

# LEAVER'S QUESTIONNAIRE

Number 4.22  
Page 1 of 2  
Date Issued Jan 2001  
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## 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.

## 3. CONTEXT

3.1 The completion of the leaver's questionnaire is a process designed to monitor the reasons for employees leaving the Council's employment. All employees will be asked to complete the questionnaire when they are about to leave (Appendix A). Completed questionnaires will be monitored by Human Resources and trends reported to Executive Management Team. A meeting can also be arranged at either the request of the manager or the employee to discuss further their employment experience.

3.2 If a meeting is arranged it can provide an essential source of information for monitoring morale and for assessing perceptions of management systems and styles. However such a meeting can also uncover feelings of grievance that might otherwise manifest themselves as subsequent legal challenge.

## 4. APPENDICES

Appendix A - Leaver's Questionnaire

## 5. GOOD PRACTICE STANDARDS

5.1 The aim of the leaver's questionnaire is to capture data from employees who are leaving the council. Whether the feedback gained is positive or negative, a good organisation will use the information as an investment into the process of continuous improvement.

5.2 Although not a mandatory part of the process the employee and manager can arrange to meet to discuss the leaver's questionnaire. The employee completing the questionnaire can request a meeting or the manager may choose to hold a meeting.

5.3 The meeting should be held in a relaxed atmosphere and should be conducted in a way that encourages the employee to be open and honest.

5.4 Where it is obvious that the employee is leaving for positive reasons, and with positive feelings, the manager should use the questionnaire results 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.

5.5 It is also 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. Human Resources will advise.

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Number 4.22  
Page 2 of 2  
Date Issued Jan 2001  
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- 5.6 The manager should make a note of the key issues and feelings discussed at the meeting. 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.
- 5.7 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.

## 6. PROCEDURE

- 6.1 On receipt of an employee's resignation the manager should complete the online termination notice. The manager is prompted to enter an email address, either NFDC or personal E-Mail. The HR Admin Team (Recruitment) will process the termination and use the E-Mail address to send the leaver the link to the questionnaire.
- 6.2 The employee can complete the questionnaire either at their personal workstation or by another mobile device such as a smart phone/tablet.
- 6.3 Completed questionnaires are automatically sent to the HR Admin Team (Recruitment). Manager receives a copy & if requested asked to arrange a meeting.
- 6.4 The HR Advisory Team monitor this data and periodically report statistical information to management.

## 7. LEGISLATION

- 7.1 **Employment Relations Act 1999:** Gives effect to many of the measures relating to "Fairness at Work", including family-friendly rights, rights for workers to be accompanied at disciplinary and grievance hearings, part-time workers rights, enhanced trade union provisions.
- 7.2 **Employment Rights Act 1996:** This brings together many of the individual employment rights found amongst a number of different statutes. It repeals in their entirety the Employment Protection (Consolidation) Act 1978 and the Wages Act 1986. It requires employers to provide employees with information about their rights and entitlements and to treat them fairly.

## 8. OTHER SOURCES OF INFORMATION

### WHERE FOUND

- |     |  |                 |
|-----|--|-----------------|
| 8.1 | Internal - General advice  | Human Resources |
| 8.2 | External – Chartered Institute of Personnel and Development (CIPD) Codes of Practice | Human Resources |