How to complete the leaver's survey/process

1. On-line survey

Departing employees provide a valuable source of feedback which can help inform and improve business practices for example, recruitment and retention strategies, organisational change, induction and training programmes.

It is the manager’s responsibility to ensure that the employee is provided with link to the on-line leaver survey. The survey can be completed:

- By the employees on their own.
- With their line manager.
- With another nominated person. This can be the line manager’s manager or Principal Social Worker (for social worker staff).

The link to the survey can be found here SURVEY

The information provided will remain anonymous at an individual level. Results from the survey will be analysed on a quarterly basis and reported back to the organisation. Any immediate concerns will be reported back to the service area on a monthly basis.

2. Knowledge transfer meeting

The manager should ensure that they capture any knowledge from the departing employee and could cover the following areas:

a. What the employee considers being their most valuable and/or unique knowledge they possess in their role.
b. Who are the people they most commonly interact with?
c. Who are their key contacts?
d. What is the key documentation they find particularly useful and needed in their role?
e. What improvements could be made to the service area? Are there any unexploited ideas or potential improvements and/or innovations they could suggest to improve business performance?
f. Could we design their role better or do it differently to make it leaner or more efficient?

**NB**: Should the member of staff be leaving under redundancy, then it would not be applicable for the manager to perform an exit discussion in its entirety. However, an exit discussion may still be useful.
3. Who is responsible for what?

**Employee responsibility:**

- Refer to own contract of employment or Notice Periods policy to ascertain how much notice has to be provided.
- Verbal resignation to be advised to line manager, followed up by written confirmation.
- Complete on-line leaver exit survey (or paper version if on-line version not accessible – Appendix A) by yourself, with the line manager or other nominated person, if you wish to.
- If you don’t want to complete the on-line survey, please tick ‘no’ on the survey so we can understand how many leavers choose not to complete it.
- Agree with line manager leaving date, taking into consideration any unused leave entitlement and agree management of credit/debit flexi and TOIL.
- Agree with line manager handover of any outstanding work; knowledge and skills transfer.
- Agree with line manager arrangements regarding return of GCC equipment e.g: keyfob, parking permit, memory stick, laptop, name badge etc.

**Line Manager responsibility:**

- Acknowledge receipt of resignation letter and forward a copy to contactus@gloucestershire.gov.uk
- Agree with employee leaving date, taking into consideration any unused leave entitlement and agree management of credit/debit flexi and TOIL.
- Provide the employee the link to the on-line leaver survey. The on-line leaver survey (or paper version attached if on-line version not accessible) can be completed by the employee on their own, with their line manager or another nominated person. If the employee wishes to complete the survey with someone outside of the service, please contact HR on 01452 425888, select option2 and then option 4.
- Undertake knowledge transfer meeting.
- Complete leaving procedures – complete e-leaver form. This will end the employee’s employment with GCC on the effective date. ICT will be informed that this employee is leaving via the e-leaver form; however, you need to ensure that all council property is returned (mobile, laptop etc).
- Consider whether any changes need to be made to the role following the exit discussion.

**Human Resources responsibility:**

- Analyse the contents of the on-line Leaver exit survey on a quarterly basis and report back to the relevant service area.
- Raise concerns raised by employees within the free comments boxes with the relevant line manager / service Director for information and action as required.
- Use the general trends of information from the exit survey to influence future business planning.
Appendix A

GLOUCESTERSHIRE COUNTY COUNCIL

LEAVER EXIT SURVEY:

From the following list, please choose the option that best describes what you will be doing after leaving your job at Gloucestershire County Council:

☐ I am going to a new job within Gloucestershire County Council
☐ I am going to a new job outside Gloucestershire County Council
☐ I am joining another Local Authority
☐ I am joining another sector
☐ I am retiring
☐ I am going into full or part-time education
☐ I have no job to go to
☐ Other

Reason for leaving:

Please tell us the main reason why you are leaving Gloucestershire County Council

☐ To further develop my career
☐ I was offered an improved remuneration package
☐ I was unhappy due to workplace relationships
☐ I was unhappy with my workload
☐ I had a fixed term contract which was not extended
☐ A change in personal circumstances
☐ To alter the balance between my work and personal life
☐ To reduce the distance I commute
☐ Other, please specify
Employee Satisfaction

Please tell us how satisfied or dissatisfied you are with the following areas relating to your employment with Gloucestershire County Council. (Where 1 = Extremely dissatisfied, 2 = Dissatisfied, 3 = Satisfied, 4 = Extremely satisfied)

<table>
<thead>
<tr>
<th>Area</th>
<th>Extremely dissatisfied</th>
<th>Dissatisfied</th>
<th>Satisfied</th>
<th>Extremely satisfied</th>
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</thead>
<tbody>
<tr>
<td>Training &amp; Development opportunities</td>
<td></td>
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<td></td>
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<tr>
<td>Salary and benefits package</td>
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<td>Induction programme (if you started in the last 12 months)</td>
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<td>Flexible working arrangements</td>
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<td>Work/life balance</td>
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<td>Communication with your line manager</td>
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<td>Communication with your team</td>
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<td>The accuracy of the job description for the post</td>
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<td>The appraisal system</td>
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<td>Supervision</td>
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<td>Fairness &amp; diversity within the council</td>
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<td>Health &amp; Safety arrangements within the council</td>
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<tr>
<td>Overall how satisfied are you with Gloucestershire County Council as a place to work?</td>
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</table>

How to.....conduct the exit discussion
1st Issue: 20th December 2010          Last Updated: September 2017
Comments (enter into text box)

**Reasons for leaving?**

What factors would have encouraged you to stay at Gloucestershire?

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**My role**

Was your role well defined? Did you have the resources to do your job? Was your workload manageable?

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**Supervision, Appraisal and training**

How would you describe your experience of supervision, appraisal and training? How often did you have supervision? How could this be improved?
Relationships with managers, senior managers and team members

How would you describe your relationship with manager, colleagues and senior managers? What are the barriers to these relationships and how could they be enhanced?

Culture

How would you describe the team morale and working environment? How would you describe your personal morale and motivation? How could this be improved?

Organisation

Do you understand how your team/service fit into the wider council’s vision?
What could we do better?

What should we be doing more of and what should we stop doing?

Would you recommend Gloucestershire County Council as an employer?
Yes ☐
No ☐

Please explain the reason(s) for your answer:

Would you consider returning to work for Gloucestershire County Council?
Yes ☐
No ☐

Your name (optional)

Your job title (mandatory)
How long have you worked for Gloucestershire County Council? (mandatory)


Last date of employment (mandatory)


Date


Which service area are you leaving or have just left? (mandatory)

Core Cluster  □

Children and Families Cluster  □

Adults Cluster  □

Communities Cluster  □

Additional comments

Please use the space below to make any additional comments or suggestions


All information will be treated in confidence
Thank you for your time and effort completing this survey.
Please return your completed form to:
Gloucestershire County Council, Management Information Team, Human Resources, Shire Hall, Block 5, 4th Floor