LEWISHAM PRIMARY CARE TRUST

EXIT QUESTIONNAIRE AND INTERVIEW PROCEDURE
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INTRODUCTION

The purpose of the Pre Exit Questionnaires and Interviews is to identify the following:

- The employee’s views about the Trust as an employer;
- The effectiveness of the Trust’s employment policies;
- The employee’s future plans;
- The factors which influence decisions to leave;
- Underlying factors which may have influenced the employee’s decision to leave the Trust (e.g. better paid job elsewhere, lack of career development etc.);
- Any suggestions the employee may have as to how the duties of the post could be more effectively organised or undertaken.

Exit interviews also provide a forum for discussion of ways in which Lewisham PCT can improve e.g. better communication with staff, effective targeting of training, job design etc. They also provide a means of monitoring levels of ‘morale’ amongst staff.

Exit questionnaire and interview monitoring information (general/anonymously) will be shared with the Lewisham PCT’s senior management team and staff side on a regular basis.

Exit interviews also give the Trust an opportunity to thank the employee for his/her efforts whilst working for the Trust and wish her/him well for the future.

Exit questionnaires and interviews do, however, have limitations:

- They lack an incentive for the employee to participate;
- Personal agendas can distort responses;
- Employees may not wish to tell the truth, perhaps because they do not want to make negative comments about line managers or colleagues, or fear the consequences on future requests for employment reference;
- There may be a tendency to exaggerate money as the primary reason for leaving, at the expense of more fundamental underlying reasons.

The results of exit interviews must therefore be treated with caution. The interview should assist in establishing both the reason the employee is leaving the Trust and any underlying factors, which may have influenced the employee’s decision to leave.
EXIT PROCEDURE – FLOW CHART

Below is a flow chart which details the process for the voluntary leaver. A more detailed description follows.

1. Employee Resigns

2. Manager confirms resignation in writing. Manager provides employee with Pre Exit Questionnaire and semi-completed leaver form with confirmation letter

3. Employee returns completed Pre Exit Questionnaire to HR Department

4. Employee opts not to have an Exit Interview

5. Employee requests an Exit interview & HR telephones to arrange a suitable time. The Exit Interview is conducted using the Interview Questionnaire as a framework

7. HR Compile reports & analysis from Pre Exit Questionnaires & Interviews
A STEP-BY-STEP GUIDE TO THE EXIT PROCEDURE

1. **Employee Resigns**

This procedure applies to all employees leaving the Lewisham PCT for ‘voluntary’ reasons, e.g.:

- Employees leaving to take jobs with other employers (including Lambeth, Southwark PCTs’ or other NHS Trusts);
- Employees who are 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

It may also be used with staff who transfer to other areas within the Trust.

**Who should not be interviewed?**

All employees whose departure is not voluntary, e.g.:

- Employees who are dismissed for reasons of conduct, performance or ill-health;
- Employees who are made compulsory redundant (including those who qualify for early payment of pension);
- Employees who retire on the grounds of ill-health
- Employees on temporary or fixed term contracts, where the contract is terminated or not renewed.

2. **Manager confirms resignation in writing and provides employee with Pre-Exit Questionnaire and semi-completed leaver form with confirmation letter**

Managers should send written confirmation as soon as possible after receiving the employee’s resignation. Please see Appendix 1 for a template of the information that needs to go into the confirmation letter (this can be amended depending on individual circumstances).

Upon receipt of the employee’s resignation, the manager should also forward the Pre-Exit Questionnaire (Appendix 2) and Leaver Form (please download from www.lewishamptct.nhs.uk) to the employee in person or by post. It is advisable that the manager meets with the employee to fill in details of the leaver form. However, depending on the situation, it may be more convenient to partially complete the leaver form and send this with the other documentation to the employee (for instance, where the employee is not returning from maternity leave).

Where the employee agrees with the content of the leaver form, they should sign and return it to the manager for counter-signature (*Completed leaver forms should be returned urgently to the Human Resources Department to ensure that correct last payments are made*).

At this stage, the manager should also notify IT Helpdesk to make arrangements to close the employees IT (Group-wise) account.
3. **Employee returns completed Pre Exit Questionnaire to HR Department**

The pre-exit questionnaire should be completed and returned to the HR Department.

4. **Employee opts not to have an Exit Interview**

Employees should not be required to participate in an exit interview against their will as without active co-operation of the employee the information gained may not be meaningful.

5. **Employee requests an Exit interview & HR telephones to arrange a suitable time. The Exit Interview is conducted using the Interview Questionnaire as a framework**

**Who should conduct the interview?**

A member of the Human Resources Department should normally conduct the interview. By having someone from outside the individual’s immediate management structure it will enable employees to speak frankly and in confidence about their experiences.

However, there may be occasions where it is appropriate for the line manager to carry out the Exit interview e.g. where an employee is transferring to another part of the Trust or where an employee is retiring.

Also where a member of the Human Resources Department is leaving, another member of the team who does not usually work closely with the member of staff who is leaving could conduct the interview. Alternatively if the employee prefers, an appropriate senior manager from another part of the Trust could be asked to conduct the interview.

**When should the interview be held?**

Generally the last week of the employee’s service, except for their last day, is the most suitable time. The employees must be released by their line manager to attend the interview.

**What will the interview cover?**

At the interview either the Human Resources staff member or Manager should use the Interview Questionnaire (appendix 4) as a framework for conducting the interview to ensure consistency and aid analysis.

**Will my questionnaire and interview details remain confidential?**

Human Resources or the manager will assure the employee prior to the interview that there will be:

- No individual attribution of comments to her/his line manager on the content of the interview without consent;
- No individual feedback to her/his co-workers without consent;
- No effect on future references or employment with the Trust.
However any information provided by the employee which relates to allegations of misconduct or which could result in legal proceedings against the Trust must be investigated.

Legislatively, the Public Interest Disclosure Act 1998 introduces specific rights for those who disclose wrongdoing to “an employer or other responsible person”. The aim of the Act is to channel disclosures through the appropriate sources. This is combined with the Employment Rights (Dispute Resolution) Act 1998, which gave an Employment Tribunal the power to reduce an unfair dismissal compensatory award in circumstances where the employee fails to make use of internal procedures. Therefore it is in the Trust’s interest to offer the opportunity of an Exit interview.

A record of the interview will be kept by Human Resources Department.

6. **HR compile reports analysis from Pre Exit Questionnaires & Interviews**

Information (not including personal data e.g. names) will be collated from questionnaires and interviews, in order to compile an analysis of information on people leaving the Trust. This will be provided for Senior Management, Staff side and the Trust Board on a regular basis. In addition such information will be shared with other National Health Service bodies, health consortiums etc. where it may assist in workforce and training provision planning.

Where the employee raises issues or serious complaints previously not raised or addressed sufficiently, they should be given the opportunity to raise the grievance options.
Model Response to resignation letter

Dear (Employee Name)

I acknowledge receipt of your letter dated (date) giving your notice to resign from Lewisham Primary Care Trust with effect from (Date) which I confirm will be your last day of service. Please ensure that you have informed your branch secretary of your intention to resign (if union representative).

The Payroll Liaison section will forward your P45 as soon as possible after your last day of service. They will also send you a pension form for you to complete and return to them. Any additional payment due to you will be paid with your final salary payment. However if you have taken annual leave in excess of your pro rata entitlement for the year, payment for this will be recovered from your final salary payment.

In order to ensure you receive the correct final payment, please find enclosed a leaver form. Please read carefully and sign and return to me for counter-signature. If there are any aspects on this form that you do not understand or need clarification on, please contact me urgently.

Could you please ensure that your official identity card (and any other Trust property, keys, etc.) is also returned to (name) before you leave.

The Trust values the contribution all staff make in meeting its organisational objectives and therefore recognises the need to review all its employment practices. Exit Interviews and Pre Exit Questionnaires can provide a valuable source of information, which may help us to identify areas where we can improve. In this respect, I would like to offer you the opportunity to complete the attached Pre Exit Questionnaire and return it to the Human Resources Department – Cantilever House, Eltham Road, Lee, London, SE12 8RN

Ideally we would like you to complete an Exit interview and a member of the Human Resources Department will telephone you to arrange a suitable date/time. You will be given paid time off to attend.

I would like to take this opportunity to thank you for your service with the Trust and to wish you every happiness in the future.

Yours sincerely,

Manager Name
Manager Job Title

Cc: HR Department, Cantilever House, Eltham Road, Lee, London, SE12 8RN
## PRE EXIT QUESTIONNAIRE

Please complete the following and return to the Human Resources Department, Cantilever House, Eltham Road, Lee, London, SE12 8RN.

If you would like an Exit Interview please return the completed form at the earliest opportunity.

<table>
<thead>
<tr>
<th>Name:</th>
<th>Job Title:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Grade:</td>
</tr>
<tr>
<td>Line Manager:</td>
<td>Trust Start Date:</td>
</tr>
<tr>
<td>NHS Continuous Service Start Date:</td>
<td>Last Day of Service:</td>
</tr>
<tr>
<td>Work telephone number</td>
<td>I would like an Exit Interview: Yes/No</td>
</tr>
</tbody>
</table>

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ED/LewishamPCT/updated08/05

9
## Reason for Leaving

Using a scale of 1-3 (1=no influence, 2=some influence, 3=main influence) rate the following factors according to the influence they have had on your decision to leave:

<table>
<thead>
<tr>
<th>Factors</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotional opportunity elsewhere</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To broaden my experience</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better pay/benefits elsewhere</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of job satisfaction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not valued by the organisation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relationship with colleagues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relationship with manager(s)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of Appraisal/adequate supervision</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Failure of Trust to address complaint/grievance satisfactorily</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working environment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stress</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of Flexible Working Opportunities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of training/professional development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing in London</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travelling in London</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workload</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To care for my own children</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To care for other dependants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moving away from area</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insufficient resources to do the job properly</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of job security</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Returning to full time education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retirement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Role did not meet expectations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other, please specify &amp; rate 1-3 as above</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
Destination on Leaving

What will you be doing after you have left the Trust’s employment?

<table>
<thead>
<tr>
<th>Option</th>
</tr>
</thead>
<tbody>
<tr>
<td>NHS London Region – Promotion</td>
</tr>
<tr>
<td>NHS London Region – Same Grade</td>
</tr>
<tr>
<td>NHS Outside London– Promotion</td>
</tr>
<tr>
<td>NHS Outside London– Same Grade</td>
</tr>
<tr>
<td>Private Sector – Health</td>
</tr>
<tr>
<td>Private Sector – Other</td>
</tr>
<tr>
<td>Public Sector – Health (e.g. Social Services)</td>
</tr>
<tr>
<td>Public Sector – Other</td>
</tr>
<tr>
<td>Charity – Health</td>
</tr>
<tr>
<td>Charity – Other</td>
</tr>
<tr>
<td>Agency</td>
</tr>
<tr>
<td>Overseas Employment</td>
</tr>
<tr>
<td>Career Break – Personal development</td>
</tr>
<tr>
<td>Career Break – Caring responsibilities</td>
</tr>
<tr>
<td>Leaving Profession</td>
</tr>
<tr>
<td>Return to full time education</td>
</tr>
<tr>
<td>Part time training with part time work</td>
</tr>
<tr>
<td>Retirement</td>
</tr>
<tr>
<td>Not working</td>
</tr>
</tbody>
</table>

Other, please specify__________________________________________________________________________
__________________________________________________________________________

If applicable, what is the name of your future employer? ________________________________
__________________________________________________________________________

Would you work for SELSSP again? Yes/ No/ Possibly

Would you work for the NHS again?    Yes/ No/ Possibly

Would you recommend SELSSP to others as an employer?    
Yes/ No/ Possibly

Is it the sort of work you expected to do when you joined? Yes / No

Are there any other comments you would like to make about your employment with the Trust?
Opportunities and Benefits

It would be valuable to gain information on what individual staff members have taken advantage of whilst in the Trust. Please take a few moments to complete the following section.

Which benefits have you taken advantage of whilst working for Lewisham PCT (either for yourself or your family):

- Child Care Co-ordinator (Advice/ vouchers/ holiday clubs) Yes / No
- Counselling Services (legal, financial or personal services) Yes / No
- Pension Advice Yes / No
- Flexible Working Initiatives (career break, changes in hours) Yes / No
- Starter Home Initiative Yes / No
- NHS Discounts Yes / No
- Lewisham College Course Discount Yes / No
- Theatre Tickets and Offers Yes / No

Training & Career Development

1. Did you receive any training opportunities in any of the following areas during your employment with the Trust? If so, please indicate how you rated the training you received below.

<table>
<thead>
<tr>
<th>Training Opportunity</th>
<th>Excellent</th>
<th>Good</th>
<th>Poor</th>
<th>Very Poor</th>
<th>No Training Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Induction Training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>On the job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In house</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>External short courses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Qualification Training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (give details)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. After you attended a course, did your manager discuss the outcomes/benefits of the training Yes / No / Sometimes

3. If moving to a job with another employer, have you been promised:
   a. Better training and development opportunities than are available with the Trust. Yes / No
   b. Improved career development opportunities (e.g. more promotion opportunities) compare to the Trust. Yes / No

Thank you for your time and comments & good luck for the future!

PLEASE RETURN THIS FORM TO THE HR ADVISER, Cantilever House, Eltham Road, Lee, SE12 8RN
EXIT INTERVIEW

The questionnaire set out below is designed to allow the Human Resources staff member or manager conducting the interview to explore in a structured way:

- The employee’s views about the Trust as an employer
- The effectiveness of Trust Policies;
- The employee’s future employment plans;
- The factors that influence employee decisions to leave the Trust.

Along with the completed Pre Exit Questionnaire, the Interview Questionnaire, provides a format for:

- The structure of the Interview;
- Feedback to the Trust on issues affecting staff turnover.

The questionnaire is not prescriptive and interviewers should use it flexibly and adapt it to the circumstances of the individual interview.

The questionnaire should not be given to the interviewee for her/him to complete

Once the interview has been completed by the Human Resources representative, all completed documents will be kept in the Human Resources Section. If a manager outside HR conducts the interview it is recommended that the completed questionnaire should be sent to HR Team for their records.

<table>
<thead>
<tr>
<th>Name:</th>
<th>Job Title:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Location:</th>
<th>Grade:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Line Manager:</th>
<th>Last Day of Service:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
A  **PDP and Appraisals**

1. Where you appraised regularly during your employment with the Trust?  
   - Yes
   - No

2. If yes to previous question, how effective was the appraisal process? 
   - Excellent
   - Good
   - Average
   - Poor

*Explore the issue further*

3. Do you feel that your objectives were made clear to you?  
   - Yes
   - No

*Explore the issue further*

4. Do you feel that, generally, you received sufficient support and guidance from your line manager to perform the job effectively?  
   - Yes
   - No

5. If no to the previous question, what was missing by way of support and guidance?

6. To what extent have you been given the opportunity to make full use of your skills and qualifications in your job with the Trust?  
   - A lot
   - Partially
   - Not at all

*Explore the issue further*

7. How much has the experience, support and training (courses and/or on the job training) you have received with the Trust, assisted you in your career (e.g. by helping you obtain a better job elsewhere)?  
   - A lot
   - Partially
   - Not at all

*Explore the issue further.*

8. Did you have an agreed Personal Development Plan?  
   - Yes
   - No

9. If yes to Q10, how helpful did you find this to be?  
   *Explore the issue further.*

10. Do you think the Trust values employees and their contributions?  
    - Yes
    - No

*Explore the issue further.*
11. Do you think that your pay increased sufficiently during your job? 
   *Explore the issue further?*
   - Yes
   - No

**B Relationships with Managers & Co-workers**

1. How would you describe communications in your area? 
   *Explore the issue further.*
   - Excellent
   - Good
   - Average
   - Poor

2. Do you have regular team briefings or discussions? 
   - Yes
   - No

3. How helpful do you find team briefings/discussion? 
   - Very Useful
   - Useful
   - Not Very Useful
   - No Use

4. Do team discussions/briefings include information from Trust Brief? 
   *Explore the issue further.*
   - Yes
   - No

5. Were meetings generally of the right length/frequency/content? 
   *Explore the issue further.*
   - Yes
   - No

6. How would you describe your working relationship with co-workers e.g. other members of the section/team in which you worked? 
   *Explore the issue further.*
   - Excellent
   - Good
   - Average
   - Poor

7. How would you describe your working relationship with your manager / line supervisor? 
   *Explore the issue further.*
   - Excellent
   - Good
   - Average
   - Poor

8. How would you describe your working relationship with colleagues in other parts of the Trust with which you have had regular professional contact? 
   *Explore the issue further.*
   - Excellent
   - Good
   - Average
   - Poor
9 From where do you obtain the majority of your support in your day-to-day work?
*Explore the issue further*

Line Manager
Multi Disciplinary Team
Peers
Other *(please specify)*

C **Workload & Working Conditions**

1 How would you describe the resources available to you to carry out the duties of your post (e.g. time, staff, technology)?
*Explore the issue further*

Excellent
Good
Average
Poor

2 Describe any particular pressures (e.g. activities, certain times of the year, deadlines, certain types of clients) which were common to your job?
*Explore the issues further – In line with Healthy Working & Flexible working.*

3. *In light of Lord Lammings recommendations, on child protection, this question should be asked of all employees involved in working with front-line staff which regularly come into contact with families with children.*

During your employment with Lewisham PCT have you ever had concerns over the practices, procedures and/or policies in place for child protection?

Yes
No

If the answer is yes, ask:

Did you highlight your concerns and to whom?

What action was taken as a result of your action?

3 How would you assess the working environment and conditions in your workplace (e.g. comfort, temperature, functionality of equipment, catering facilities)?
*Explore the issue further*

Excellent
Good
Average
Poor

4 Were you aware of the Flexible Working Policy?

Yes ☐ No ☐

If so, did you request any form of flexible working?

Yes ☐ No ☐

Did this improve your work:life balance?

Yes ☐ No ☐
4 What part(s) of the job did you enjoy most?

5 What things did you enjoy about working in the Trust?

6 What part(s) of the job did you enjoy least?

7 Please outline any suggestions/ideas for improving the way your job is performed.

8 Any further comments you would like to make?
Employee Signature

Date

HR Representative

Date
Appendix 4

Manager checklist

- Confirm resignation by letter □
- Pre-exit questionnaire sent to employee □
- Sections 1, 2 and 3 of leaver form completed and forward to employee for full completion and signature □
- Check Leaver form for completion. If complete, forward to HR department on fax 020 7771 5278 □
- If employee leaves before payday, Payroll Liaison will send payslip to employee’s forwarding address □
- Payroll Liaison sends P45 to employee □
- Close I.T account □
- Request deletion of People Finder Details □
- Notify Registration Authority Agent (Only For Smart Card Users – complete RA02 Form) □
- Collect where appropriate
  - ID badge □
  - Uniform □
  - Keys □
  - Mobile Phone □
  - Table PC and related equipment □
  - Laptop and other related equipment □
  - PC □
  - Reference materials/books/discs □

Employees Checklist

- Confirm resignation with manager in writing □
- Completes pre-exit questionnaire and returns to HR department □
- Fully completes leaver form, signs and returns to manager for counter-signature □
- Confirm date of Exit Interview □