

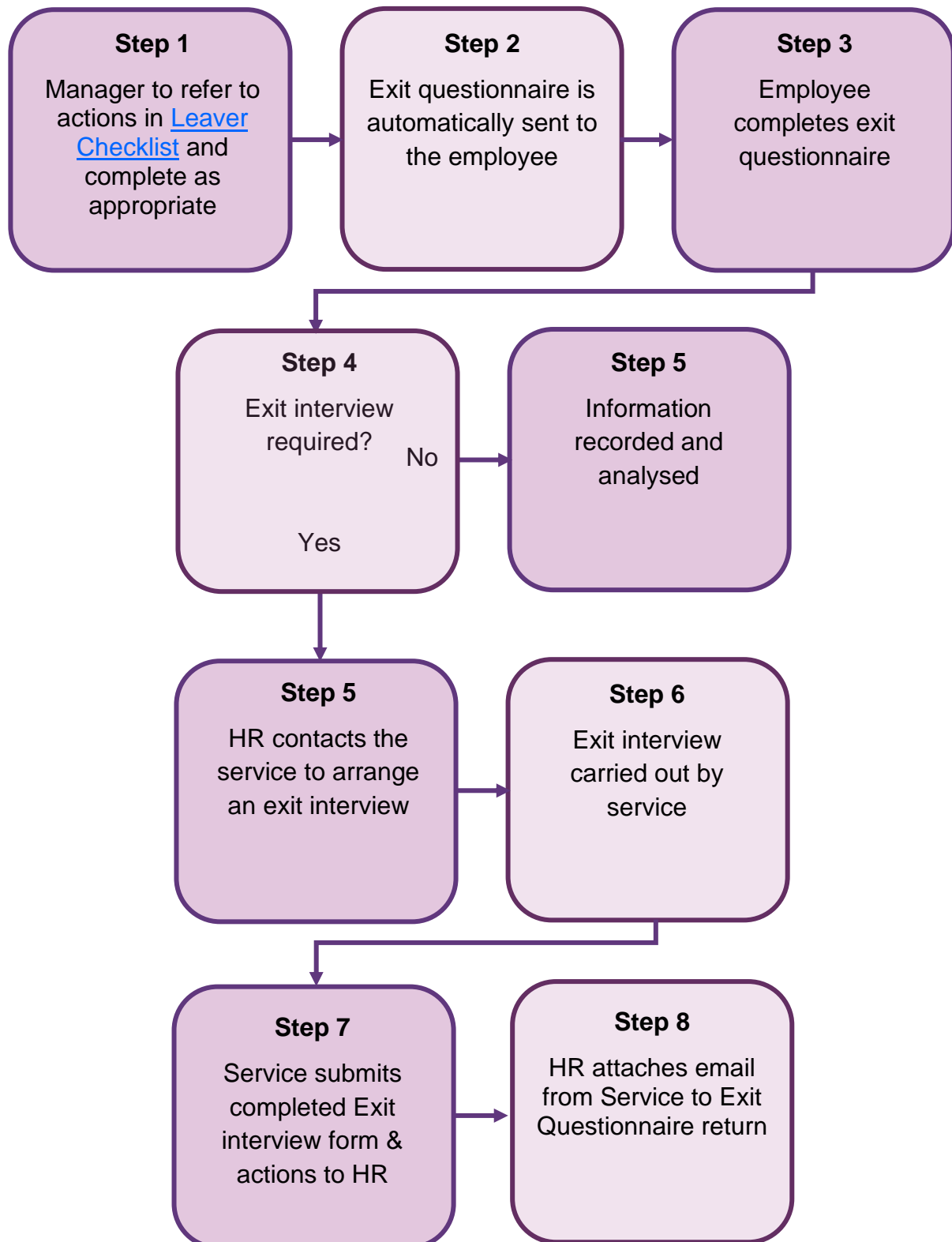


Leavers Procedure

Review Date: 13th February 2025

Summary

For **all** employees leaving the Council follow Step 1. Where an employee is voluntarily leaving the Council Steps 2 – 8 will also be carried out.



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Rationale

The following procedure indicates the roles, responsibilities and actions, which must be undertaken in order to obtain and monitor exit information. It also details the actions which require to be undertaken by Line Managers when an employee is leaving a job and/or Aberdeenshire Council.

Employee Exit Information

Introduction

It is important that when an employee gives notice of their intention to leave, Aberdeenshire Council give and receive feedback including thanking the departing employee for their work. This information will be used to improve recruitment and retention strategies, monitor any areas of the authority where patterns or trends are emerging and provide data for workforce planning and profiling.

The types of information can be helpful to:

- Identify reasons for and trends in turnover
- Identify areas requiring change
- Identify any training and development needs for remaining employees
- Assess the effectiveness of induction and recruitment practices
- Identify factors that could persuade people to remain within the authority, such as changes to terms and conditions, working patterns or culture
- Evaluate the success of HR procedures and determine where changes need to be made or new strategies developed
- Assist equal opportunity monitoring

All employees leaving on a voluntary basis must be given the opportunity to complete an exit questionnaire.

It is vitally important that the information gathered from questionnaires and interviews is monitored and reported on a regular basis.

It is important that employees who leave are made aware that the information they provide will be treated as confidential and will not influence any references or future re-employment.

Any serious issues that arise during the exit questionnaire process must be identified to HR in the first instance, for example, any claims of physical violence or dangerous work practices. HR will look into any patterns or claims in relation to any serious allegations for example of bullying, and this will be dealt with as appropriate. This may lead to a discussion with the employee on alternatives to resigning from the employment of Aberdeenshire Council in light of the information received.

Roles and Responsibilities

Roles and Responsibilities	
Employee	To give full and honest answers to the exit questionnaire and exit interview, if undertaken.
Line Manager	To ensure that the leaver checklist is completed fully.
Exit Interviewer	To ensure that the information gathered is treated confidentially and sensitively and organised before the employee leaves the authority. The interview should be undertaken away from the employee's normal place of work where possible.
Reward & Analytics/HR	To collate and analyse the information received from Services and provide support and guidance to line managers in relation to any issues identified during the exit process.

Exit Questionnaire

When an employee tenders their resignation the line manager should inform the employee that they will be invited to complete an exit questionnaire. Line Managers are expected to encourage employees to complete the questionnaire and explain that the purpose is to use the information to identify areas for improvement.

The line manager will be responsible for ensuring that the 'remove an employee' process is completed to take the employee out of his/her post.

This can be done by following the below steps:

[askHR portal](#) → I am a line manager → Employee Contract Change → Remove an employee from a position

This action must be completed for the employee to receive an exit questionnaire therefore should be completed as soon as possible.

Once this leaver notification has been processed, an automatic email will be sent to the employee with a link to the exit questionnaire to complete. Note that the email will only be sent to those leaving for a **voluntary** reason.

If the council does not have an email address associated with the employee, the automatic email will be sent to the line manager instead who is then responsible for ensuring that the questionnaire is forwarded onto the employee as soon as possible.

The line manager must ensure that all employees who leave Aberdeenshire Council voluntarily, are given a leaving letter, acknowledging receipt of their notice, detailing any entitlements such as annual leave, thanking them for their Service and wishing them well for the future.

Exit Interview Arrangements

If the employee's responses to the exit questionnaire indicate that an exit interview is required, the employing service will be instructed by HR to carry out an exit interview. The exit interview should be conducted by an appropriate officer from the employing Service (the Exit Interviewer). The Exit Interviewer **cannot be the employee's direct line manager**. The purpose of the interview is for the employee to detail any areas of concern.

This interview should ideally be arranged before the employee's last day and should take place, wherever possible, in a location that is not the normal place of work for the employee.

The employee should be notified by the Service using the [Exit Interview Letter](#). The Exit Interviewer will complete the [Exit Interview Questions](#) which the employee will sign at the end of the interview.

If the employee is not comfortable with the Exit Interviewer identified, the employing service should endeavour to make an alternative officer available. Again, this **cannot be the employee's direct line manager**.

If an employee is resigning from more than one post with the same line manager, they may undertake the interview in terms of all posts. This should be indicated on the Exit Interview form.

If an employee expresses a wish to submit further written information without attending an interview, then this would be acceptable. However, the preference would still be for an interview to take place.

If anything of a particularly serious nature is imparted at the interview, for example any incidents of physical violence or dangerous working practices, then this must be communicated to the service support contact or HR as appropriate and investigated immediately.

Administration of Exit Process

Information from completed Exit Questionnaires will be collated and analysed by the Reward & Analytics Team. This information will then be reported to the Senior Management Team of Legal and People and the employing service to assist in the identification of areas of concern that may require action.

The completed Exit Interview questions form should be forwarded to HR, along with a summary of any actions identified to address areas of concern. It is important that the employing service ensures that the confidentiality of the information is maintained through all stages of the process.

For further advice and guidance on any of the above please contact [askHR](#).

Leaver Checklist for Managers

Refer to the [checklist](#) for **all** leavers. Information on each action is found below.

Calculate Leave Entitlement

Determine whether any outstanding annual leave can be taken before the leave date or if a payment will be made.

Use the [holiday calculator](#) to calculate annual leave and public holiday entitlement due up to the date of leaving, remembering to deduct any leave already taken.

HR will calculate outstanding entitlement for term-time employees only upon receipt of the employee leaver form submitted on [askHR](#).

Notify HR

Go to the [askHR portal](#) and login as a line manager



Click on the 'Employee Contract Change' link in the 'Notify or Request' box



Select the 'Remove an Employee from a position' box and complete the form

It is important that you notify HR as soon as possible following receipt of letter of resignation, or as soon as a leave date for the termination of employment is known. This will ensure correct calculation and payment of final salary and avoid overpayments.

Sponsored Employees

If the employee leaving is a sponsored employee, line managers must contact the Resourcing team in Legal and People to make them aware.

Acknowledgement to Employee

Line managers must ensure that all employees who leave Aberdeenshire Council voluntarily, are given a leaving letter, acknowledging receipt of their notice, detailing any entitlements such as annual leave, thanking them for their Service and wishing them well for the future.

Overtime and Expenses Forms

Line managers must ensure that the employee has submitted final claim forms and that they have been authorised and sent to Payroll for payment.

Exit Questionnaire

An Exit Questionnaire will automatically be issued to the employee if the reason for leaving is voluntary. However, if the council does not have an email address associated with the employee, the automatic email will be sent to the line manager instead. Please refer to [Employee Exit Questionnaire](#) for more information.

PVG Scheme Membership

An employee who holds PVG Scheme Membership is responsible for notifying Disclosure Scotland as soon as their employment with Aberdeenshire Council ends. You should remind the employee of this. They should contact response@disclosurescotland.gov.scot. The [Disclosure Scotland](#) website provides further information.

If the employee remains in another job in the Council which has PVG Scheme Membership this does not apply.

Retiral Vouchers

A Long Service Award may be applicable if the employee is retiring and has completed 25 years' service or more. Please see the [Retiral Award Scheme Procedure](#) for further information.

Repayment of Expenses and Allowances

Training Expenses

If the employee has had financial assistance to undertake a course of study, the Council reserves the right to claim repayment of all expenses paid.

- Within 1 year: **Full amount**
- 12-18 months: **50%**
- 18 months-2 years: **25%**

This is in accordance with the [Repayment Undertaking Form](#).

In normal circumstances, any expenses being reclaimed will be deducted from the employee's salary or termination payment as agreed with the Service.

Please see the [Learning and Development Procedure](#) for further information.

Relocation and Resettlement Allowance

If the employee has been reimbursed for any relocation and resettlement allowance and is leaving the Council within 2 years of taking up their appointment they are required to pay back as detailed below:

It is the responsibility of the Service to ensure that repayment of training expenses is undertaken as appropriate. This applies both when the termination of employment is during the period of study or for a period of up to **two years following completion** of the activity.

This may be waived in exceptional circumstances (e.g. ill health retirement) and would require approval from the Head of Legal and People.

IT Systems Access

[IT](#) will be informed automatically that the employee is leaving once the employee leaver form has been processed by HR. IT will ensure relevant corporate system accounts are disabled, but it is the responsibility of the employee's Line Manager to ensure that any service-specific systems access (e.g. finance systems, payroll and care management) is removed when an employee leaves.

Information and Records Management

Line managers have responsibility for ensuring the employee has moved any relevant information stored in a private/personal area to a suitable location which can be accessed, as appropriate, by their colleagues. A discussion with the employee regarding relevant information, and in particular Council records, must take place early in the leaving process. This is to allow sufficient time to identify any relevant information and records, their appropriate storage locations, and to carry out any necessary moves. This discussion should include relevant information and records in all formats, for example, include paper records and transferring any existing Teams / SharePoint pages to a new owner. The employee should be asked to review their mailbox, removing relevant items as it would not normally be appropriate to set up mailbox access for a colleague/line manager once the member of staff has left

Line managers must confirm with the employee as immediately prior to an employee's departure date as is practical that this process is complete.

Private/personal storage includes but is not limited to: OneDrive, any private email account, any private Teams or SharePoint spaces and any private/personal physical storage units/areas.

Useful links:

- [Information and Records Management Resources](#)
-  [Definition of Council Records](#)
- [MCOP Acceptable Use IT](#)

Aberdeenshire Council Equipment

IT will make the necessary arrangements to return any IT equipment including PC's, laptops, tablets, mobile phones etc. The employee's Line Manager has the responsibility of ensuring that any additional equipment or Council property that has been issued is recovered.

ID Badge

ID badges should be returned to the line manager and destroyed if the employee is leaving Aberdeenshire Council. Remember to retain the HID disc on the back of the ID badge and return it to your Service Admin team so that it can be reused.

Bodet

Employees in roles that offer flexible working can build up a surplus or deficit of unpaid hours, within relevant boundaries, through application of the flexi-time system (Bodet). Adjustments are no longer made to employee's final pay as a result of any remaining time balances. It is therefore essential that line managers ensure leavers are provided with, or work to clear, the balance of hours remaining before their leaving date. The employee's flexi balance should be cleared prior to their leave date, and notification of a zero remaining Bodet balance should be sent to your Service Admin team with confirmation to close the Bodet account.

Authorised Signatory

Arrange for the removal of the employee from any authorised signatory lists.

Security

Ensure that keys are recovered prior to the employee leaving. When the employee leaves, line managers should check that any access codes are updated, and consideration should be given to changing any safe combinations. This should include keys and access codes for any physical record storage units/areas.

Document Revision History

Document Revision History					
Rev No.	Rev Date	Summary of Changes	Reviewing Team	Reviewers	Next Review Year
001	17 Sep 2010	Creation of documents			
002	08 Jul 2013	Procedure reformatted			
003	24 Aug 2015	Format update			
004	17 Sep 2019	Minor amendments			
005	27 Feb 2024	Format update and amendments to procedure for Line Managers	HR Operational	L McLean	
006	29 Aug 2024	Amendments to Leavers Checklist	HR Operational	L McLean	
007	13 Feb 2025	Change to exit questionnaire and interview procedure	HR R&A, HR Ops	N Silvestro, L McLean	

