form on the basis of the information provided by the Line Manager and ensures it is forwarded to the Payroll department in time to meet the monthly deadline.
- 3.5 The Human Resources Department writes to the employee offering them an Exit Interview and enclosing an Exit Interview Questionnaire for them to complete in preparation for the interview.
- 3.6 Details of the process are summarised in a flowchart (Appendix A).
- 3.7 The Human Resources Department forwards the Line Manager a Confirmation of Service Proforma (Appendix B) to complete and return. The completed proforma will be retained on the employee's personnel file and will provide the basis for any employment reference(s) given by the Board (See Section 5).

4.0 Exit Interviews

- 4.1 All employees voluntarily leaving the employment of the Board will be invited by the Human Resources department to participate in an independent Exit Interview.
- 4.2 In order to ensure that staff feel confident enough to make constructive comments the interview will be conducted by an appropriate member of the Human Resources team.
- 4.3 The interview will be conducted in the strictest confidence and details of any feedback to be provided to the Line Manager will be agreed directly with the employee as part of the process. Where comments made relate to behaviour/actions/performance of the Line Manager and/or his/her running of the department, feedback will be provided to the appropriate Senior Manager.
- 4.4 The Human Resources department will provide agreed structured feedback to the Line Manager or appropriate Senior Manager. The Line Manager/Senior Manager will inform the Human Resources department of any action(s) taken as a result of the feedback.
- 4.5 The Human Resources department will collate information based on exit interview outcomes in order to provide statistical data for review by the Local Partnership Forum at agreed reporting intervals. Data provided will identify any general or specific areas of concern and highlight any emerging trends that may require further investigation and/or action. Details of action taken as a result of exit interview feedback will be reported in an anonymised format.
- 4.6 All information collected remains confidential and is stored in line with the Data Protection Act 1998.

5.0 Reference Requests

- 5.1 Under current legislation and case law the Board has a duty of care both to the prospective new employer and to the employee to ensure that any reference provided is not only factually accurate but also fair and not misleading in the overall impression it gives to the recipient.
- 5.2 To ensure that the Board complies with the responsibilities outlined above, the Human Resources department will be responsible for the processing of all reference requests issued on its behalf.
- 5.3 Managers who receive reference requests for both ex and current employees should forward these promptly to the Human Resources department for action.
- 5.4 The Human Resources Department will prepare an employment reference based on information supplied by the Line Manager in a completed Confirmation of Employment form. A Human Resources Advisor will review the information provided and if necessary seek clarification from the Line Manager to ensure that the details are capable of being objectively verified, e.g., if aspects of an individual's performance are described as 'Poor', the Line Manager must be able to evidence that they have made the individual aware of the short-fall in performance, clarified standards required and instigated a process by which to achieve these.
- 5.5 All references provided will be limited to factual information relating to an individual's employment with the Board. Subjective opinions regarding suitability for any future post with another employer will not be given.
- 5.6 Line Managers may also if they wish provide Personal References. Personal references should not be provided on the Board's headed paper and the Board will not be responsible for their content.

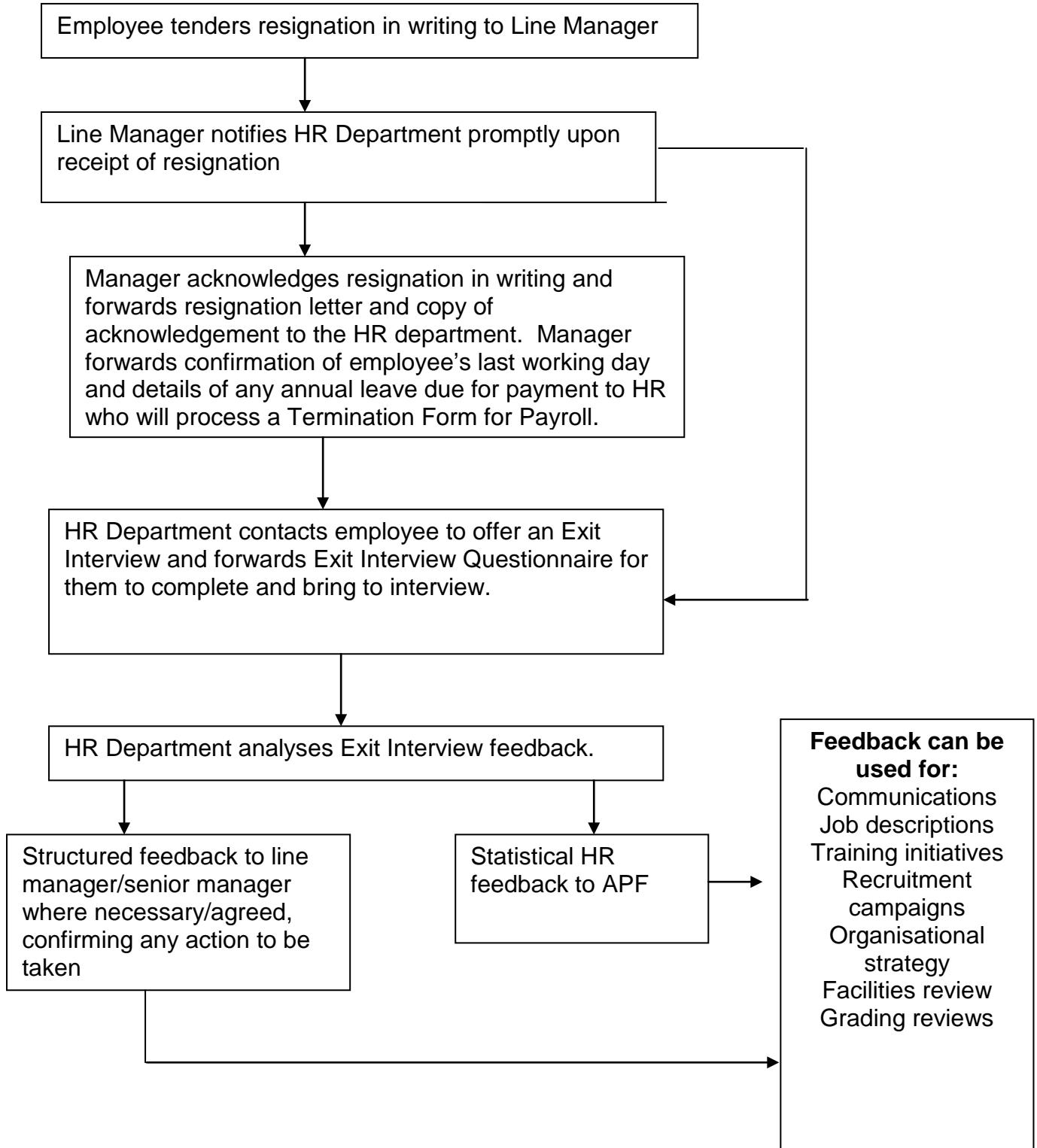
6.0 Review

This procedure will be reviewed at regularly intervals by the Human Resources Department on behalf of the Area Partnership Forum.

7.0 Equality Impact Assessment

This procedure has been equality impact assessed using a rapid impact checklist process. The procedure was found to be neutral in relation to impact on people with protected characteristics.

The Exit Process



CONFIRMATION OF EMPLOYMENT

Employee: _____

Department: _____

Line Manager: _____

1. Position employed in: _____

2. Dates of employment: **From** _____ **To** _____

3. Are you the applicant's **current** Line Manager ? Yes No

4. Summary of main responsibilities/duties :-

5. Assessment of Employee
(Please tick appropriate standard for each relevant area)

Area	STANDARD			
	Excellent	Good	Average	Unsatisfactory
Quality of work				
Quantity of work				
Application to job				
Time management/ prioritisation skills				
Working on own initiative				
Relationships with others				
Management Skills				
Time keeping				
Attendance				
Supporting comments				

6. Sickness Absences

Please provide details of sickness absence (total number of days) over the past 2 years.

6.1 This year _____ (days).

6.2 Last year _____ (days).

6.3 No Episodes _____

7 How long have you known the applicant _____ (years).

8 Reasons for leaving employment with the Board?

Voluntary termination	<input type="checkbox"/>
Dismissal	<input type="checkbox"/>
Other*	<input type="checkbox"/>

*Please state reason: _____

Would you re-employ ?

Yes	<input type="checkbox"/>
No*	<input type="checkbox"/>

*Please state reason: _____

I confirm that the information I have provided is a fair and accurate assessment and I understand that it will be used as the basis of any employment reference provided by the Board in respect of the above-named individual.

I confirm that I give permission for the above named candidate to view this reference, should she exercise his/her right to do so under the Data Protection Act 1998.

Signed: _____

Job Title: _____

Date: _____