HR POLICIES & PROCEDURES
(SCAS/HR/C12)

EXIT PROCEDURE

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EQUALITY IMPACT ASSESSMENT

1. INTRODUCTION

1.1 SCAS aims to recruit, maintain and develop its people to meet the changing needs of the business, to create an organisation with a strong sense of team, commitment and common purpose that staff are proud to work for. To be in the best position to optimise performance and commitment the Trust requires properly managed, skilled and motivated staff: the 'right people' at the 'right time'.

1.2 Gaining information from individuals leaving can assist the organisation in understanding individuals' reasons for leaving, measuring levels of engagement and satisfaction with their role and with the business, and taking any action to address any areas which need to be improved to increase staff retention within SCAS.

1.3 The Trust values of Teamwork, Caring, Professional and Innovation underpin everything we do to support our vision of saving lives and enabling patients to get the care they need. SCAS aims to nurture a healthy culture, based on all staff demonstrating their role-relevant values-based behaviours within their working lives. All staff are expected to model their behaviours to support SCAS with its strategic aims to become an Employer, Partner and Provider of Choice.

2. PURPOSE

2.1 The information will be made anonymous and reported on a quarterly basis. The report will be made available to all interested parties and will be used to inform the Divisional Senior Management Teams and the Executive Board in order to guide future business strategy, policy decisions and employment practices.

3. SCOPE

3.1 All individuals leaving the organisation will be invited to complete an Exit Questionnaire (attached at Appendix 1). Although the questionnaire completion is encouraged as good practice, it is not mandatory, and an individual's wish not to participate should be respected and noted.

4. EQUALITY STATEMENT

4.1 The Trust is committed to promoting positive measures that eliminate all forms of unlawful or unfair discrimination on the grounds of age, marriage and civil partnership, disability, race, gender, religion/belief, sexual orientation, gender reassignment and pregnancy/maternity or any other basis not justified by law or relevant to the requirements of the post.

4.2 By committing to a policy encouraging equality of opportunity and diversity, the Trust values differences between members of the community and within its existing workforce, and actively seeks to benefit from their differing skills, knowledge, and experiences in order to provide an exemplary healthcare service. The Trust is committed to promoting equality and diversity best practice both within the workforce and in any other area where it has influence.

4.3 The Trust will therefore take every possible step to ensure that this procedure is applied fairly to all employees regardless of race, ethnic or national origin, colour or nationality; gender (including marital status); age; disability; sexual orientation;

religion or belief; length of service, whether full or part-time or employed under a permanent or a fixed-term contract or any other irrelevant factor.

4.4   Where there are barriers to understanding e.g. an employee has difficulty in reading or writing or where English is not their first language additional support will be put in place wherever necessary to ensure that the process to be followed is understood and that the employee is not disadvantaged at any stage in the procedure. Further information on the support available can be sought from the Human Resource Department.

5.   RESPONSIBILITIES

5.1   Employees are encouraged to use this policy to convey their comments and make SCAS aware of their reasons for leaving.

5.2   Line Managers are responsible for ensuring that any members of their staff leaving SCAS are aware of the Exit procedures and completion of an Exit Questionnaire should be requested in all cases (with the exception of dismissal cases).

5.3   Line Managers (or another appropriate manager) will be required to undertake Exit Interviews when an employee has accepted participation in such.

5.4   HR will participate in Exit Interviews, as and when required by the employee, as an alternative to their Line Manager.

5.5   HR Teams are responsible for retaining completed questionnaires in accordance with the General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679).

5.6   HR Managers will be responsible for overseeing the compilation of analysis reports on a quarterly basis via the Divisional Staff Benefits and Welfare Co-ordinators.

6.   CONFIDENTIALITY

6.1   All responses to the Exit Questionnaire:

- will be treated in confidence;
- will not prejudice references or chances of future re-employment;
- will not be held on the individual's HR file but will be retained in a separate file, which will be held in accordance with the General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679);
- the information will only be used for general analysis by the Human Resources Teams. All reports will be made fully anonymous before being circulated to managers and/or committees outside the HR Department.

7.   EXIT GUIDANCE/PROCEDURE

7.1   On receipt of an individual's intention to terminate their employment, Line Managers (or the Education Facilitator, if the individual is still in training) should ensure that a copy of their written notice is forwarded to their Divisional HR Team and an ESR 5 is completed. The Line Manager/Education Facilitator should invite the individual to complete an Exit Questionnaire and/or participate in an Exit Interview.

7.2   If an employee is absent prior to their leave date the line manager is required to complete an ESR 6 to be forwarded to McKesson to close the absence before the

7.3   Managers should forward a copy of the Exit Questionnaire to the employee for completion. Exit Questionnaires are available to download from the Internet or a copy can be requested from their Divisional HR Team.

7.4   Once complete the Exit Questionnaire should be sent to the Divisional HR Team. The leaver will be given the opportunity to discuss their reasons for leaving with either their Line Management or a HR Advisor but are not obliged to do so.

7.5   Results of Exit Questionnaires will be compiled quarterly by the Divisional HR Department and a general report will be produced to inform Management of any issues which may need addressing.

7.6   The report, which will be made fully anonymous, will be made available to SCAS staff via Divisional Forums and the JNCC.

8.   ASSISTING SCAS IN THE FUTURE

8.1   In addition to monitoring the reasons for staff leaving, the Trust would like to establish whether leavers would be willing to return to SCAS in the future. As part of our business continuity plan the Trust needs to build a reserve pool of workers who could be called upon to assist during any event which could have significant impact on staffing levels and in particular a flu pandemic. There is therefore a separate questionnaire relating to this matter along with a covering letter explaining the reasons behind it (Annex A and B). This questionnaire is not anonymous.

8.2   The manager should forward a copy of this questionnaire and letter to the individual leaving as per paragraphs 7.1 and 7.2 of this policy. On return to the HR Department the data within the questionnaire will be recorded onto the ESR system and/or a separate spreadsheet for the purposes of managing business continuity. All information will be held in accordance with the General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679).

9.   RE-EMPLOYMENT ON A BANK/ZERO HOURS CONTRACT

9.1   Staff wishing to remain employed on a bank/zero hours basis should put their request in writing to their Line Manager (or appropriate manager), using the Bank/Zero Hours Contract application form.

10.   MONITORING

10.1   Exit statistics are reported on a monthly basis as part of the Workforce Board report.

11.   AUDIT AND REVIEW

11.1   The procedure will be reviewed every 2 years unless changes within the Trust or in legislation prompt earlier review.

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EXIT QUESTIONNAIRE

Part 1: Employee Details:

Name/ESR Number (optional) ....

1. **Gender:**

   Male   [ ]   Female   [ ]

2. **Age:**

   Less than 21   [ ]   41 – 50   [ ]

   21 – 30   [ ]   51 – 60   [ ]

   31 – 40   [ ]   Greater than 60   [ ]

3. **Disability:**

   Yes   [ ]   No   [ ]

4. **Ethnicity:**

   Please state what you consider your ethnic origin to be:

   ....

4a). **Date of Leaving:**   ....

5. **Sexual Orientation:**

   Please state what you consider your sexual orientation to be:

   ....

6. **Religion or Belief:**

   Please state what you consider your religion or belief to be:

   ....

[NB, the above questions are voluntary and you may indicate that you prefer not to say]

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NHS Trust

7. **Payband:**

Band 1 [ ]   Band 2 [ ]   Band 3 [ ]   Band 4 [ ]

Band 5 [ ]   Band 6 [ ]   Band 7 [ ]   Band 8 [ ]

Band 9 [ ]   Senior Managers' Pay [ ]

8. **Length of Service with SCAS/Predecessor Trusts**

Less than 1 year [ ]   1 – 3 years [ ]   4 – 10 years [ ]

10 – 15 years [ ]   15 – 20 years [ ]   20+ years [ ]

9. **Which Division do you work in?**

Berkshire   [ ]   Hampshire   [ ]

Ox & Bucks   [ ]   Corporate   [ ]

10. **Which Department do you work in?**

A&E Operations [ ]   Patient Transport Services [ ]   EOC [ ]   Out of Hours [ ]

Clinical Services [ ]   Corporate Services (e.g. Finance, Risk, HR, IT) [ ]   111 [ ]

Other [ ]

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Part 2: Reason for Leaving

11. What is your Reason for Leaving?

Resignation	[ ]	End of Contract	[ ]
Retirement	[ ]	Early Retirement	[ ]
Redundancy	[ ]	Ill Health	[ ]

12. If Resignation, what contributed to your decision to leave?
(Please tick up to 5 reasons that you feel apply:)

Improved Salary	[ ]	Feel Undervalued	[ ]
Insufficient Training	[ ]	Discrimination	[ ]
Working Environment	[ ]	Harassment/Bullying	[ ]
Lack of Career Prospects	[ ]	Lack of Flexible Hours	[ ]
Poor Leadership/Management	[ ]	Low Staff Morale	[ ]
Lack of Job Satisfaction	[ ]	Home Relocation	[ ]
Ill Health	[ ]	Insufficient Variety of Work	[ ]
Overworked	[ ]	Carer Responsibilities	[ ]
Underworked	[ ]	Poor Working Relationships	[ ]
Lack of Fringe Benefits	[ ]	Travel Problems	[ ]
Lack of job security	[ ]	To Pursue an Opportunity	[ ]
Other Reason *(please specify)*	[ ]	....	

8a. Please explain further the points you have ticked, above:

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NHS Trust

13. Terms & Conditions within SCAS

Please rate how you considered the following aspects of your employment:

	Good	Satisfactory	Unsatisfactory
Pay for your job	[ ]	[ ]	[ ]
Benefits Package	[ ]	[ ]	[ ]
Job Security	[ ]	[ ]	[ ]
Career Prospects	[ ]	[ ]	[ ]
Training for your job	[ ]	[ ]	[ ]
Working relationships	[ ]	[ ]	[ ]
Equality and Diversity	[ ]	[ ]	[ ]
Staff Communications	[ ]	[ ]	[ ]
Working Environment/ Facilities	[ ]	[ ]	[ ]

14. If going to other employment, where will you be going?

Other NHS Organisation (same profession)	[ ]
Other NHS Organisation (different profession)	[ ]
Non-NHS Organisation	[ ]
No longer want/need to work	[ ]

15. If leaving for improved salary, what will your salary be in your new job?

....

16. Did your job match the job description given to you when you took up post?

Yes   [ ]   No   [ ]

If no, please explain below how did it differed:

South Central Ambulance Service **NHS**

NHS Trust

17. Did your job match your prior expectations?

Yes   [ ]   No   [ ]

18. Please explain below how we could improve your job role for your successor:

19. What changes could SCAS make, as an organisation, that might have encouraged you to remain in employment with us?

20. Overall, how satisfied or dissatisfied were you with your employment with SCAS?

Very Satisfied   [ ]   Satisfied   [ ]

Dissatisfied   [ ]   Very Dissatisfied   [ ]

Neither Satisfied nor Dissatisfied   [ ]   Don't know/No View   [ ]

21. Are there any other issues around your reasons for leaving that you would like to comment upon which have not been covered?

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22. **Would you like the opportunity to discuss this questionnaire with your Line Manager?** *(If so, please pass to Line Manager or other appropriate manager)*

Yes   [ ]   No   [ ]

Line Manager's comments re items discussed in the meeting:

23. **Would you like the opportunity to discuss this questionnaire with an HR Advisor?**
(If so, please pass to HR Department)

Yes   [ ]   No   [ ]

HR Advisor's comments re items discussed in the meeting:

Thank you for taking the time to fill out this questionnaire, your views are very much appreciated and will be taken into account.

Please now forward this questionnaire to your HR Administrator.

Equality Impact Assessment Form Section One – Screening

Name of Function, Policy or Strategy: **Exit Procedure**

Officer completing assessment: **Judy Macdonald**

Telephone Number: **01869 365055**

1. What is the main purpose of the strategy, function or policy?
To understand the reasons people leave the Trust and explain to employees why we gather the information we do.

2. List the main activities of the function or policy? (for strategies, list the main policy areas)
Explain leaving procedure; explain options; provide exit questionnaire.

3. Who will be the main beneficiaries of the strategy/function/policy?
The Trust – managers; remaining employees; future employees.

4. Use the table overleaf to indicate the following:-   a. Where do you think that the strategy/function/policy could have an adverse impact on any equality group, i.e. it could disadvantage them?   b. Where do you think that there could be a positive impact on any of the groups or contribute to promoting equality, equal opportunities or improving relations within equality target groups?

		Positive Impact	Negative Impact	Reasons
GENDER	Women	N/A	N/A	
	Men	N/A	N/A	
AGE	Older People (60+)	N/A	N/A	
	Younger People (17 to 25) and children	N/A	N/A	
RACE	Asian or Asian British People	N/A	Yes	Non-native English speakers may have difficulty understanding the procedure.
	Black or Black British People	N/A	Yes	Non-native English speakers may have difficulty understanding the procedure.
	Chinese people and other people	N/A	Yes	Non-native English speakers may have difficulty understanding the procedure.
	People of Mixed Race	N/A	Yes	Non-native English speakers may have difficulty understanding the procedure.
	White (inc Irish) people	N/A	N/A	
	Disabled People	N/A	Yes	Ability to understand policy and/or procedures may be affected by disability
	Lesbians, gay men and bisexuals	N/A	N/A	
	Transgender	N/A	N/A	
	Faith Groups	N/A	N/A	
	Equal Opportunities and/or improved relations	N/A	N/A	Yes – ensuring that a fair and consistent process is followed for all Trust staff.

Notes: Faith groups cover a wide range of groupings, the most common of which are Muslims, Buddhists, Jews, Christians, Sikhs and Hindus. Consider faith categories individually and collectively when considering positive and negative impacts. The categories used in the race section refer to those used in the 2001 Census. Consideration should be given to the specific communities within the broad categories such as Bangladeshi people and to the needs of other communities that do not appear as separate categories in the Census, for example, Polish.

5. If you have indicated that there is a negative impact, is that impact:		
	Yes	**No**
Legal (ie, not discriminatory under anti-discriminatory law)	x	
Intended		X
Level of Impact	**High**	**Low**
If the negative impact is possibly discriminatory and not intended and/or of high impact, please complete a thorough assessment after completing the rest of this form.		X

6a.   Could you minimise or remove any negative impact that is of low significance? Explain how below:
Clear, simple language used. Line managers support and guide their staff to understand what has been written in the policy and the impact/effect it would have on them.
6b.   Could you improve the strategy, function or policy positive impact? Explain how below:
By using clear and simple language.
7.   If there is no evidence that the strategy, function or policy promotes equality, equal opportunities or improves relations – could it be adopted so it does? How?

Please sign and date this form, keep one copy and send one copy to the Trust's Equality Lead.
Signed: ....
Name: ....
Date: ....

Equality Impact Assessment Form Section Two – Full Assessment

Name of Function, Policy or Strategy: **Exit Procedure**

Officer completing assessment: **Judy Macdonald**

Telephone: **01869 365055**

Part A

1. Looking back at section one of the EqIA, in what areas are there concerns that the strategy, policy or project could have a negative impact?

Gender	☐
Race	**X**
Disability	**X**
Sexuality/Transgender	☐
Age	☐
Faith	☐

2. Summarise the likely negative impacts:-

    Possible difficulties with understanding due to language problems and/or learning disabilities

    No perceived issues relating to other groups.

3. Using the table below, give a summary of what previous or planned consultation on this topic, policy, function or strategy has or will take place with groups or individuals from the equality target groups and what has this consultation noted about the likely negative impact?

Equality Target Groups	Summary of consultation planned or taken place
Gender	
Race	
Disability	
Sexuality/Transsexuality	

Equality Target Groups	Summary of consultation planned or taken place
Older People	
Younger People	
Faith	

4. What consultation has taken place or is planned with Trust staff including staff that have or will have direct experience of implementing the strategy, policy or function?

    None – not considered necessary.

5. Check that any research, reports, studies concerning the equality target groups and the likely impact have been used to plan the project and guide or indicate what research you intend to carry out:-

Equality Target Groups	Title/type of/details of research/report
Gender	
Race	
Disability	
Sexuality/Transsexuality	
Older People	
Younger People	

Equality Target Groups	Title/type of/details of research/report
Faith	

6. If there are gaps in your previous or planned consultation and research, are there any experts/relevant groups that can be contacted to get further views or evidence on the issues?

☐ Yes *(Please list them and explain how you will obtain their views)*

....

....

....

☐ No

Part B

Complete this section when consultation and research has been carried out

7a. As a result of this assessment and available evidence collected, including consultation, state whether there will be a need to be any changes made/planned to the policy, strategy or function.

7b. As a result of this assessment and available evidence, is it important that the Trust commissions specific research on this issue or carries out monitoring/data collection?

   (You may want to add this information directly on to the action plan at the end of this assessment form)

   After due consideration, no changes are necessary and it is a question of managers communicating

   clearly with their staff.

8. Will the changes planned ensure that negative impact is:

Legal?

(not discriminatory, under anti-discriminatory legislation)

Intended?

Low impact?

9a. Have you set up a monitoring/evaluation/review process to check the successful implementation of the strategy, function or policy?

          Yes   [ ]   No   [ ]

9b. How will this monitoring/evaluation further assess the impact on the equality target groups/ensure that the strategy/policy/function is non-discriminatory?

Details:

Please complete the action plan overleaf, sign the EQIA, retain a copy and send a copy of the full EQIA and Action Plan to the Trust's Equality Lead.

Signed:

Name:

Date:

EQIA ACTION PLAN

Issue	Action Required	Lead Officer	Timescale	Resource Implications	Comments
Difficulties of understanding	Plain English, simple language		During drafting	Built into process	
Ditto	Managers to support staff to understand		In use, ongoing	Shouldn't be any.	
Childcare					
Eldercare					

Please continue on another sheet if you need to.