Electronic Staff Record

Reason for Leaving

As set out in the NHS Long Term Plan and We are the NHS: People Plan for 2020/21, the NHS must lead the way in valuing, caring for, listening to, educating and rewarding our people. We all want our people to be happy, healthy and able to make changes throughout their career, ideally within your own organisation, but inevitably employees will leave at some point.

Understanding why employees leave the organisation will help to identify any patterns or trends. This enables the organisation to make changes to the working environment for the benefit and future retention of all staff. It is important for managers and the employee to complete an agreed leavers process and select the appropriate reason why the member of staff is leaving and avoid, where possible recording 'Not Known'.

Collecting the Right Information

Consider developing local guides that outline the key reasons for staff leaving and details why each option should be selected when completing a termination/ leavers form. If the correct reason the member of staff is leaving is not recorded, then organisational decisions or changes may not have the desired effect.

According to the NHS Hospital & Community Health Service (HCHS) monthly workforce statistics (March 22)*, provided by NHS Digital, of the 234k leavers in the period 2021-2022, 37k leavers in the NHS had a leaving reason of 'Voluntary Resignation – Other/Not Known' recorded against their leaving record, 16% of the overall total. * https://digital.nhs.uk/data-and-information/publications/statistical/nhs-workforce-statistics/march-2022

If an organisation does not know why their employees are leaving, then there is little they can do to address it. It is far more costly and time consuming to recruit staff, then it is to retain them.

Supporting Employees

Having regular conversations with employees can help to identify potential problems or issues and provide better data for effective decision making.

Prioritising the **health** and **wellbeing** of all **our people**

The HCHS Workforce Stats (March 2022) identified 26k employees left their employment for reasons related to their work-life balance. See the Flexible Working Factsheet for information on how to enable employees to request flexible working directly within ESR. The Health and Wellbeing Factsheet provides information on to how to record information directly within ESR, creating a local template to meet the organisation's and employees needs, helping to support employees in establishing a sustainable work-life balance.

Making Changes

Once an employee has confirmed they are leaving, the reason for leaving will enable the organisation to take action if appropriate. The organisation may want to consider if anything can be done to effect the employee's decision to leave, such as Flexible Working arrangements. Utilising the **Exit Questionnaire** in ESR (based on the NHS Employers Staff Survey) before a person leaves will help to capture the reason for leaving and provide valuable information on areas within the organisation where changes could be made to help retain existing employees.
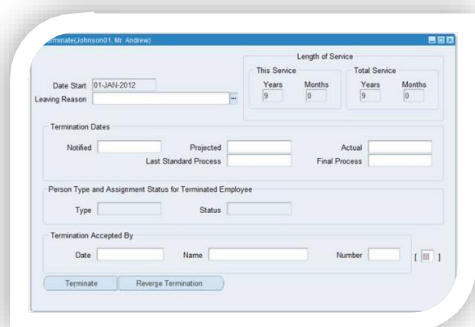
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How to Record the Reason for Leaving

The reason for leaving can be entered in a number of different ways, depending on who initiates the termination, either via the Employee or Manager in Self Service or via a core function such as HR.

Self Service
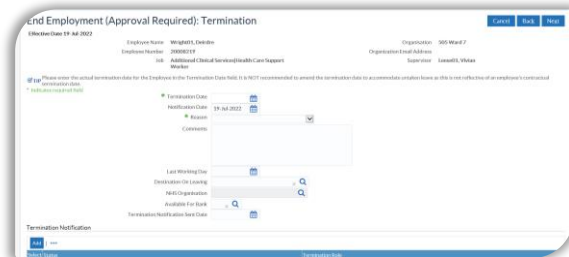
Core Forms

Click the ⋯ icon in the Leaving Reason field and select the relevant reason from the list of values. The field is mandatory for all leavers and must be completed to maintain correct information for analysis and reporting.

If the **Destination on Leaving** is NHS Organisation, click the **Search** icon by the **NHS Organisation** field to search for and enter the new organisation.

Exit Questionnaire

The reason for leaving is also captured within the Exit Questionnaire completed by an employee, although this does not record within the Leaving Reason field within core ESR. It will only be returned within the Exit Questionnaire reporting, which is not identifiable at an individual employee level. For more information view the guide on the **Exit Questionnaire**.

Reporting

Employers should ensure they have a robust approach to collecting the required information, which can provide a useful insight into the experience of staff within their organisation. There are a range of reports available within ESR BI that can be used by organisations to identify the reason for leaving captured and highlight potential areas for improvement.

The results of the Exit Questionnaires completed through ESR are also reportable within ESR BI. Both Summary and Detail reports are available, which can be used in conjunction with the Leaving Reason reports to identify any potential areas of concern.
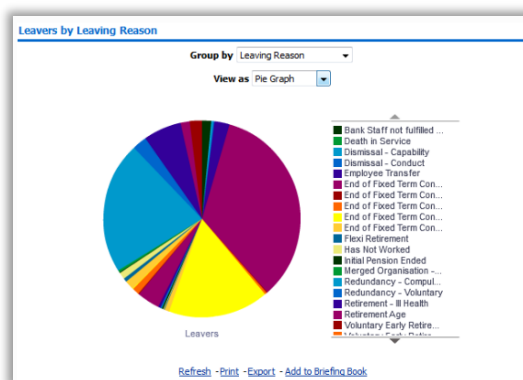
Search the online ESR BI guide for further details of the reports available.

Next Steps

For further support and guidance on recording the reason for leaving in ESR, get in touch with your Regional ESR Functional Account Manager. Contact details can be found by clicking the links below:

Midlands and East of England Team   North Team
London Team   South Team