



Leavers Policy

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DOCUMENT CHANGE HISTORY

Initiated by	Date	Author (s)
Workforce Directorate	2 November 2021	Caroline Nwadu, Interim HR Policy and Project Lead
Version	Date	Comments (i.e., viewed, or reviewed, amended approved by person or committee)
Draft V0.1	2 November 2021	Circulated to the Retention Task & Finish group members
Draft V0.2	19 November 2021	EqlA completed
Draft V0.3	3 December 2021	Sent to HR Policy Subgroup members
Draft V0.4	8 February 2022	Reviewed by Head of Recruitment

POL132 – Leavers Policy

Version	Date	Comments (i.e., viewed, or reviewed, amended approved by person or committee)
Draft V0.5	9 February 2022	Sent to Unison Branch Meeting
Draft V0.6	22 February 2022	Sent to SPF
Draft V0.7	5 May 2022	Sent to CRG
Draft 0.8	9 June 2022	Now includes Leavers Management Toolkit and an example of a completed HR3. Sent back to CRG
Final V1.0	20 June 2022	Approved at CRG

Document Reference	Directorate: Workforce Directorate
Recommended at Date	Staff Partnership Forum 19/04/2022
Approved at Date	CRG 20 June 2022
Valid Until Date	19 June 2024
Equality Analysis	Completed 21 February 2022
Linked procedural documents	Recruitment and Selection Policy
Dissemination requirements	All Trust employees, via the Intranet
Part of Trust's publication scheme	Yes

The East of England Ambulance Service NHS Trust (the Trust) has made every effort to ensure this policy does not have the effect of unlawful discrimination on the grounds of the protected characteristics of: age, disability, gender reassignment, race, religion/belief, sex, sexual orientation, marriage/civil partnership and pregnancy/maternity. The Trust will not tolerate unlawful discrimination on the basis of, spent criminal convictions, Trade union membership or non-membership. In addition, the Trust will have due regard to advancing equality of opportunity for and fostering good relations between; people from different groups and people with protected characteristics.

All Trust policies can be provided in alternative formats if required. Please contact the Human Resources Department if you require an alternative format.

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1. Introduction

- 1.1 It is recognized by East of England Ambulance Service (EEAST) that staff will leave the organisation for other employment opportunities, or for other reasons.
- 1.2 Managers should meet and discuss the reasons for leaving with a member of staff whenever a resignation is received. The meeting is the opportunity to discuss the reason the individual has made the decision to leave the Trust.
- 1.3 It is important for the Trust to receive information when employees leave the Trust. This supports the identification of any trends in the reasons for leaving and whether or not further investigation may be required into specific areas or concerns identified.
- 1.4 The information gathered when staff leave will provide Managers and the People Services Directorate with vital information that will allow them to:
 - Gain a greater understanding of employees' reasons for leaving, and their willingness to return.
 - Establish what steps can be taken to prevent further loss of employees if the termination was voluntary.
 - Alert management to any possible discrimination issues; and
 - Identify the strengths and weaknesses of the Department and the Trust.

2. Purpose

- 2.1 The purpose of this document is to provide managers and employees with guidance when leaving the Trust. The purpose of the exit questionnaire is to gather information from employees leaving the Trust to inform and advise future recruitment and retention of employees. The information gathered will be used respectfully by the Trust to explore working practices and the working environment, with a view to adjusting and improving the work experience of employees where this is identified as appropriate and reasonable.

- 2.2 This policy is to help EEAST maintain a high-quality working environment and will help towards improving staff retention and help to highlight issues of discrimination.

3. Procedure

- 3.1 An informal meeting should be held with all voluntary leavers and dismissals as a result of the termination of a fixed term contract at the end of the pre-determined period. Informal meetings to discuss reasons for leaving are not conducted for dismissals as a result of disciplinary and/or capability action etc.
- 3.2 Managers should acknowledge the resignation using the standard template letter. When raising the HR3 managers need to ensure they have completed Part 1, 2,3 and 4 of the HR3 Leavers Form.
- 3.3 Employees participation in completing the exit questionnaire is voluntary but encouraged. Managers should allow dedicated time during work hours for the completion of the online exit questionnaire.
- 3.4 If an employee wishes to undertake and complete the exit questionnaire with the manager, this should be facilitated. However, in exceptional circumstances, a Human Resources representative may conduct the interview if it is considered necessary by either the employee or the manager. The link for the online Exit Questionnaire will be available on EAST 24 and also embedded within the resignation acknowledgement letter.

4. Payslips

- 4.1 Employees that receive payslips electronically through ESR Self Service only, will need to ensure that they have logged on to download copies of payslips and P60s prior to leaving. These will not be accessible once employment has ended.

5. Policy Review

- 5.1 This policy will be monitored, reviewed and evaluated every 2 years taking into consideration legislative changes and developments in good practice to ensure it meets the needs of all employees and the organisation.

Appendix A

[Leavers Management Toolkit](#)

[Leavers Resignation Letter \(July 2022\)](#)

Equality Impact Assessment

EIA Cover Sheet																	
Name of process/policy	Leavers Policy																
Is the process new or existing? If existing, state policy reference number	New Policy VO.4																
Person responsible for process/policy	HR POLICY LEAD																
Directorate and department/section	WORKFORCE DIRECTORATE																
Name of assessment lead or EIA assessment team members	EqIA panel members																
Has consultation taken place? Was consultation internal or external? (please state below):	- Retention Task and Finish Group																
The assessment is being made on:	<table border="1"> <tr> <td>Guidelines</td> <td></td> </tr> <tr> <td>Written policy involving staff and patients</td> <td>X</td> </tr> <tr> <td>Strategy</td> <td></td> </tr> <tr> <td>Changes in practice</td> <td></td> </tr> <tr> <td>Department changes</td> <td></td> </tr> <tr> <td>Project plan</td> <td></td> </tr> <tr> <td>Action plan</td> <td></td> </tr> <tr> <td>Other (please state) Training programme.</td> <td></td> </tr> </table>	Guidelines		Written policy involving staff and patients	X	Strategy		Changes in practice		Department changes		Project plan		Action plan		Other (please state) Training programme.	
	Guidelines																
	Written policy involving staff and patients	X															
	Strategy																
	Changes in practice																
	Department changes																
	Project plan																
	Action plan																
Other (please state) Training programme.																	

Equality Analysis

What is the aim of the policy/procedure/practice/event?

The purpose of this document is to provide managers and employees with guidance when leaving the Trust. . The purpose of the exit questionnaire is to gather information from employees leaving the Trust to inform and advise future recruitment and retention of employees. The information gathered will be used respectfully by the Trust to explore working practices and the working environment, with a view to adjusting and improving the work experience of employees where this is identified as appropriate and reasonable.

This policy is to help EEAST maintain a high-quality working environment and will help towards improving staff retention and help to highlight issues of discrimination.

Who does the policy/procedure/practice/event impact on?

Race	×	Religion/belief	×	Marriage/Civil Partnership	×
Sex	×	Disability	×	Sexual orientation	×
Age	×	Gender re-assignment	×	Pregnancy/maternity	×

Who is responsible for monitoring the policy/procedure/practice/event?
WORKFORCE DIRECTORATE

What information is currently available on the impact of this policy/procedure/practice/event?

This is a new policy so no information available.

Do you need more guidance before you can make an assessment about this policy/procedure/ practice/event? Yes/No

No

LINKED DOCUMENTS:

Recruitment and Selection Policy

Equality Analysis

Do you have any examples that show that this policy/procedure/practice/event is having a positive impact on any of the following protected characteristics? Yes/No, If yes please provide evidence/examples:

Race	<input type="checkbox"/>	Religion/belief	<input type="checkbox"/>	Marriage/Civil Partnership	<input type="checkbox"/>
Sex	<input type="checkbox"/>	Disability	<input type="checkbox"/>	Sexual orientation	<input type="checkbox"/>
Age	<input type="checkbox"/>	Gender re-assignment	<input type="checkbox"/>	Pregnancy/maternity	<input type="checkbox"/>

Please provide evidence:

No this is a new policy.

Are there any concerns that this policy/procedure/practice/event could have a negative impact on any of the following characteristics? Yes/No, if so please provide evidence/examples:

Race	<input type="checkbox"/>	Religion/belief	<input type="checkbox"/>	Marriage/Civil Partnership	<input type="checkbox"/>
Sex	<input type="checkbox"/>	Disability	<input type="checkbox"/>	Sexual orientation	<input type="checkbox"/>
Age	<input type="checkbox"/>	Gender re-assignment	<input type="checkbox"/>	Pregnancy/maternity	<input type="checkbox"/>

Please provide evidence:

This policy should not have a negative impact on any of the protected characteristics.

Action Plan/Plans - SMART

Specific

Measurable

Achievable

Equality Analysis

Relevant

Time Limited

Evaluation Monitoring Plan/how will this be monitored?

Who

How

By

Reported to

Once completed please keep a copy for your own records and send one to: Equality Diversity and Inclusion team at EDI@eastamb.nhs.uk