Policy:

HR 035 – Staff Leaving the Trust Policy

Executive Director Lead	Executive Director of People
Policy Owner	Executive Director of People
Policy Author	HR Advisor / HR Business Partner

Document Type	Policy
Document Version Number	2
Date of Approval By PGG	29th April 2024
Date of Ratification	7th May 2024
Ratified By	PEOPLE COMMITTEE
Date of Issue	May 2024
Date for Review	April 2027

Summary of policy

The policy sets out the process to be followed when a member of staff is leaving the Trust.

Target audience	All staff

Keywords	Resignation, exit interview, termination, notice period

Storage & Version Control

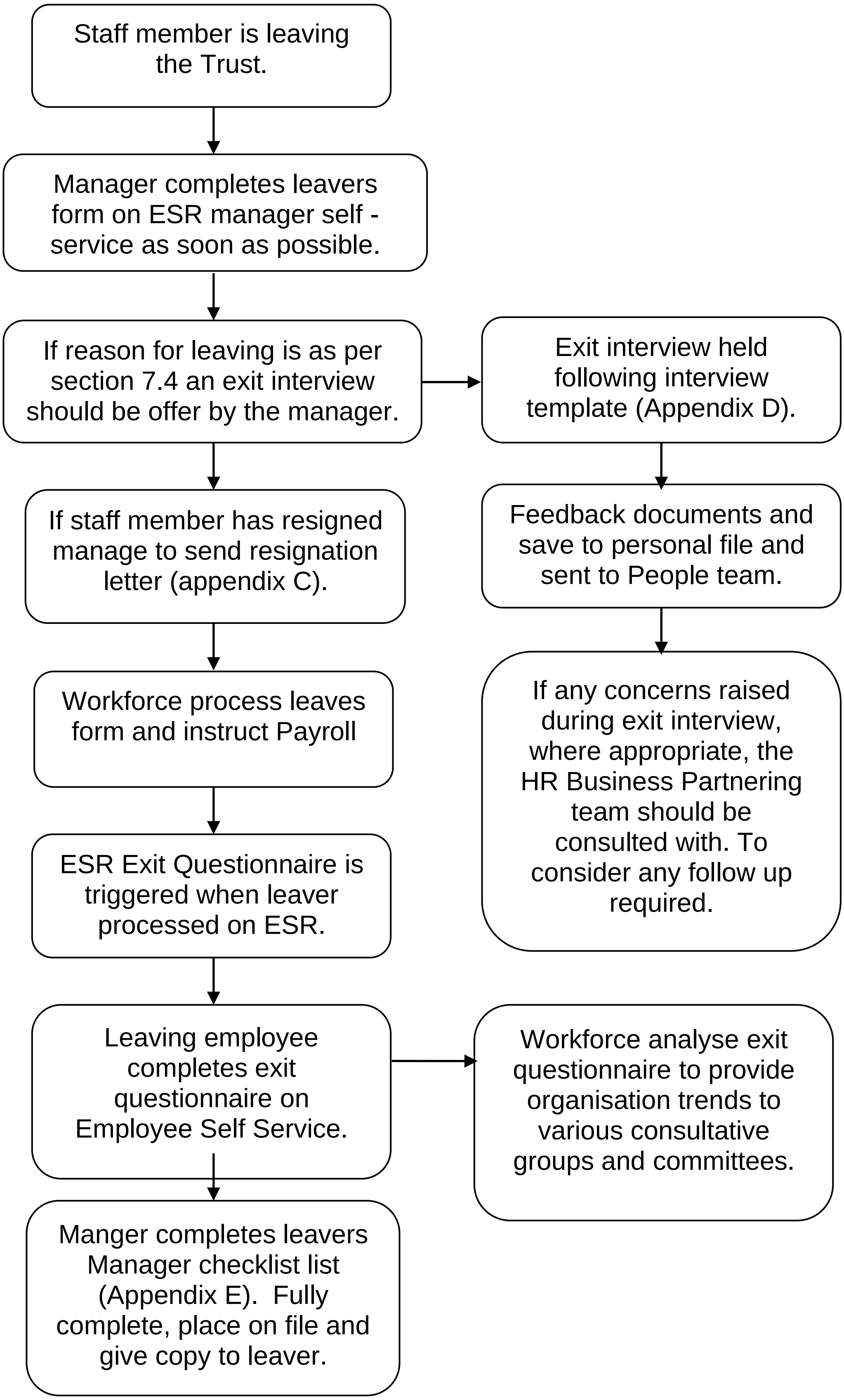
Version 2 of this policy is stored and available through the SHSC intranet/internet. This version of the policy supersedes the previous version (V1 10/2019). Any copies of the previous policy held separately should be destroyed and replaced with this version.

Version Control and Amendment Log (Example)

Version No.	Type of Change	Date	Description of change(s)
1.0	New draft policy created	Aug 2018	Place existing established guidance into policy format
1.0	Consultation	Aug 2019	HR colleagues 2018 / 2019. Following consultation with HR colleagues a section on ending of fixed-term contracts was added. Joint Policy Group Sept 2019. Following consultation with JPG the following amendments were made: 7.2. Notice periods Distinction made between Statutory and Contractual notice 7.3.2. Employees moving internally within the Trust Specified that notice periods will apply as set out in Section 7.2. unless there is agreement between the current and receiving manager for a shorter notice period.
1.0	Review	Sept 2019	Early review undertaken to update the policy to in order to comply with new regulatory requirements.
1.0	Approval and Issue	Sept 2019	Approved
1.0	Issue	Oct 2019	Issued
2.0	Review & consultation	August 2023 – October 2023	Full review completed as per schedule Template updated Various references updated ie manager self service referenced Flow chart added

Contents

Flowchart


Staff member is leaving the Trust.
Manager completes leavers form on ESR manager self - service as soon as possible.
If reason for leaving is as per section 7.4 an exit interview should be offer by the manager.
Exit interview held following interview template (Appendix D).
Feedback documents and save to personal file and sent to People team.
If any concerns raised during exit interview, where appropriate, the HR Business Partnering team should be consulted with. To consider any follow up required.
If staff member has resigned manage to send resignation letter (appendix C).
Workforce process leaves form and instruct Payroll
ESR Exit Questionnaire is triggered when leaver processed on ESR.
Leaving employee completes exit questionnaire on Employee Self Service.
Workforce analyse exit questionnaire to provide organisation trends to various consultative groups and committees.
Manger completes leavers Manager checklist list (Appendix E). Fully complete, place on file and give copy to leaver.

1 Introduction

Sheffield Health and Social Care NHS Foundation Trust recognises that the employment relationship may come to an end for a variety of reasons. If handled effectively it can reduce any negative impact caused by such actions whether ending of employment is initiated by the employee or the Trust.

The Trust is keen to monitor and evaluate the reasons why employees leave their employment in order to identify trends and percentage turnover figures. This information can be useful to determine where action may be needed to try and reduce turnover rates and improve staff experience.

2 Scope

The policy will apply to all employees who hold an employment contract with the Trust through either a permanent, fixed term or bank contract.

Additionally, it will also apply to locum staff where applicable to their relevant terms of engagement, specifically in the area of recovery of Trust property and equipment at the end of a contracted assignment.

3 Purpose

The purpose of this policy is to ensure a consistent and proactive approach to managing the process of ending employment contracts for staff leaving the Trust and ensuring compliance with current legislation. It further sets out the process for obtaining feedback from leavers about why they are leaving the organisation and identifying common themes to inform the Trust's recruitment and retention strategy.

4 Definitions

ESR – Electronic Staff Record

Resignation - For the purposes of this policy Resignation includes an Employees request to leave, including Retirement.

5 Detail of the policy

This Policy details the actions that should be taken when an employee is due to leave the Trust, It includes details on which letters and forms should be completed and when a exit interview and questionnaire should be completed.

6 Duties

The Executive Directors' Group (EDG) and the Chief Executive Officer are responsible for ensuring the Trust has in place policies which effectively comply with its regulatory and statutory requirements and high-quality standards of care to those who use its services, its staff and visitors.

This responsibility, in terms of scope of this policy, is to be discharged in accordance with the roles and responsibilities set out in the table below:

Roles	Responsibilities
Line Managers	The Line Manager is responsible for: • Ensuring that the leavers process is carried out in accordance with the Staff Leaving the Trust Policy • Exploring with the leaver the reasons for this if they are happy to discuss this and explore, where appropriate, whether there are any feasible actions that could be taken which may encourage them to stay • Liaising with the People Team if they are concerned about an employee's reason for leaving, before acknowledging and accepting a resignation • Acknowledging an employee's resignation in writing using the template in Appendix C within five working days of receipt of resignation letter • Ensuring a copy of the resignation letter and response are recorded on the employee's main personal file (held locally) • Completing a termination form in ESR manager self-service. • Arranging an appropriate time and venue to conduct an exit interview with the employee, using Appendix D • Completing the managers checklist for leavers as detailed in Appendix E by the employees last day (copy to be retained on personal file). • Under the guidance of the People Team, notifying the Counter Fraud Specialist of suspected fraud and the Security Manager of any Trust property or equipment not returned, despite attempts having been made to recover it. • Ensuring the employees annual leave entitlement is accurately calculated and that any balance outstanding is used prior to the end of employment. Final leave allowance whether under or overtaken should be recorded on the leavers form. • Line Managers must ensure that an appropriate handover of work / cases is completed for all staff. Any leavers working in a clinical role must have their clinical caseloads reviewed and reallocated with an appropriate handover to ensure continuity of care. Additionally, Line Managers should ensure that all progress notes are up to date and outcomes completed prior to end of employment where reasonably practicable. People Team and the Finance Department will also require a contact address for any payments or correspondence. This should be part of the Termination Form.
People Team	People Team are responsible for: • Inputting termination forms (ESR3) onto ESR

Roles	Responsibilities
	• Producing monthly reports on leavers and circulate to IMST, Telecommunications, Security, Finance and Procurement and any other system owners (JAC, Safeguards). It should be noted that termination forms submitted late by managers may not be included in these reports. • Producing monthly reports and liaising with the Finance Department regarding any salary sacrifice schemes an employee may be part of at the point they leave the employment of the Trust. • Notifying managers of any resignations submitted directly to The People Team • Providing advice and guidance to managers and staff on the appropriate interpretation of this policy and guidance • Issuing and analysing leaver questionnaires / exit interviews • Carrying out an exit interview with the employee if requested • Producing quarterly reports detailing findings/analysis to be shared with appropriate Trust groups and committees. • Advising managers on dealing with feedback from exit interviews and questionnaires • Ensuring exit questionnaires are kept in confidence and protected from misuse
Payroll	Payroll are responsible for: • Processing leavers forms ensuring that employees are not over paid – recovering payment for any overtaken annual leave
Employees	The Employee is responsible for: • Notifying their Line Manager in writing of their intention to resign from post giving the appropriate notice period as detailed in their contract of employment • Completing an exit questionnaire, if they wish, and providing honest feedback about their employment • Agreeing a mutually convenient appointment for an exit interview (not mandatory, but should be encouraged) with their Line Manager prior to leaving the Trust • Returning all Trust property to their Line Manager by their last day - see Appendix E for full details. • Reporting any lost, stolen or damaged property immediately to their Line Manager • To engage and co-operate with the Finance Department in relation to any salary sacrifice schemes they may be part of and where they may be required to pay an outstanding balance to the Trust. • Ensuring an appropriate handover of any outstanding workload or casework is carried out, including passing any case notes or files to their Line Manager • Where possible, using all outstanding accrued annual

Roles	Responsibilities
	leave prior to leaving the Trust

7 Procedure

7.1 Acknowledging a resignation

Employees who resign from their post must give written notice to their Line Manager in accordance with this policy and the terms of their individual contract of employment.

The Line Manager must acknowledge the resignation using the template letter (Appendix C) within 5 working days where possible (after seeking HR advice if appropriate) and should confirm the employee's last day of service.

The Line Manager should ensure a copy of the resignation and acknowledgement letter is retained on the employee's personal file.

7.2 Notice Periods

The notice period which should be given if employment is terminated by the employer or the employee is shown on the statement of terms and conditions (contract of employment) issued to staff on appointment or as detailed in any subsequent ESR change of circumstance form or written amendment to terms and conditions following appointment.

An employee is entitled to receive whichever is the **greater** of:

Statutory Notice

Two weeks' notice if the employee has been employed by the Trust continuously for two years, plus one additional week's notice for each further completed year of continuous NHS employment, up to a maximum of 12 weeks

OR

Contractual Notice

Bands 2 to 4 - 4 weeks
Bands 5 and 6 - 6 weeks (can be 8 weeks if the manager requests this)
Bands 7 and above - 12 weeks

Unless a contract states otherwise, notice can be given on any day of the week. The notice period runs from the start of the day following the day on which the notice was given e.g. if a month's notice is given on a Monday, the period of notice will begin on the Tuesday and will expire after one calendar month.

Normally, an employee's last day in service will be the last day of the notice period. If the employee uses any accrued annual leave immediately prior to their last day in service this will not affect their service end date.

Whilst an employee is working their notice, the Trust expects the employee to continue to conduct themselves in an entirely appropriate manner, and uphold the high standards of performance required of employees.

During the notice period, the Trust may adjust an employee's duties, contact with clients / patients, access to information or resources and impose any other reasonable practice, to better facilitate a handover of work / cases and/or to protect business interests.

7.2.1 Staff who leave without notice

Staff who leave without giving notice or leave before the end of their notice period without the permission of the Trust will be regarded as taking unauthorised absence and will not be entitled to be paid for the day(s) not worked within their contracted notice period.

If, in exceptional cases, the Trust decides to waive the need for an individual to work their normal notice period this must be agreed with the Line Manager and a Human Resources Manager. This must be recorded on the ESR termination form. The manager's checklist must still be fully completed in this circumstance.

7.3 <u>Completing a leavers form</u>

7.3.1 Employees leaving the Trust

When a line manager becomes aware that an employee is leaving the Trust, whether through resignation or other means, he/she must complete a Termination Form in ESR manager self service. This is available on ESR Manager Self Service and should be completed as soon as possible after acknowledging the resignation letter, in accordance with the payroll schedule to avoid any over payment of salary.

The Line Manager must record any outstanding / over payment of annual leave on the Termination Form (see section 5.5).

The Line Manager must contact Payroll at the earliest opportunity where an overpayment is likely to occur.

For staff on annualised hours/term time contracts, the Line Manager must discuss the hours worked/paid with the employee. If these cannot be equalised prior to leaving, the over/under payment must be recorded on the Termination Form.

Any outstanding expenses including travel should be submitted in the normal way. Any outstanding payments will be made in the month following the employee's termination date.

7.3.2 Employees moving internally within the Trust

Where an employee is moving internally within the Trust, the Line Manager must complete a changes form on ESR Manager Self Service, available on the Trust Intranet and not a termination form.

The notice periods stipulated in Section 7.2 will apply in circumstances where an employee is changing roles within the Trust, unless there is agreement between the current and future line manager that a shorter notice period may apply.

7.4 <u>Exit Interview</u>

An exit interview will be offered to all staff leaving the employment of the Trust, in the circumstances set out below. The invite to complete the interview will be issued by the line manager to staff leaving as a result of the cessation of temporary or fixed-term contracts as well as permanent contracts.

An exit interview should be offered by the line manager in the following circumstances:

- Where an employee is leaving the organisation to take employment with another employer, or moving to another role within the Trust;
- Employees who have been granted voluntary redundancy or voluntary early retirement;
- Employees returning to full time education;
- Women choosing not to return to work after maternity leave;
- Employees choosing not to return to work after an agreed career break;
- Employees resigning with no specific reason;
- Employees who have reached normal retirement age.
- Retired on the grounds of ill health;
- Non-renewal or termination of temporary or fixed-term contracts

Exit interviews should not be offered where an employee has been:

- Dismissed on the grounds of conduct, performance or ill-health;
- Dismissed on the grounds of compulsory redundancy;

All staff are also encouraged to attend an exit interview with their line manager and will be invited to do so by their line manager. If they would prefer to have their review with someone other than their line manager, they can request a review with one of the following:

- Freedom to Speak Up Guardian or Advocate
- A member of the HR Business Partnering Team
- A nominated manager other than their direct line-manager, or from another department
- A member of the Trust's Executive Directors Group

If the employee agrees to attend an exit interview then the Line Manager must arrange a mutually convenient time and date for the interview to take place, details of which will be confirmed in the acknowledgment of resignation letter **(Appendix C).**

Employees must be advised at the outset that if their exit interview contains information that is of a serious concern to the organisation, the Trust will reserve the right to act accordingly on that information.

The exit interview and exit questionnaire process will provide tangible information for analysis in order to identify recruitment and retention strategy or common themes which have resulted in resignation or ending of employment. It will also help to gain positive feedback and identify areas of good practice which can be shared across the organisation.

Additionally, it will help to inform the future planning and organising of work within the Trust, in particular the specific core roles and responsibilities of each post.

7.4.3 Guidance for managers conducting an Exit Interview

1. At the outset of the interview explain:

• The purpose of the interview
• Remind the staff member that all information will be treated sensitively and in confidence, unless permission is given to disclose*
• How the information will be used
• That in analysis, the information will be anonymised

2. During the interview:

• Discuss the main reason(s) for leaving the Trust
• Record relevant comments objectively
• Accept the views of the employee and at no time argue or disagree with the employee's comments
• Discuss the leaver's overall experience of working for the Trust

3. On conclusion of the interview:

• Thank the employee for their time and co-operation
• Remind the employee that the information will be anonymised and will help to inform and hopefully improve future working practices
• Place a copy of the interview form on the employee's personal file, and forward a copy to a named HR Adviser for analysis

* There may be some circumstances where it may be necessary to disclose information which is discussed during an exit interview – these are explained in Section 7.4.4

7.4.4 Issues of concern raised during an Exit Interview

There may be occasions when issues of concern are raised during an exit interview, for example, where a staff member alleges that they have been bullied or harassed by another member of staff and/or manager.

In these circumstances, the leaver will be asked if they have previously raised their concerns in an official capacity, for example if they have sought advice from the HR Business Partnering Team or made a complaint informally or through the appropriate policy mechanisms about the individual concerned.

If the member of staff has not taken any previous action(s), or the concerns have not been resolved to their satisfaction, the interviewer will make the staff member aware that they may ask for their concerns to be reviewed or investigated.

If the member of staff does not wish to take the action outlined above, they will be asked if they agree to the interviewer discussing the concerns on their behalf with the relevant parties.

If the concern is of a serious nature, the staff member should be advised that it will be appropriately investigated and as such they may be asked and encouraged to provide further information to assist the investigation. Some staff groups are required to participate and provide information to investigation processes in accordance with their professional codes of practice.

In these circumstances it may not be possible to retain information in absolute confidence and the employee should be advised how best they may be supported.

7.4.1 Exit Questionnaires

All staff leaving the Trust (in accordance with the listed circumstances outlined in section 7.4) are invited to complete an exit questionnaire through an online system and will be invited to do so by the system which is generated when their line manager has entered their leaving date on to ESR.

Responses to exit questionnaires are anonymous and are not accessed by the line manager of the employee. Response themes only will be analysed by the People Directorate and used for HR and Workforce statistical reporting and to support improvement of staff experience. Themes will be shared and discussed with the Trust Freedom to Speak Up Guardian, Operational Managers and Staff Side representatives to enable this.

7.4.5 Analysis of Exit Questionnaires & Exit Interviews

The People Team analyses trends and themes from ESR exit questionnaires and exit interviews and will share them with appropriate groups and forums.

7.5 Leaver Checklist & Returning Trust Property

Line Managers, or their nominated deputy, must arrange to meet with all leavers at the earliest convenience to complete the Manager's Checklist (Appendix E).

The checklist may need to be completed over more than one meeting. The final checking and sign off should be undertaken by the Line Manager or nominated deputy and employee on the leaver's last working day.

Once fully completed and signed off, a copy of the Leaver Checklist should be placed on the personal file. The employee must also be given a copy of the form.

The Line Manager or nominated deputy, must ensure that they secure recovery of all Trust property and equipment from any leaver and to disable their access to all Trust secure systems and accommodation on or before their last day, for example; ID badge, uniform, door entry fobs or cards, keys and any other property / IT equipment. This must be recorded on the leaver's checklist.

Should a leaver fail to return any item of Trust property, the Line Manager or nominated deputy should immediately report this to the Trust's Security Manager who will advise on an appropriate course of action for recovery. This could result in non -returned property being reported to the Police as stolen.

7.6 Calculating Annual Leave

Line Managers must calculate the employee's annual leave entitlement in accordance with their contractual entitlements.

Any outstanding annual leave should be taken prior to the agreed last day of service and should not extend the employees notice period.

If the employee is unable to take all their annual leave prior to their leaving date due to service provision or individual circumstances, Line Managers must arrange for payment for outstanding annual leave to be made with final salary payment via the Leavers Form in manager self-service.

If the employee has taken more annual leave than their entitlement for the period of the year that they have worked before their leaving date, this must be recorded on the Leavers Form so the equivalent amount of pay can be deducted from the employee's final salary payment.

In calculating the annual leave due on termination of employment, account must be taken of the employee's normal working days each week and also public holidays.

7.7 Retirement

The procedure to follow when an employee is looking to retire is detailed in the Trust's Retirement Policy.

Line Managers should still follow the leaver's process for retirees including an exit interview and manager checklist.

Those employees wishing to retire and take their pension and then return to work for the Trust must do so in line with the Trust's Retirement Policy. There is no automatic right to return to employment following resignation for the purpose of retirement.

If the employee is taking flexi-retirement, the manager must ensure this is reflected in the Termination Form in ESR manager self service in line with the Trust's Retirement Policy.

7.8 Termination of Fixed-Term Contracts

The process for ending a fixed term contract is as follows:

Line Managers must meet with any employee whose contract is due to expire and is not being renewed. A sample letter to invite the employee to attend a meeting can be found in Appendix D.

The meeting must take place within sufficient time to allow for the employee to be issued with their contractual notice (see Section 7.2.).

The People team should be contacted prior to any meeting taking place to agree specific requirements However generally the purpose of the meeting should be to:

- Confirm the end date of the contract and reasons for ending the contract
- Give the employee an opportunity to discuss this decision and raise any relevant issues
- Advise the employee of any other vacancies available in the Trust and how to apply for them
- Inform of the right to appeal and process (where appropriate)

7.9 Death in Service

Benefits are only payable when an employee who dies in service was an active member of the NHS Pension Scheme at the time of their death and have contributed to the scheme.

The Line Manager should immediately notify, by telephone, the Pensions Manager of the death, followed by the completion of the appropriate ESR form. This must give the date and time of death, indicate any outstanding annual leave and give the name of next of kin or person to contact regarding probate. The Lione manager should also refer to the Death in Service Policy and contact a member of the HR Business Partnering team.

The Line Manager must also identify any extra duties undertaken by the deceased if recorded and advise payroll to ensure the final payment is accurate.

The Line Manager must also notify the Business Partnering team of the death in order to put arrangements in place to ensure no written correspondence in the deceased's name is sent to the home address.

The Human Resources Business Partner will be able to provide advice and guidance on the protocols to be followed following a death in service including information for the family and advice on the sensitive recovery of any Trust property.

The Payroll Department will send an Indemnity Form to the next of kin or person named as the contact for the estate, along with any relevant NHS Pension Scheme application forms. This form will be used as the authority to pay any outstanding salary payments owed. This will be paid for the period from the start of the month to the date of death. When the Indemnity Form is received by Payroll they will issue a cheque for any monies due to the nominated Executor.

If there is a surviving spouse, once appropriate evidence of a relationship is received, Payroll Department will check to ensure that the deceased made the relevant contributions to the scheme and create a post in that person's name so that an initial pension can be paid by the Trust.

The form must be signed by the surviving spouse and must detail the name, date of birth, address of the spouse and his/her National Insurance number. A bank details form must also be completed and must be signed by the relevant person who will receive the pension. If it is known that there are dependent children, this should be indicated on the form. Advice on dependent children can be sought from the Trusts Pension Advisor.

When the Starter Form for the spouse/partner is received by Payroll, they will pay the monthly equivalent salary that the deceased employee would have received directly into a bank account for an initial period of six months.

After the initial six months, the pension will be paid to the surviving spouse/partner directly by the NHS Pensions Agency. This is dependent on the deceased having enough qualifying service, at the date of death, to qualify for an ongoing Survivor pension to be payable.

Since 1 April 2008, the pension mentioned above, can also be paid to a partner who was nominated by the deceased employee as someone they had an exclusive and long term relationship with, for at least two years, and with whom they were financially dependent or interdependent. Eligibility, in this circumstance, would be determined by NHS Pensions upon receipt of the relevant Scheme applications being completed.

Widow/Widower's pensions are payable for life to the legal spouse, registered civil partner or qualifying partner from the date of death, if the deceased had enough qualifying service at the date of death. For employees who are not in a legally recognised relationship both they and their partner are required to complete a form to register their relationship. There are criteria that must be met for the partner to qualify for benefits and these will be checked in the event of a death in service.

Further information and a PN1 form to nominate a non-legal partner can be downloaded from the NHS Pensions website www.nhsbsa.nhs.uk/pensions

7.10 Smartcards

When a member of staff leaves the Trust but is remaining in NHS employment they will take their smartcard with them. Access to SHSC systems is automatically removed via the ESR interface which links with the Care Identity Service System. As a failsafe, a monthly leavers report is processed by the Workforce team which checks access has been removed. Should access still exist, it is then removed manually. These methods protect access to SHSC systems until the employee re-joins another NHS organisation.

When a member of staff leaves the Trust and is leaving the NHS they must return their smartcard to their Line Manager who will record that the card has been received on the manager's checklist (Appendix C). The Line Manager must then return the smartcard to the Workforce team who will check that access has been removed and destroy the smartcard.

Loss, disclosure or suspected theft of a smartcard must be reported to the Workforce team immediately. The Workforce team will deactivate the smartcard and issue a new one. An incident report must be created and forwarded by the Line Manager as appropriate.

7.11 Personal Files

Once an employee has left the Trust, their personal file should be updated and then sent to the People Team. The file will then be retained in accordance with the SHSC Personal Files Policy.

If an employee is moving internally, the line manager must ensure that they deliver the personal file to the receiving manager in accordance with the Trust's Personal Files Policy.

8 Development, Consultation and Approval

Version No.	Development / Consultation	Date	Description
1	Draft policy created by HR Adviser using existing established guidance	Aug 2018	Place existing established guidance into policy format.
	Consultation	Aug 2018 to Aug 2019	HR colleagues July 2019. Suggested inclusion of a section on ending fixed term contracts (7.8) Joint Policy Group (Staff Side) Sept 2019 Suggested distinction between statutory & contractual notice periods (7.2) Suggested specifying that the same notice periods stipulated in Section 7.2 also apply to staff moving internally within the Trust, unless there is an agreement between the current and receiving manager for a shorter notice period (7.3.2)

	Approval / ratification / issue	Sept 2019	Policy Governance Group approved September 2019 EDG ratified September 2019 Policy issued September 2019

1	Current Policy Updated	Feb 2024	Place existing established guidance into policy format.
	Consultation	April 2024	TBC: staff side, People governance, wider trust via Jarvis
	Approval / ratification / issue	TBC	Policy Governance Group approved TBC EDG ratified TBC Policy issued TBC

9 Audit, Monitoring and Review

This section should describe how the implementation and impact of the policy will be monitored and audited. It should include timescales and frequency of audits.

If the policy is required to meet a particular standard, it must say how and when compliance with the standard will be audited.

Monitoring Compliance Template

Minimum Requirement	Process for Monitoring	Responsible Individual/ group/committee	Frequency of Monitoring	Review of Results process (e.g. who does this?)	Responsible Individual/group/ committee for action plan development	Responsible Individual/group/ committee for action plan monitoring and implementation
Policy Review	Next policy review.	Author HR Adviser People SMT Executive Director of People	At next review Sept 2023	Author HR Adviser	Author HR Adviser HR SMT Executive Director of People	Author HR Adviser HR SMT Executive Director of People
Following policy process	Reviewing whether managers and staff are following policy – e.g. leaver forms completed in a timely manner, reduced overpayments etc.	HR Adviser HR SMT Executive Director of People	Ongoing	Author HR Adviser	Author HR Adviser HR SMT Executive Director of People	Author HR Adviser HR SMT Executive Director of People
	Analysis of data from exit questionnaires and interviews	HR Adviser HR SMT Executive Director of People	Ongoing on a quarterly basis	Author HR Adviser HR SMT Executive Director of People	Author HR Adviser HR SMT Executive Director of People	Author HR Adviser HR SMT Executive Director of People

Policy documents should be reviewed every three years or earlier where legislation dictates or practices change.

10 Implementation Plan

Action / Task	Responsible Person	Deadline	Progress update
Leavers Guidance removed from intranet and internet to be replaced by the policy. Upload new policy onto intranet and internet.	Corporate Governance via the Communications Team	May 2024	TBC
Add to Jarvis (all staff communication)		May 2024	TBC

11 Dissemination, Storage and Archiving (Control)

Version	Date added to intranet	Date added to internet	Date of inclusion in Connect	Any other promotion/ dissemination (include dates)
1.0	September 2019	September 2019	September 2019	
2	May 2024	May 2024	May 2024	

12 Training and Other Resource Implications

Employees would be made aware of this Policy by the usual Trust communication systems and by updating the induction programme for new employees, including new managers. The People Team Department offers training and support to managers in the implementation of human resources policies.

13 Links to Other Policies, Standards (Associated Documents)

- Retirement Policy
- Death in Service Policy
- Personal Files SOP
- Leave Policy

14 Contact Details

The document should give names, job titles and contact details for any staff who may need to be contacted in the course of using the policy (sample table layout below). This should also be a list of staff who could advice regarding policy implementation.

Title	***Name***	***Phone***	***Email***
HR Business Partnering Team	HR Advisors HR Assistants HR Business Partners	0114 226 3310	HRAdvisors@shsc.nhs.uk

Appendix A

Equality Impact Assessment Process and Record for Written Policies

Stage 1 – **Relevance** - Is the policy potentially relevant to equality i.e. will this policy potentially impact on staff, patients or the public? This should be considered as part of the Case of Need for new policies.

NO – No further action is required – please sign and date the following statement. **I confirm that this policy does not impact on staff, patients or the public.**	***I confirm that this policy does not impact on staff, patients or the public.*** Name/Date:	**YES,** Go to **Stage 2**

Stage 2 Policy Screening and Drafting Policy - Public authorities are legally required to have 'due regard' to eliminating discrimination, advancing equal opportunity and fostering good relations in relation to people who share certain 'protected characteristics' and those that do not. The following table should be used to consider this and inform changes to the policy (indicate yes/no/ don't know and note reasons). Please see the SHSC Guidance and Flow Chart.

Stage 3 – **Policy Revision** - Make amendments to the policy or identify any remedial action required and record any action planned in the policy implementation plan section

SCREENING RECORD	Does any aspect of this policy or potentially discriminate against this group?	Can equality of opportunity for this group be improved through this policy or changes to this policy?	Can this policy be amended so that it works to enhance relations between people in this group and people not in this group?
Age	**No Impact**		
Disability	**No Impact**		
Gender Reassignment	**No Impact**		
Pregnancy and Maternity	**No Impact**		

Race	**No Impact**		
Religion or Belief	**No Impact**		
Sex	**No Impact**		
Sexual Orientation	**No Impact**		
Marriage or Civil Partnership	**No Impact**		

Please delete as appropriate: - Policy Amended / Action Identified (see Implementation Plan) / no changes made.

Impact Assessment Completed by: Annaleise Patrick
Name /Date 14/4/2024

Appendix B

Review/New Policy Checklist

This checklist to be used as part of the development or review of a policy and presented to the Policy Governance Group (PGG) with the revised policy.

		Tick to confirm
	Engagement	
1.	Is the Executive Lead sighted on the development/review of the policy?	✓
2.	Is the local Policy Champion member sighted on the development/review of the policy?	✓
	Development and Consultation	
3.	If the policy is a new policy, has the development of the policy been approved through the Case for Need approval process?	NA
4.	Is there evidence of consultation with all relevant services, partners and other relevant bodies?	✓
5.	Has the policy been discussed and agreed by the local governance groups?	✓
6.	Have any relevant recommendations from Internal Audit or other relevant bodies been taken into account in preparing the policy?	✓
	Template Compliance	
7.	Has the version control/storage section been updated?	✓
8.	Is the policy title clear and unambiguous?	✓
9.	Is the policy in Arial font 12?	✓
10.	Have page numbers been inserted?	✓
11.	Has the policy been quality checked for spelling errors, links, accuracy?	✓
	Policy Content	
12.	Is the purpose of the policy clear?	✓
13.	Does the policy comply with requirements of the CQC or other relevant bodies? (where appropriate)	✓
14.	Does the policy reflect changes as a result of lessons identified from incidents, complaints, near misses, etc.?	✓
15.	Where appropriate, does the policy contain a list of definitions of terms used?	✓
16.	Does the policy include any references to other associated policies and key documents?	✓
17.	Has the EIA Form been completed (Appendix 1)?	✓
	Dissemination, Implementation, Review and Audit Compliance	
18.	Does the dissemination plan identify how the policy will be implemented?	✓
19.	Does the dissemination plan include the necessary training/support to ensure compliance?	✓
20.	Is there a plan to i. review ii. audit compliance with the document?	✓
21.	Is the review date identified, and is it appropriate and justifiable?	✓

Appendix C – Template acknowledgement of resignation letter

Sheffield Health and Social Care NHS Foundation Trust

Date

Private and Confidential
Name
Address 1
Address 2
Postcode

Site Address
Telephone no.

Dear [Name]

I acknowledge receipt of your letter of resignation dated [date] confirming your intention to resign from your post as [job title] giving [number of] weeks' notice. I can confirm that your last day of employment with the Trust will be [date].

The Trust is committed to recruiting and retaining high quality staff, and to support this aim, the exit interview/questionnaire process provides us with information and feedback as to why employees are leaving, highlights positive aspects of working with the Trust and what areas the organisation may need to improve upon.

I would therefore like to invite you to attend an Exit Interview as per the Trust's Leavers Policy and have arranged the interview as follows:

Date:
Time:
Venue:

Could I ask that you confirm with me at your earliest convenience that you are able to attend the interview. If you have any queries in advance of the interview, please do not hesitate to contact me on the above telephone number. If you would prefer an alternative manager, a representative from Human Resources, a member of the Executive Directors Group or the Freedom to Speak Up Guardian to conduct the interview, please contact {name of HR Advisor) to discuss this further.

I would like to take this opportunity to wish you well for the future.

Yours sincerely

[Manager]
[JobTitle]

Exit Interview
Sheffield Health & Social Care NHS Foundation Trust

Exit interviews give the Trust valuable intelligence around both positive and negative experiences of working for the Trust. It is also a good way to obtain information on what is important to our staff. This enables the organisation to build on what we do well and also supports areas where we need to make improvements, this in turn contributes to retention of our staff which ultimately supports patient care.

Managers information

Every staff member who leaves employment with the Trust should be offered the opportunity of an exit interview. Please ensure that staff are offered this opportunity and given an option of completing this form with someone. This may be:

- Yourself as the manager
- Another manager outside of the department
- A HR representative
- A member of the Executive Directors Group
- The Trust Freedom to Speak Up Guardian

If staff would like this to be someone other than their manager please contact your local HR Team to confirm the staff members name and telephone number so that we can make arrangements for this to take place.

Staff may wish to complete this on their own without a manager and submit this directly to The People Team.

Once completed this form should be returned to a named HR Adviser via post or email **(please do not send it to the generic e-mail inbox)**. Further details of how to do this are on the bottom of the form. Staff may send this in directly should they wish to or the manager completing this with them.

Confidentiality

The first section of this form is a monitoring form, this is an optional section however completion of this allows the Trust to analyse results in consideration of equality, diversity and inclusion. This information will not be shared in a format which allows the identification of any individual.

Information contained within the exit interview form will be held on a database by the local People Team and used to identify trends which will be reported on locally within the Division. Individual comments will not be shared outside of the People Team without prior permission from the staff member however themes will be shared with the senior management team on a regular basis to inform future action plans for the division.

Monitoring Information

No	Question	Answer	Tick
1	Which area/locality do you work in?	Crisis & Emergency Care	
		Scheduled & Planned Care	
2	What is your age?	18-24	
		25-34	
		35-44	
		45-54	
		55-64	
		65-74	
		75 or over	
3	What is your sexual orientation?	Heterosexual	
		Homosexual	
		Bisexual	
		Other	
		Prefer not to say	
4	Are you?	Male	
		Female	
		Prefer not to say	
5	What is your ethnic origin?	White - British	
		White – Irish	
		Any other white background	
		Mixed White and Black Caribbean	
		Mixed White and Black African	
		Mixed White and Asian	
		Any other mixed background	
		Asian or Asian British – Indian	
		Asian or Asian British – Pakistani	
		Asian or Asian British – Bangladeshi	
		Any other Asian background	
		Black or Black British – Caribbean	
		Black or Black British – African	
		Any other Black background	
		Chinese	

		Any other ethnic group	
		Prefer not to say	
6.	Do you consider yourself to have a disability?	Yes	
		No	
7.	What is your length of service with Sheffield Health & Social Care NHS Foundation Trust?	Less than 1 year	
		1-2 years	
		3-4 years	
		5-6 years	
		7-8 years	
		9-10 years	
		10 years +	
8.	What profession best describes your job role at Sheffield Health & Social Care NHS Foundation Trust?	Administrative service	
		Allied Health Professional	
		Apprentice	
		Director	
		Management	
		Medical staff	
		Nursing	
		Support Service	
		Volunteer	

Exit Interview

No	Question	Answer	Tick
7a	What was the main reason for leaving your job role?	Difficult work environment	
		Found a new job	
		Going back to school	
		Illness	
		Job insecurity	
		Lack of interest / boredom	
		Lack of career prospects	
		Pay	
		Poor communication	
		Poor management	
		Relocation	
		Retirement	
		Schedule and hours	
		Unpleasant co-workers	
		Other (please expand below)	
7b	Please state your reasons above in more detail:	*Type here*	
8a	Could anything have been done to prevent you from leaving?	Yes	
		No	
8b	Please state your reasons above in more detail:	*Type here*	
9a	If you could change anything about your job or the organisation, what would you change?	Better work hours / flexi time	
		Being able to voice opinions/ideas and influence change in area of work	
		Being involved in decisions that affected me in my area of work	
		More support from line manager	
		More support from colleagues	
		Better resources to do the role	
		Clearer job roles and expectations	
		Better communication and engagement from senior management on change	
		More development opportunities and	

		discussions around objectives and performance	
		More manageable workload	
		Better team morale	
		Other	

9b	Please state your reasons above in more detail:	*Type here*

10a.	Would you consider returning to employment within the Trust?	Yes	
		No	

10b	Please state your reasons above in more detail:	*Type here*

11	Have you returned all Trust property such as: Medical equipment, Prescription, pads, ID badge, Swipe cards, Uniform, Mobile phone, Laptop	Yes	
		No* *if no arrangements must be made with line manager to return all Trust property*	
12a	Would you like to speak with a member of HR or another manager regarding your experience?	Yes	
		No	

12b	If yes to the above, please provide preferred method of contact and details:	*Type here*

Completion date:	
Signed (Manager)	
Signed (Staff member)	

Thank you for your feedback.

Managers, please ensure that this completed form is sent with a confidential stamp on to a named HR Adviser at Fulwood House.

Or scanned in and sent via email to a named HR Adviser.

Alternatively, staff may submit it to a named HR Adviser directly should they wish to do so.

Appendix E – Managers checklist for leavers

This checklist is to be completed for all leaver's including those on fixed term or temporary contracts, secondment to the Trust or contracted workers e.g. locums or temporary staff. The check list should be completed in all cases whether due to resignation, retirement, redundancy, end of contract or dismissal. For any exceptional cases please seek advice from a member of the HR Business Partner Team via e-mail.

A signed copy of the form will be retained on the personal file.

Leaver Name:	**Department:**
Date of Leaving/ Date of Dept Transfer:	**Current Line Manager: New Manager (if applicable):**

NB: Please mark end column N/A if the listed item is not applicable to the post.

	Action	**Date**	**Manager's Initials / Comments**
Leavers Procedure	Manager acknowledges resignation or retirement in writing and arranges a date to conduct an exit interview using Appendix A.		
	Manager completes leaver's form on ESR Manager Self Service with employee, including calculating annual leave allowance.		
	Manager completes exit interview with employee, places a copy on the personal file and returns the original to The People Team.		
Equipment	**Remote Access (Fob or Pin Access Codes)** – Agree arrangements for handover and return and sign when all received. Notify IT Department to disable pin code access with effect from leaving date.		
	Laptops/Computers – Agree arrangements for handover and return and sign when all received.		
	IT Hard and Software - USB stick, removable media, SD cards, information storage devices, copies of programmes and Trust issue devices. Agree arrangements for handover and return and sign when all received.		
	Mobile Phone, Blackberry, pager, charger, headphones and any accessories - Agree arrangements for handover and return and sign when all received.		

	Action	Date	Manager's Initials / Comments
	Equipment supplied by the Trust to carry out role – please list. Agree arrangements for handover and return and sign when all received.		
	Office/Desk telephone – Arrange to amend telephone lists and update any voicemail messages.		
	Trust Issued Uniform - Agree arrangements for handover and return and sign when all received.		
Property	**Car Park Permit** - Agree arrangements for handover and return and sign when all received.		
	Computer Access – e-mail, login, system access. Manager to notify IMST Department to ensure all accounts are expired from leaving date.		
Security	**Keys, entry cards and fobs and door access codes** - Confirm return of security access resources and arrange for reprogramming of door codes if applicable.		
	Smartcards - Confirm process detailed in section 5.8. has been followed.		
	Prescribing/Prescription Pads - confirm return of pads and notify medicines manager to remove authorised prescriber rights in this Trust.		
	ID Badge - Agree arrangements for handover and return and sign when all received.		
	Official Trust Branded Ink Stamps - Agree arrangements for handover and return and sign when all received.		
	Files, papers, manuals, paper diaries, library items - Agree arrangements for handover and return and sign when all received.		
Governance	**Caseload Handover** – Manager to arrange to meet with employee to arrange full handover of all outstanding caseloads and to ensure where appropriate cases are closed.		
	Appointments - confirm all patient related notes have outcomes completed on RIO, SADIE or other related systems.		

	Action	Date	Manager's Initials / Comments
	Progress notes - confirm all progress notes are complete and up to date.		
	Relocation Expenses - If employee is leaving after less than 3 years and has received relocation expenses, manager to notify payroll immediately.		
	Training Expenses – If the employee has received training fees which require recovery if the employee leaves within an agreed minimum period of service, the manager will notify payroll to arrange deduction from the employee's final salary.		
	Authorised Signatories – Manager to notify Finance Manager of leaver.		
	Lease Car Holder - Manager to notify Finance Manager of leaver and lease car management company.		
	Cycle Saver Scheme – Manager to notify the Payroll Manager of leaver if the employee is in Cycle to Work Scheme to arrange payment of outstanding balance.		

Appendix F –Meeting template to discuss fixed-term contract

Sheffield Health and Social Care NHS Foundation Trust

Date

Private and Confidential
Name
Address 1
Address 2
Postcode

Site Address
Telephone no.

Dear [Name]

Fixed-Term Contract Meeting

I am writing in relation to your fixed-term contract as [Job Title] with Sheffield Health & Social Care NHS Foundation Trust, which is due to end on [date].

I would like to invite you to a meeting to discuss and confirm the arrangements for ending of your contract and have arranged the meeting for:

Date:

Time:

Venue:

You are entitled to be accompanied at the meeting by a trade union representative or work colleague and it is your responsibility to arrange this.

Please confirm your attendance at the meeting to me on [telephone number/e-mail address] by [date].

Yours sincerely

[Manager]
[JobTitle]