

REPORT OF INDUSTRIAL RELATIONS COMMITTEE

(meeting held on 4 January 2001)

1. MANAGEMENT DEVELOPMENT (REPORT B) (MINUTE NO. 6).

The Committee was addressed by Alison Morris, Linda Bettle and Mike Cash, who were participants in the Supervisory Management, Middle Management and Senior Management Development Programmes respectively. Each of the courses was proving of great interest and value to the employees taking part. The delegates on each course had developed close working relationships, which had provided an additional resource for them. Participants in the Senior and Middle Management courses had already indicated that they wished to maintain regular contact after the end of the programme in order to maintain those relationships and to continue sharing expertise. In addition, the Senior Management course wished to invite a representative of the Corporate Management Team to attend their last meeting to hear their thoughts on the problems facing the Council and possible ways forward. This suggestion was welcomed by the Chief Executive.

The Employee Side welcomed the success of the Management Development Programme. They had been fully consulted during the development of the programmes and believed that the courses were working well. All those who had worked to develop the programme were congratulated.

Members noted, with pleasure, the positive nature of the feedback from the delegates on the programmes, and also the degree to which the skills that they were learning were being spread within the Authority. It was agreed that a full evaluation of the three Management Development Programmes would be submitted to the Committee following their completion in March 2001.

2. REVIEW OF RELOCATION EXPENSES SCHEME (REPORT C) (MINUTE NO.7).

The Committee considered amendments to the Relocation Expenses Scheme which were suggested following a review, which had included comparison with the schemes offered by the other Hampshire Authorities. The key changes were

- ◆ The Council would make clear, at the time of advertisement, if the post was eligible for relocation expenses, should the successful candidate meet the scheme's criteria
- ◆ The employee would have to move to within 20 miles of their place of work
- ◆ A time limit of 9 months would be imposed on making claims. This could be extended, at the Director's discretion, should circumstances warrant
- ◆ The application form has been simplified to make it easier to understand and complete

RECOMMENDED:

- (a) *That for an employee to qualify for relocation assistance, their new residence must be located within a maximum of 20 miles radius from their place of work;*
- (b) *That it be made clear in job advertisements and recruitment information if relocation assistance will be provided, on appointment, where the approved criteria are met;*
- (c) *That all claims for reimbursement under the scheme be made within 9 months of employment commencing with the Council, unless the Director agrees to an extension in exceptional cases; and*
- (d) *That approval be given to the Relocation Scheme, and Management Advice Note, as set out at Appendix 1 to this report.*

3. LEAVERS' QUESTIONNAIRE AND EXIT INTERVIEWS (REPORT D) (MINUTE NO. 8).

The Committee was advised of proposals to ask employees leaving the Council's employment to complete a questionnaire, and also to have an exit interview with a Manager (not their immediate Manager) within their Directorate. The questionnaires would be analysed by Personnel Services and any trends reported to Corporate Management Team and this Committee. It was hoped that analysing the trends would give the Council an early indication of problems and allow the opportunity to take steps to overcome them. The content of the leaving interview would, however, remain confidential.

RECOMMENDED:

- (a) *That the procedure for exit interviews, as set out in Appendix 2 to this report, be adopted with effect from 15 January 2001; and*
- (b) *That Personnel Services report to Industrial Relations Committee annually on the trends emerging from the analysis of the questionnaires.*

4. MENTORING SCHEME – EVALUATION OF PILOT SCHEME AND DEVELOPMENT OF SCHEME FOR FUTURE USE (REPORT E) (MINUTE NO. 9).

The Committee was pleased to note the success of the pilot Mentoring Scheme. In June 1999, 14 partnerships had started a year's pilot, with the intention of using the experience to develop and improve the scheme for future use. A detailed analysis of the questionnaires provided by the participants was set out as an appendix to the report. A number of potential improvements to the scheme had been identified as a result of this analysis. In general the mentoring process had proved of value to both the "trainee" and the mentor. It was considered that it would be worthwhile continuing the scheme in future, modified to take account of the feedback from the pilot.

RECOMMENDED

- (a) ***That the information from the evaluation be noted;***
- (b) ***That the Mentoring Scheme be modified to take account of the Summary of Learning Points set out at Appendix 3 to this report; and***
- (c) ***That the modified scheme be implemented.***

5. PERSONNEL SERVICES PERFORMANCE MEASUREMENT (REPORT F) (MINUTE NO. 10).

The Committee discussed and noted the fourth Annual Performance Measurement Report prepared by Personnel Services. It set out the main roles of the service and evaluated performance under a number of general health indicators that had been introduced by central Government. It also covered other areas of work carried out by the service, including performance against the targets set for 1999/2000, and looked forward to activities that it was planned to carry out in future.

Members noted the statement in paragraph 4.2.3 that the low representation of ethnic minorities in the Council workforce reflected the low percentage in the population of the District. There was concern that this statement was unduly sanguine, as the proportion of ethnic minorities in the nearby towns and cities was considerably higher. The Committee was advised that there was an agreed action plan to examine the Council's Equal Opportunities policy in the near future to ensure the Council was welcoming people from all backgrounds. The aim was to create an "Employer of Choice".

The Employee Side drew attention to the statement included in paragraph 7.3.3 that the Council's pay and conditions were just under the upper quartile. Under the original Pay and Reward Strategy it had been agreed that the Council's average pay and pensions should be "up to the upper quintile" (the 60-80% bracket).

6. PERSONNEL SERVICES BUSINESS PLAN (REPORT G) (MINUTE NO 11).

The Committee considered the draft Business Plan for Personnel Services, which would be linked to the overall Human Resources/People Strategy to be developed in early 2001.

The Employee Side thanked the Personnel Service for inviting their comments on the Business Plan during its preparation. While regretting that the People Strategy was not yet in place, the purpose of the Business Plan, methodology, vision and mission could all be applauded. They drew attention to some details of concern and it was agreed that these would be discussed outside the meeting.

It was also suggested that the Personnel Service's response to the Employee Side statement that the Stress Audit should be given a higher priority, was not sufficient. The Committee was advised that the Stress Audit was an acknowledged high priority and would start in January 2001 with a report, including comparative information, to be submitted to the Committee in September 2001.

In response to concerns that the Action Plan was insufficiently detailed to allow proper evaluation, Members were reassured that it was standard practice to consult fully with the Employee Side as each Action Point was developed. In addition, it was too early, at this stage, to have detailed proposals for the later stages of the Action Plan.

With the consent of the Chairman, Mr Cunningham addressed the meeting. Mr Cunningham welcomed the Business Plan, which was more comprehensive than most produced by other Local Authorities, and set a large number of targets. He saw no difficulty in accepting the presentation of Plan points, as they would be pursued through the normal mechanisms for consultation with the Employee Side. He was concerned, however, that the only task which did not have an assigned deadline was the achievement of full harmonisation and single status, which had, disappointingly, only been assigned Priority 2 status. Full harmonisation was an essential requirement and had originally been scheduled for completion by April 2001. Although this deadline was tight, it could be achieved, and should therefore be included in the Business Plan.

The Committee was advised that the achievement of full harmonisation and single status should have been assigned Priority 1 status and this was a drafting error within the Business Plan. The officers would be meeting with the Employee Side, in the near future, to go through the issues which remained to be addressed. As the end point of such discussions had not yet been established, it was not possible to set a deadline for completion at this stage. It was expected, however, that Corporate Management Team would finalise the list of outstanding issues in early February, following which members of the Committee would be fully briefed. A timetable for achieving full harmonisation would be submitted to the next meeting of the Committee in March. This issue was receiving a high priority.

The Committee agreed to endorse the Business Plan, including the priorities for action that it contains, subject to discussions on the detailed issues of concern raised by the Employee side.

7. PUBLIC HOLIDAYS FOR PART-TIME EMPLOYEES (REPORT H) (MINUTE NO. 12).

This report was withdrawn to allow the issue to be discussed within the context of negotiations for harmonisation and single status.

8. SAFETY GROUP (REPORT I) (MINUTE NO. 13).

The Committee noted the minutes of the meetings of the Safety Group held on 4 May 2000 and 14 September 2000.

With respect to Minute 51, the Committee's attention was drawn to the work now being carried out to replace the roof slates on the Planning wing of Appletree Court.

With respect to Minute 55, relating to the Health and Safety Work Programme, the Committee was advised that the computer program for the stress audit had now been finalised. The audit would be starting in late January in the Finance Directorate and would then roll out through the Authority for completion and report by September 2001.

In answer to questions, Members were also advised that all First Aiders and Duty Managers at the Recreation Centres would be trained in the use of emergency defibrillators. Other employees would also be given general awareness training on the process.

9. RESPONSE TO FLOODING AND ADVERSE WEATHER CONDITIONS (MINUTE NO. 14).

The Employer's Side recorded their thanks to all those employees who had been involved in responding to the recent flooding and other adverse weather conditions. Many members of the general public had been expressing their great appreciation, and the elected Members were also very aware of the exceptional efforts which had been made.

Mr J Warren
CHAIRMAN

Attachments:

- Note 2 - Appendix 1
- Note 3 - Appendix 2
- Note 4 - Appendix 3

(IR040101)

RELOCATION

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1. POLICY

- 1.1 The Council will recruit from the widest possible field and will appoint on the sole criterion of merit except where race or sex is a genuine occupational qualification.

2. INDIVIDUALS AFFECTED

- 2.1 Employees who have applied for a vacancy in the Council and which qualifies for relocation and who have been approved by their Director to receive the benefits of the Relocation Scheme.

3. DEFINITION

The Council is prepared to assist with certain relocation expenses in **approved cases**, if as a result of accepting the appointment the employee necessarily moves house in order to carry out the duties of the post.

Prior to advertisement, the Director must assess whether the Relocation Scheme should be offered to attract the widest field of applicants. Where jobs can usually be recruited to locally, the Relocation Scheme will not be justified.

On appointment, the appropriate Director will determine whether an employee qualifies as an approved case, following the criteria in Section 4.2.

4. GOOD PRACTICE STANDARDS

Good practice guidance is given below under the following headings:

- 4.1 Delegated Authority
- 4.2 Criteria for Consideration
- 4.3 General Rules

A PROCEDURAL CHECKLIST FOR MANAGERS IS CONTAINED AT APPENDIX A

THE RELOCATION SCHEME IS SET OUT IN FULL AT APPENDIX B AND CAN BE FOUND IN THE EMPLOYEE HANDBOOK ON FORESTNET UNDER R FOR RELOCATION

4.1 Delegated Authority

- 4.1.1 The appropriate Director will determine whether a post warrants the offer of the Relocation Scheme.
- 4.1.2 Additionally, the Director is authorised to extend the period of eligibility for relocation expenses to new employees according to the merits of each particular case (Policy and Resources Committee 6.7.94, minute 22). P & R delegation No II (iii).

4.1.3 The Director of Finance is authorised to review the scale of allowable expenses as required.

4.2 Criteria for Approved Cases

Directors will use the following criteria to determine whether an employee qualifies as approved to receive the benefits of the Relocation Scheme:

Relocation expenses are payable only to a person taking up an appointment with the Council who:

- i) moves house in order to carry out the duties of the post;
- ii) lives outside a 25 mile radius of their new place of employment, and
- iii) is moving to new property which:
 - a) falls within a 20 mile radius;
 - b) is appreciably nearer their new place of employment;*
 - c) is situated on the mainland.

***if an employee has more than one base, the base furthest from their new home will be considered as their new place of employment.**

Expenses are not normally payable to an individual who:

- i) prior to offer of appointment has already taken steps to move into the area, e.g. made an offer on a property;
- ii) is joining another member of their family/household who has already moved, or decided to move to take up employment with the Council or for some other reason;
- iii) did not wish to take up the offer of the scheme on initial appointment.

4.3 General Rules

4.3.1 Conditions of the Council's Scheme for Relocation Expenses apply to all Directorates. In exceptional circumstances, variations to the Scheme may be made at the Director's discretion only, after consultation with Personnel Services and the Director of Finance. (For example, extension of travel/lodging allowance, repayment terms).

4.3.2 Reimbursement or payments made within the Scheme are intended to cover genuine costs incurred for the relocation of any employee or a couple jointly (where both take up employment with the Council) in the sale and purchase of one property only.

4.3.3 The Council reserves the right to reclaim any payments made which are subsequently found to be invalid under the terms of the Scheme. Fraudulent claims may result in disciplinary action.

4.3.4 Where the Scheme will apply to a specific vacancy, the applicant should be made aware at interview of the Council's Scheme, including repayment terms. The appointee's eligibility to benefit from the Scheme cannot be confirmed until the Director's approval is obtained after appointment.

APPENDIX A

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MANAGERS' PROCEDURAL CHECKLIST: RELOCATION SCHEME

1. At the advertisement stage, the Manager should assess whether the Relocation Scheme may be necessary to attract the widest pool of applicants. Jobs which can usually be recruited to locally would not normally justify use of the scheme. The advert and recruitment information should clearly state if the scheme may be applicable. As a general rule, jobs advertised nationally, or in Trade Journals, would be eligible.
2. If the vacancy is one that is eligible for the scheme, applicants should be made aware of the terms of the Relocation Scheme during the recruitment process.
3. Once the employee has accepted the appointment and where the vacancy has been designated as an "approved case" by the Director, the employee should be given full details of the Scheme and a supply of the appropriate claim forms.
4. Claims in relation to house purchase/sale and disturbance costs should be made using the relocation expenses claim form (Appendix D). Claims must be based on the terms of the Scheme effective at the date of commencement of employment and full supporting documentation should be attached.
5. Relocation costs are limited to the legal and other fees set out in the Scheme (Appendix B).
6. The removal costs that may be claimed are set out in the Scheme (Appendix B). At least three quotations for removals must be obtained and attached with the invoice to the completed relocation expenses claim form. The amount paid will not exceed the lower quotation.
7. All claims for incidental expenses must be supported by receipts for paid accounts or invoices. Where an item is purchased to replace an item that was used in the old home, reimbursement will be limited to the net cost after deducting any proceeds from the sale of an item replaced.
8. In many instances it will be appropriate for the removal company, solicitor or other agent to be paid directly by the Council. Where this is possible, the employee should be advised to complete the details of "name and address cheque should be sent to" on the Relocation Expenses claim form. Only one claim should be made on each form.
9. All claims should be submitted to the Directorate's nominated officer who will check that the rules and rates of the scheme have been applied and, if not, that any variance is in accordance with the Director's discretion. Previous claims must be taken into account before authorisation of additional expenses.
10. Once checked, all claims must be endorsed by the Director or an authorised manager and submitted to Payments Section of Finance Directorate.

11. A record of all claims made should be maintained by the Directorate's nominated officer using the "Relocation Expenses Summary Sheet" (Appendix D).
12. Any request for an extension of the benefits (beyond 9 months) of the scheme must be referred to the Director for decision.
13. No increase in the overall allowable expenses is permissible unless the overall scheme is changed on the advice of the Director of Finance / Head of Personnel.

Relocation Expenses

SCHEME FOR REIMBURSEMENT OF RELOCATION EXPENSES ON APPOINTMENT

The Council is prepared to assist with certain relocation expenses when recruiting to specific jobs. To qualify as an approved case for relocation expenses, the employee must necessarily move house as a result of accepting the appointment and in order to carry out the duties of the post and, in addition must

- i) Lives outside a 25 mile radius of their new place of employment;
- ii) be moving to a new residence which
 - a. falls within the 20 mile radius
 - b. and is appreciably nearer their new place of employment
 - c. is situated on the mainland

The scheme is intended to cover genuine costs incurred for the relocation of any employee or a couple jointly (where both take up employment with the Council) in the sale and purchase of one property only.

NOTE: The appropriate Director will determine whether a vacancy should attract relocation expenses, and whether an employee qualifies as an approved case.

CONDITIONS:

Reimbursement of expenditure must be claimed within 9 months of employment commencing, unless an extension is agreed by the appropriate Director.

Expenses will only be reimbursed where they are submitted on the Council's Relocation Expenses Claim form, and where supported by relevant receipts/invoices.

All or part of the expenses claimed are to be repaid by the employee if they leave the Council's employment within a two-year period on the following scale:

100% of the sum paid in the event of leaving the Council's service within 1 year of commencing the appointment.

50% of the sum paid in the event of leaving the Council's service after 1 year and within 18 months of commencing the appointment.

25% of the sum paid in the event of leaving the Council's service after 18 months and within 2 years of the date of commencing the appointment.

The employees signature to the claim will be taken to represent their acceptance of the conditions, in particular their liability to repay as set out in the previous paragraph.

SCALE OF REIMBURSEMENT

The scale of reimbursement is reviewed by the Director of Finance/Head of Personnel. These are currently subject to an overall limited of £8,000 made up as follows:

Category	Maximum Entitlement
a) Legal fees (see (a) below)	As required
b) Removal fees (see (b) below)	As required
c) Incidental Expenses	£1,500 maximum
d) Lodging/Renting Expenses	Up to £140 per week / £20 per day
e) Travelling home or partner/family visits	As required

Reimbursement is subject to an overall limit of £8,000 (including VAT).

RELOCATION COSTS

Reimbursement or payments by the Council will be limited to the items shown below. Payment will not normally be made before the appointment is taken up.

(a) Legal and Other Fees

- Estate agents' fees on sale or own advertising costs.
- Legal Fees: Sale
 Purchase
 Mortgage
- Stamp Duty on purchase
- Valuation Fees on mortgage obtained. The cost of any structural survey undertaken for the benefit of the employee will not be reimbursed.

Any claim for fees must be supported by accounts which can be paid direct to the firm or reimbursed to the employee, using the relocation expenses claim form.

(b) Removal Costs

- Removal of household effects
- Transit insurance
- Essential storage

Actual reasonable removal costs are paid but at least three quotations must be obtained and submitted (after the move) with a completed relocation expenses claim form, and invoice(s) or receipt(s) for the costs incurred. The amount paid will not exceed the lower quotation.

(c) **Incidental expenses**

Up to £1,500 (including VAT) may be reimbursed towards the incidental costs of moving house such as

- alteration or replacement of carpets and curtains
- reconnection charges
- purchase/installation of household appliances

Claims must be submitted after the move, using the relocation expenses claim form with the necessary invoice or receipts.

Where an item is purchased to replace an item that was used in the old home, reimbursement will be limited to the net cost after deducting any proceeds from the sale of an item replaced.

(d) **Lodging and renting expenses**

Additionally, the distance from the original home may make daily travelling impracticable (e.g. if the average one way journey exceeds one hour) during the period between taking up the appointment and relocating. Where the employee is financially contributing to the costs of their existing home, the Council will pay, in approved cases, weekly expenses for lodging/rented accommodation up to £140 per week. This will be paid for a period not exceeding 9 months, and subject to the overall reimbursement not exceeding the limit of the Scheme. Payment may be made direct to the landlord on production of an invoice or reimbursed on production of a receipt. All claims should be made on a relocation expenses claim form.

(e) **Travel**

In approved cases, an employee living away from home during the week, whilst awaiting removal, may claim the 2nd class return rail fare home each weekend for a maximum period of 9 months. If the employee has a leased car, and uses the car for the home journey, the cheapest of 2nd class rail fare or leased car mileage rate should be claimed.

Claims must be submitted using the relocation expenses claim form.

All rail fares referred to in relation to relocation expenses are subject to the shortest route.

(f) **Time off to move or prepare for a move**

New employees moving to take up their appointment are allowed an additional one day's paid leave to undertake or prepare for a move.

(g) **Appointments to posts requiring service tenancy**

- i) Initial appointment to a post requiring special residence on a Service Tenancy as a condition of the appointment:

Relocation expenses will be paid to all such employees, including those who already live within the District, under the terms of the Council's scheme.

- ii) Existing postholder appointed to a post requiring special residence on a Service Tenancy as a condition of appointment:

Removal expenses only will be granted. The normal conditions of the Council's scheme for relocation expenses will be applied, including the two year rule on repayment if an employee resigns that appointment.

RELOCATION EXPENSES CLAIM FORM
(Employee to complete)



Original Address:

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Name			
Post Title			
Directorate		Ext. No.	
Date commenced NFDC employment			
Date of removal			
Temporary Address (if applicable)	Permanent Relocation Address (when known)		
Date Moved to Temporary Address (when known)	Date of Permanent Relocation (when known)		

Detail of Expense / Allowance claimed (When claiming travel / lodging allowance specify dates covered by the claim)	Category (see box below)	Amount (excluding VAT)	VAT	TOTAL

Category
A = Legal & other
B = Removal
C = Incidental expenses – £1,500 total
D = Lodging rental allowances - £140 per
E = Weekend travel allowance
Overall Limit £8,000, inc.

Continuation

EXIT INTERVIEWS

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APPENDIX 2

1. POLICY (extract)

The Council seeks to create a climate of understanding and goodwill. It will promote effective employee relations by encouraging openness and trust.

2. INDIVIDUALS AFFECTED

2.1 All employees leaving the Council's employment, whether voluntary leavers, employees dismissed or retiring.

3. CONTEXT

3.1 The Exit interview is the second part of an overall process designed to monitor the reasons for employees leaving the Council's employment. The first part is a questionnaire that all employees will be asked to complete when they are about to leave. Completed questionnaires will be monitored by Personnel Services and trends reported to Corporate Management Team. The second part, the exit interview, is an opportunity for managers to follow up these issues in more depth.

4. DEFINITION

4.1 An Exit Interview is the discussion that takes place between a nominated management representative and the employee who is leaving. This discussion is an essential source of information for monitoring morale and for assessing perceptions of management systems and styles. The discussion should follow up issues raised by employees on the Leavers Questionnaire. In most cases it should be a pleasing interview that reaffirms an employee's positive feelings about the Council. However, an Exit Interview can also uncover feelings of grievance that might otherwise manifest themselves as subsequent legal challenge.

5. APPENDICES

Appendix A - Procedure flowchart
Appendix B – Leaver's views Part 1– for leaver to complete
Appendix C – Leaver's views Part 2 – Questions for Exit Interview

6. GOOD PRACTICE STANDARDS

Good practice guidance is given below under the following headings:

- 6.1 Who should conduct the Interview
- 6.2 The Aims of an Exit Interview
- 6.3 The Conduct of an Exit Interview
- 6.4 After the Exit Interview

EXIT INTERVIEWS

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6.1 Who Should Conduct the Interview?

It is for the directorate to decide who should conduct the interview. It is recommended that this will be the person the leaver's manager reports to, or another manager/DMT member in the directorate. If the employee would rather be interviewed by someone else, their wishes should be accommodated.

6.2 The Aims of an Exit Interview

6.2.1 The key aims of an Exit Interview are:

-
- i) to elicit honest feedback about the employee's perceptions of management systems and behaviours.**
 - ii) to assess the effectiveness of team-working amongst the employee's work group.**
 - iii) to assess the general state of morale in the employee's work group.**
-

iv) to assess whether lack of training and career opportunities or other factors are resulting in loss of good employees.

v) to determine whether the employee is leaving with positive feelings about the Council or with an unresolved grievance.

6.2.2 Whether the feedback gained from an Exit Interview is positive or negative, a good organisation will use the information as an investment into the process of continuous improvement.

6.3 The Conduct of an Exit Interview

6.3.1 An Exit Interview should be diary scheduled to allow both parties to prepare but it need not be formal. It should be held in a relaxed atmosphere and should be conducted in a way that encourages the employee to be open and honest.

6.3.2 Where it is obvious that the employee is leaving for positive reasons, and with positive feelings, the manager should use the Exit Interview as an opportunity to reinforce those feelings so that the employee will be a good ambassador of the Council. It is also an opportunity to ascertain what aspects of Council policy and practice have contributed most to the employee's sense of well-being and success.

6.3.3 The Leavers views Part 2 (Appendix C) should be used as a guide to the interview. However, it is intended as a guide only and it may be appropriate to discuss other issues as they emerge.

- 6.3.4 It is important to explore fully any negative or anxious feelings. If the manager believes that the employee is disguising or withholding some negative feelings, these should be probed gently to get a true picture. In exceptional circumstances, the employee may have a justifiable grievance (e.g. sexual harassment or bullying) which is later raised in a claim for constructive dismissal damages. In such exceptional circumstances, it may be advisable for the manager to encourage the employee to remain in employment. In any event, the manager should investigate and, if there is substance, should deal with the identified cause of the grievance. Personnel Services will advise.
- 6.3.5 The manager should make a note of the key issues and feelings discussed in the Exit Interview on the Leavers Views Part 2 (Appendix C). These notes could be particularly important if there is subsequent legal challenge resulting from unresolved grievance (e.g. a claim of constructive dismissal). The form should be placed in the employee's personal file and should be retained for a period of at least six months after the employment has ended.

6.4 After the Exit Interview

- 6.4.1 The feedback obtained during Exit Interviews is one of the most important sources of information available for the continuous improvement of performance and morale within the Council.
- 6.4.2 Positive feedback from an Exit Interview can reinforce confidence in management styles and effectiveness of the business unit.
- 6.4.3 Conversely, honest feedback can be helpful to the business unit or individual managers to reflect on whether the management style is too constraining, unsupportive, or otherwise failing to achieve optimum commitment and performance. If any suggestions are made that could improve the business unit/Council, there should be raised at an appropriate level, e.g. Directorate Management Team.
- 6.4.4 If an Exit Interview demonstrates that an employee has a skewed and negative perception of the Council's policies or practices it is possible that other employees share that perception. Armed with such knowledge, the Council can create better awareness and promote positive thinking.

6.4.5 An Exit Interview is not simply an end in itself. It is a reinforcer of good practice and a means of achieving improvement in managerial competence and organisational effectiveness.

6.4.6 Managers should remember that the information given should be treated in confidence. If the employee discusses an issue which has implications for the Council, the Manager should advise the employee that the Manager may need to disclose the information to other people.

7. PROCEDURE

- 7.1 Within 7 days of an employee handing in their notice, the PSG member should send the Leavers views Part 1.
- 7.2 When the employee returns this, a copy should be passed to Personnel Services.
- 7.3 An Exit Interview should be arranged between the employee and a nominated management representative - usually the person who the employee's manager/supervisor reports to.
- 7.4 If the employee would prefer someone else to conduct the interview, their views should be accommodated.
- 7.5 The nominated management representative should conduct the interview following the form Leavers Views Part 2. A procedure flow chart can be found at Appendix A.

8. LEGISLATION

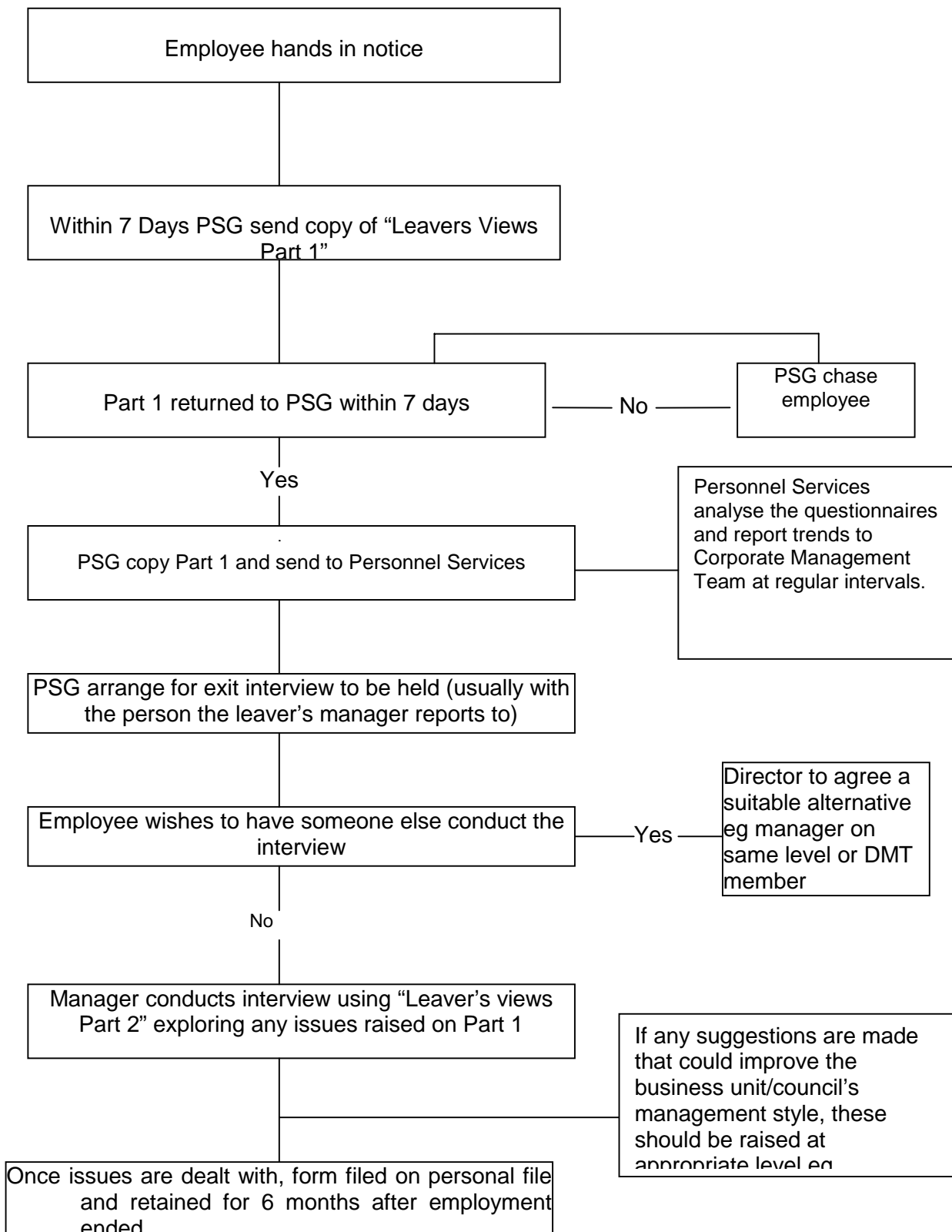
- 8.1 **Employment Rights Act 1996:** Requires that employees be treated reasonably and fairly.

9. OTHER SOURCES OF INFORMATION

WHERE FOUND

- 7.1 Internal - General advice Personnel Services
- 7.2 External – Chartered Institute of Personnel and Development (CIPD) Codes of Practice Personnel Services

PROCEDURE FLOWCHART



NEW FOREST DISTRICT COUNCIL

LEAVER'S VIEWS
CONFIDENTIAL

PART 1 - EXIT INTERVIEW
(TO BE COMPLETED BY LEAVER)

As part of our determination to continually improve New Forest District Council's performance as a best practice employer we are keen to hear the views of those colleagues moving on to pastures new. It would help us greatly if you would complete the following questions to help us progress our aspiration of continuous improvement. Please return the form within 7 days.

1 PERSONAL DETAILS

Name: Job title: Section: <div style="text-align: center;"> <input type="checkbox"/> Full time <input type="checkbox"/> Part time <input type="checkbox"/> </div> Work telephone no:	Directorate: Manager's name: (person to whom you report) Date joined NFDC(approx): Leaving date:
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2 FUTURE EMPLOYER - FOR MONITORING PURPOSES (only if you wish to complete)

Name of future employer:	Type of business:
Is your new employer: Public sector <input type="checkbox"/> Private sector <input type="checkbox"/> Self-employment <input type="checkbox"/>	
Date employment starts:	

3 WHAT FACTORS MADE YOU DECIDE TO LEAVE THE COUNCIL? (Tick all that apply)

1. Career progression <input type="checkbox"/> 2. Financial <input type="checkbox"/> 3. Problems with manager / colleagues <input type="checkbox"/> 4. Job too stressful <input type="checkbox"/> 5. Ill health <input type="checkbox"/> 6. Unhappy with Council's management style <input type="checkbox"/> 7. Need new challenge <input type="checkbox"/>	8. Want to leave local government <input type="checkbox"/> 9. Difficult to balance work and home life <input type="checkbox"/> Discrimination because of my: 10. race <input type="checkbox"/> 11. sex <input type="checkbox"/> 12. disability <input type="checkbox"/> 13. Worried about job security <input type="checkbox"/> 14. Early retirement <input type="checkbox"/> 15. Lack of promotion prospects <input type="checkbox"/> 16. Other (Please state)
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Which factor most influenced your decision to leave? State Number

Which factors would have encouraged you to stay? Please state

4 HOW DO YOU RATE COMMUNICATION IN THE COUNCIL ?

a. Overall/Corporate Excellent <input type="checkbox"/> Good <input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> No view <input type="checkbox"/>	b. In Your Section/Business Unit Excellent <input type="checkbox"/> Good <input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> No view <input type="checkbox"/>
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5	TRAINING AND DEVELOPMENT																																
	<p>a. How would you rate the training and development you received in the Council?</p> <table border="0"> <tr> <td>Excellent</td> <td><input type="checkbox"/></td> <td>Good</td> <td><input type="checkbox"/></td> <td>Satisfactory</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Unsatisfactory</td> <td><input type="checkbox"/></td> <td>No view</td> <td><input type="checkbox"/></td> <td></td> <td></td> </tr> </table> <p>b. How did you hear about training and development opportunities?</p> <table border="0"> <tr> <td>Posters</td> <td><input type="checkbox"/></td> <td>Word of Mouth</td> <td><input type="checkbox"/></td> <td>Forest Net (Intranet)</td> <td><input type="checkbox"/></td> </tr> <tr> <td>In House</td> <td><input type="checkbox"/></td> <td>Manager at PDI</td> <td><input type="checkbox"/></td> <td>Training Co-ordinator</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Team meetings</td> <td><input type="checkbox"/></td> <td>Other</td> <td><input type="checkbox"/></td> <td>Don't Know</td> <td><input type="checkbox"/></td> </tr> </table> <p>Do you have any comments about training and development opportunities within the Council?</p>			Excellent	<input type="checkbox"/>	Good	<input type="checkbox"/>	Satisfactory	<input type="checkbox"/>	Unsatisfactory	<input type="checkbox"/>	No view	<input type="checkbox"/>			Posters	<input type="checkbox"/>	Word of Mouth	<input type="checkbox"/>	Forest Net (Intranet)	<input type="checkbox"/>	In House	<input type="checkbox"/>	Manager at PDI	<input type="checkbox"/>	Training Co-ordinator	<input type="checkbox"/>	Team meetings	<input type="checkbox"/>	Other	<input type="checkbox"/>	Don't Know	<input type="checkbox"/>
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6	THE COUNCIL AS AN EMPLOYER																																
	<p>a. How would you rate New Forest District Council as an employer?</p> <table border="0"> <tr> <td>Excellent</td> <td><input type="checkbox"/></td> <td>Good</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Satisfactory</td> <td><input type="checkbox"/></td> <td>Unsatisfactory</td> <td><input type="checkbox"/></td> </tr> <tr> <td>No view</td> <td><input type="checkbox"/></td> <td></td> <td></td> </tr> </table> <p>b. How does New Forest District Council compare to other employers you have worked for?</p> <table border="0"> <tr> <td>Better</td> <td><input type="checkbox"/></td> <td>About the same</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Worse</td> <td><input type="checkbox"/></td> <td>No view</td> <td><input type="checkbox"/></td> </tr> </table>			Excellent	<input type="checkbox"/>	Good	<input type="checkbox"/>	Satisfactory	<input type="checkbox"/>	Unsatisfactory	<input type="checkbox"/>	No view	<input type="checkbox"/>			Better	<input type="checkbox"/>	About the same	<input type="checkbox"/>	Worse	<input type="checkbox"/>	No view	<input type="checkbox"/>										
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7	EXIT INTERVIEWS																																
	<p>It is a Council standard that all employees should have an exit interview. This will usually be held with the person your manager/supervisor reports to.</p> <p>The purpose of the interview is to allow you to expand on the information given in this form and to discuss issues that have affected your decision to leave.</p> <p>It can cover training opportunities, work organisation, management style, organisational expectations etc. The Council will use any information collected to analyse our policies and procedures and look at the job description and person specification of the post you currently occupy.</p> <p>Your PSG member (named below) will shortly arrange an Exit interview for you.</p>																																
	EMPLOYEE SIGNATURE																																
	Signed:	Date:																															
	THANK YOU FOR COMPLETING THIS QUESTIONNAIRE																																
	<p>Please return within 7 days to your Personnel Systems Group member identified below:</p> <table border="0"> <thead> <tr> <th>NAME:</th> <th>LOCATION</th> <th>TICK:</th> </tr> </thead> <tbody> <tr> <td>Sue Boden</td> <td>Community Services, Appletree Court</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Heleana Aylett</td> <td>Environment Services, Appletree Court & Town Hall</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Ruth Skeates</td> <td>Chief Executive's Dept, Appletree Court</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Marie Dunkinson</td> <td>Finance, Town Hall</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Mike Yates</td> <td>Commercial Services, Marsh Lane Depot</td> <td><input type="checkbox"/></td> </tr> </tbody> </table> <p>Note to PSG Member – please copy to Personnel Services</p>			NAME:	LOCATION	TICK:	Sue Boden	Community Services, Appletree Court	<input type="checkbox"/>	Heleana Aylett	Environment Services, Appletree Court & Town Hall	<input type="checkbox"/>	Ruth Skeates	Chief Executive's Dept, Appletree Court	<input type="checkbox"/>	Marie Dunkinson	Finance, Town Hall	<input type="checkbox"/>	Mike Yates	Commercial Services, Marsh Lane Depot	<input type="checkbox"/>												
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NEW FOREST DISTRICT COUNCIL

LEAVER'S VIEWS

**PART 2 – EXIT INTERVIEW
(TO BE CONDUCTED BY NOMINATED MANAGEMENT REPRESENTATIVE)**

The following form should be used as a guide when conducting Exit Interviews. Further guidance can be found in Management Advice Note 4.11.

PERSONAL DETAILS OF LEAVER	
	NAME: _____ JOB TITLE: _____
1	LEAVERS QUESTIONNAIRE
	ANY ISSUES RAISED ON THE LEAVERS QUESTIONNAIRE WHICH MERIT FURTHER DISCUSSION / COMMENT?
2	THE JOB
	A. WHAT DID YOU MOST ENJOY ABOUT YOUR JOB AND WHY?
	B. WHAT DID YOU LEAST ENJOY AND WHY?
	C. WHAT CHANGES (IF ANY) MAY BE REQUIRED TO THE JOB?



3	WORKING CONDITIONS
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ARE ANY IMPROVEMENTS REQUIRED TO:

- A. ACCOMMODATION

- B. EQUIPMENT

- C. SECURITY

- D. HEALTH & SAFETY

4	GENERAL
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DO YOU HAVE ANY FURTHER IDEAS TO IMPROVE THE WAY THE SECTION / BUSINESS UNIT OPERATES?

5	SIGNATURES
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<p>EMPLOYEE</p> <p>.....</p> <p>DATE</p> <p>.....</p>	<p>PERSON CONDUCTING INTERVIEW</p> <p>.....</p> <p>NAME</p> <p>.....</p> <p>JOB TITLE</p> <p>.....</p> <p>DATE.....</p>
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SUMMARY OF KEY LEARNING POINTS

1. Meetings every 5-7 weeks on average work well.
2. Meetings should be no longer than 90 minutes.
3. Agreed and signed learning agreements are of no benefit.
4. Partnerships which identify and define their objectives at the beginning appear to be the most successful.
5. Mentoring has proved to assist the development of learners and mentors. All would recommend the scheme to others.
6. Good matching of partners is crucial. Criteria should include the needs of learners so appropriate mentors can be found. Learners preferences should be taken into account.
7. Good relationships continue informally even if formally ended.
8. Mentors must be excellent listeners with good interpersonal skills. Commitment, experience and being genuine are also important.
9. Relationships which did not work would have appreciated more intervention from the co-ordinator to bring the partnership to an end.
10. Managers may need more information to enable them to support learners more.
11. Mentors would appreciate a mentors network.
12. Both learners and mentors would recommend that the Council continue with the scheme.