

DURHAM CONSTABULARY



Altogether Better Policing

Exit Monitoring Policy

Application	All Staff
Policy Owner	Human Resources
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Protective Marking	Official
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Durham Constabulary Freedom of Information Act Publication Scheme	



1.0 EXIT MONITORING POLICY

2.0 PURPOSE AND SCOPE

RESTRICTED-WHEN COMPLETE

- 2.1 Durham Constabulary will ensure that individuals leaving the force are given an opportunity to comment on experiences within their service.
- 2.2 The purpose of this policy is to ensure that the reasons for staff leaving the force on a voluntary basis or as a result of medical retirement are captured to assist the organisation in highlighting any issues, trends, areas of concern or facilitate any improvements and good practice which can impact on more effective future recruitment and retention of staff.
- 2.3 It is also a mechanism to remind managers to meet with their staff prior to leaving to acknowledge their service and endorse their on-going requirements in respect of the Data Protection Act 1998 and the Official Secrets Act 1989.
- 2.4 To accommodate this all such leavers will be sent an Exit Monitoring Questionnaire and given the offer of a personal exit interview which extends to the Chief Constable or other members of the Executive if desired.
- 2.5 The completed questionnaires and interview data will be held confidentially by the Head of HR on an anonymised Exit Monitoring Database as s/he is responsible for the collation/reporting of statistical information as required.
- 2.6 All questionnaires will be destroyed after six months unless exceptional circumstances are apparent.
- 2.7 Confidentiality is of primary concern. However, without breaching this, the content of the questionnaire is regarded as an extremely valuable learning opportunity for the force and the information provided may be used to identify and address underlying issues and trends etc...
- 2.8 On occasions it may be necessary for the Head of HR to ask an HR Manager to contact individuals who have left the force for clarification on comments made or permission to share information.
- 2.9 If potential disciplinary offences such as bullying, harassment, victimisation or discrimination are alleged, these will be dealt with in accordance with internal procedures

3.0 THE LEGAL BASIS AND LEGITIMATE AIMS

- 3.1 The legal basis comes from:-
 - the Police Act 1996
 - Home Office Circular 50/2005
 - Equality Act 2010
- 3.2 Throughout the operation of this policy the Force will seek to take the least Intrusive action which fits within the working policy criteria and will act fairly and proportionally to achieve the proposed purpose.

RESTRICTED-WHEN COMPLETE

- 3.3 Durham Constabulary will operate within the policing principles as defined by the College of Policing Code of Ethics and in support of this our policies will seek to promote Accountability, Fairness, Honesty, Integrity, Leadership, Objectivity, Openness, Respect and Selflessness
- 3.4 The Force recognises the contribution of its entire staff and is committed to creating a fully inclusive working environment. This will be achieved by making reasonable adjustments where appropriate, valuing the differences that a diverse workforce can bring and challenging unlawful and unfair discrimination, bullying, harassment, victimisation and other unfair treatment based on age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, ethnicity, religion or belief, gender and sexual orientation.

4.0 THE MAIN PRINCIPLES OF THE EXIT MONITORING PROCESS

- 4.1 The exit monitoring questionnaires are not meant as a tool for initiating grievances
- 4.2 Managers should inform HR in writing at the earliest opportunity when a staff member gives them formal notice of their intention to leave the force, or in the case of Medical Retirements are provided with their notice period. This will ensure that the individual is given the opportunity to complete the Exit Monitoring questionnaire or request an exit interview prior to leaving.
- 4.3 Once HR are made aware of this information an exit monitoring questionnaire will be sent to the individual via e-mail or other means as appropriate.
- 4.4 If a Special Constable has not been active for more than 12 months they should be regarded as having resigned voluntarily and become part of this process. This should be monitored / reported to HR by Senior Officers within the Special Constabulary.
- 4.5 A copy of the form will also be sent to the individual's manager, who will wherever possible arrange to meet with them prior to their final day at work, and encourage the completion of form as well as remind them of their continuing obligations as per section 2.3
- 4.6 Managers should ensure that individuals who need assistance in completing the questionnaire are provided with appropriate support. Advice with this regard can be acquired from an HR Manager.

5.0 APPEALS PROCESS

If an individual wishes to appeal against any decision made in connection with this policy, they should write to or email, the Deputy Chief Constable at the below address within 14 days of receiving a decision. The appeal will be considered and consultation will take place with appropriate individuals to establish all facts before a decision with regard to the appeal is made. A response to the appeal will be provided in writing within 10 working days of receipt of the appeal. Should this period not be achievable the individual will be notified in writing when a decision will be communicated.

The Deputy Chief Constable

RESTRICTED-WHEN COMPLETE

c/o Human Resources
Police Headquarters
Aykley Heads
Durham
DH1 5TT
Email human.resources@durham.pnn.police.uk

DURHAM CONSTABULARY

EXIT MONITORING QUESTIONNAIRE

The Wellbeing of the staff who work for Durham Constabulary is of vital importance. An effective Exit Monitoring process can assist in identifying any trends, positive or negative issues, good practice and areas of concern for the staff remaining or those to be employed within the future.

This **CONFIDENTIAL** questionnaire gives you the opportunity to tell us honestly about your experiences whilst working with Durham Constabulary to allow us to improve and develop as a Force.

The information supplied will be held by HR Management and used for monitoring / statistical / improvement and developmental purposes. It will be treated in the strictest confidence and **will not** affect any job references given by us or applications to re-join the Force in any way.

Completing the Exit Monitoring Questionnaire

- This questionnaire is designed for completion by staff who have given notice either to resign voluntarily, retire or transfer to another Force.
 - The questionnaire can be completed either individually or in company of someone else, for example, a work colleague, line manager, personnel manager, staff association representative etc... and also a member of the Executive, as preferred.
 - **Once completed please forward the questionnaire to the Senior Equality, Diversity & Inclusion (EDI) Adviser as soon as possible.**
 - The questionnaire is **confidential**. However, if a specific act of discrimination, harassment or victimisation or other matters of concern arise it may not be possible to keep this confidential. Any disclosure will not take place without prior discussion with you.
 - Please answer all questions within the relevant sections.
 - If you are transferring to another Force, please ensure you complete Section 2, otherwise ignore this section.
 - For further information around the Exit Monitoring process please refer to the Exit Monitoring Policy and Guidance Documents on the Force Intranet (Behind the Force Policies button on the Home Page)
 - ***Please note, this form is not to be used for raising Fairness at Work issues. Such issues should be raised in accordance with the Fairness at Work Policy/Procedure which can also be found on the force intranet***
 - ***Please also be reminded that on leaving the organisation you remain subject to the on-going requirements of the Data Protection Act 2018 and the Official Secrets Act 1989.***
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RESTRICTED-WHEN COMPLETE

SECTION 1 - ABOUT YOU

		Please tick as appropriate	
NAME		Police officer – probation	<input type="checkbox"/>
PRESENT JOB TITLE		Police Officer – Post probation	<input type="checkbox"/>
Rank/Grade		Police Community Support Officer	<input type="checkbox"/>
Line Manager		Police Staff member	<input type="checkbox"/>
Command or Area/Location of Work		Special Constable	<input type="checkbox"/>
DATE OF LEAVING		Other (e.g. Volunteer etc...)	<input type="checkbox"/>

Length of service with this Force	Tick 1 only	YOUR OPINION OF DURHAM CONSTABULARY	Yes	No
0-6 months	<input type="checkbox"/>	Would you consider working for this Force again?	<input type="checkbox"/>	<input type="checkbox"/>
6-12 months	<input type="checkbox"/>	Would you recommend this Force to others?	<input type="checkbox"/>	<input type="checkbox"/>
12 months -2 years	<input type="checkbox"/>			
2-5 years	<input type="checkbox"/>	WOULD YOU CONSIDER VOLUNTEERING TO WORK WITH DURHAM CONSTABULARY? * If Yes – Please refer to guidance & information notes below.		
5-10 years	<input type="checkbox"/>		YES <input type="checkbox"/>	
10-16 years	<input type="checkbox"/>		NO <input type="checkbox"/>	
16+ years	<input type="checkbox"/>	*If you are interested in a volunteer opportunity with the force please make contact with your local Neighbourhood Policing Team (Inspector or Sergeant) to register your interest and so a suitable volunteer opportunity can be identified and discussed in more detail.		

Please indicate below your reasons for leaving:-

(Please tick only one)

Transferring to another Force (Please ensure you complete Section 2)	<input type="checkbox"/>
Domestic reasons/Work/life Balance	<input type="checkbox"/>
Joined Durham Constabulary as a Police Officer/PCSO/Police Staff Member	<input type="checkbox"/>
Change in main work commitments (Special Constables only)	<input type="checkbox"/>
Issues with role/workload	<input type="checkbox"/>
Pay & conditions	<input type="checkbox"/>
Lack of Career Development or promotion opportunities	<input type="checkbox"/>
Issues with colleagues and/or management	<input type="checkbox"/>
Organisational culture	<input type="checkbox"/>
Retirement on Medical Grounds	<input type="checkbox"/>
Found another/better job	<input type="checkbox"/>
Retirement on Pension	<input type="checkbox"/>
Other (Please state)	<input type="checkbox"/>

RESTRICTED-WHEN COMPLETE

SECTION 2 – TRANSFERRING TO ANOTHER FORCE

If you are NOT transferring to another Force please go directly to Section 3

WHICH FORCE ARE YOU TRANSFERRING TO:

Please indicate below what your reasons are for transferring:

Continue on an additional sheet if necessary.

SECTION 3 – WHAT DO YOU THINK ABOUT THIS FORCE?

Please tick the appropriate box. If any question does not apply to you please tick the 'Not applicable' box rather than not answering at all.

A TRAINING/CAREER DEVELOPMENT

With regard to your own personal experience how would you rate the following? (Please tick appropriate box)

FACTOR	Poor	Satisfactory	Good	Excellent	Not applicable
Initial induction and on the job training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities for & access to career development activities/specialist roles and/or promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PDR Process – with regard to how effective you feel it is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal Recruitment & Selection process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to mentor, buddy or other support in respect of career development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please expand on the responses given above giving specific feedback wherever possible.

B RELATIONSHIPS/COMMUNICATION AT WORK

In your own personal experience how would you describe the following? (Please tick appropriate box)

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FACTOR	Poor	Satisfactory	Good	excellent	Not applicable
Direction/Leadership within the Force	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationship with Executive/ Senior Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationship with Line Manager/Supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationship with colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feeling Valued by the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognition of personal achievement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provision of positive guidance/feedback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provision of negative guidance/feedback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Empowerment/Freedom to make decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Freedom to voice views/concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication/Consultation process within the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please expand on the responses given above

C EQUALITY AND DIVERSITY AT WORK

Did you ever personally experience or observe/witness any of the following by a member of the Force whilst working with the force:-

FACTOR	YES (experienced)	YES (Observed)	NO (Neither experienced or observed)
Bullying or Victimisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Discrimination or Harassment on grounds of Gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Discrimination or Harassment on grounds of Race	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Discrimination or Harassment on grounds of Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Discrimination or Harassment on grounds of Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Discrimination or Harassment on grounds of Transgender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Discrimination or Harassment on grounds of Multi-faith	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Discrimination or Harassment on grounds of Age	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Discrimination or Harassment on grounds of Marital Status	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Discrimination or Harassment on grounds of Pregnancy/Maternity status	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If YES to any of the above did you feel the matter (s) was/were appropriately addressed at the time (please tick accordingly)?

YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
Please expand on your answer if you feel it is necessary			

Do you feel that the following processes are implemented/followed appropriately in accordance with Force Policy and Procedure? (Please tick as appropriate)

PROCESS	YES	NO
Fairness at Work	<input type="checkbox"/>	<input type="checkbox"/>
Discipline/Capability/UPP	<input type="checkbox"/>	<input type="checkbox"/>

Please expand on your responses given above:-

D DOMESTIC CIRCUMSTANCES/WORK LIFE BALANCE

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Please indicate below how the following factors influenced your decision to leave. (Please tick appropriate box)

FACTOR	NOT INFLUENCED	INFLUENCED
Difficulties in getting to and/or from work	<input type="checkbox"/>	<input type="checkbox"/>
Effect of job on home life	<input type="checkbox"/>	<input type="checkbox"/>
Unable to agree suitable variable working arrangements	<input type="checkbox"/>	<input type="checkbox"/>
No longer able to give up 4 hours per week (Special Constables only)	<input type="checkbox"/>	<input type="checkbox"/>
Childcare/caring responsibilities	<input type="checkbox"/>	<input type="checkbox"/>
Unable to return to work following maternity leave/Career Break or other lengthy break.	<input type="checkbox"/>	<input type="checkbox"/>
Other (Please state)	<input type="checkbox"/>	<input type="checkbox"/>

Please expand on the responses given above.

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E) YOUR ROLE

Please indicate below how the following factors influenced your decision to leave: (Please tick appropriate box)

FACTOR	NOT INFLUENCED	INFLUENCED
The job was not what I expected it to be	<input type="checkbox"/>	<input type="checkbox"/>
Lack of/poor training/development to undertake the role	<input type="checkbox"/>	<input type="checkbox"/>
Lack of job satisfaction/enrichment	<input type="checkbox"/>	<input type="checkbox"/>
Volume of work too much	<input type="checkbox"/>	<input type="checkbox"/>
Volume of work too little	<input type="checkbox"/>	<input type="checkbox"/>
Too much paperwork/bureaucracy	<input type="checkbox"/>	<input type="checkbox"/>
Too much expected / required of the role	<input type="checkbox"/>	<input type="checkbox"/>
Skills/knowledge not utilised to full potential	<input type="checkbox"/>	<input type="checkbox"/>
Lack of understanding of how my role fits within the organisation	<input type="checkbox"/>	<input type="checkbox"/>
Inadequate equipment / systems provided for present role	<input type="checkbox"/>	<input type="checkbox"/>
Lack of clarity around requirements of role	<input type="checkbox"/>	<input type="checkbox"/>
Other (Please state)	<input type="checkbox"/>	<input type="checkbox"/>

Please expand on the responses given above.

F REMUNERATION / REWARD/WORKING CONDITIONS

Please indicate below how the following factors influenced your decision to leave: (Please tick appropriate box)

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FACTOR	NOT INFLUENCED	INFLUENCED
Poor Pay/Allowances/Benefits in comparison with other similar organisations	<input type="checkbox"/>	<input type="checkbox"/>
Frequent requirement to change hours of work	<input type="checkbox"/>	<input type="checkbox"/>
Inconvenient hours/shift working	<input type="checkbox"/>	<input type="checkbox"/>
Organisational response in respect of applications for Variable Working	<input type="checkbox"/>	<input type="checkbox"/>
Allocation of overtime/leave/Public Holidays	<input type="checkbox"/>	<input type="checkbox"/>
Amenities (e.g. provision of rest/quiet rooms, sports, social, catering facilities, parking etc...)	<input type="checkbox"/>	<input type="checkbox"/>
Working Environment/Lack of equipment	<input type="checkbox"/>	<input type="checkbox"/>
Stress caused by pressure of work	<input type="checkbox"/>	<input type="checkbox"/>
Other (Please state)	<input type="checkbox"/>	<input type="checkbox"/>

Please expand on responses given above

SECTION 4 – ADDITIONAL INFORMATION/ IDEAS FOR IMPROVEMENT

Please add any additional or explanatory information that you feel would help us improve as an organisation or understand better your reasons for leaving:

--

Please continue on separate sheet if necessary

SECTION 5 – CONTACT FROM PROFESSIONAL STANDARDS & LEGAL SERVICES (PSD)

Please include if you would like to speak with a member of the PSD department, including Counter Corruption & Integrity Unit (CCIU) in connection to any aspect of your experiences / time with the force. If you request contact, this can be done via this form or directly with the PSD department (including on a confidential basis). The contents of this form once completed are processed by the Senior EDI Adviser and any disclosure / release will only be made with your prior consent.

Signed..... Dated

If you had assistance in completing this form please advise who this was from

Thank you for completing this questionnaire. Your answers will be treated in the strictest of confidence but where necessary the valuable feedback contained will be used to make improvements.

DETAILS OF THE PERSON ASSISTING IN THE COMPLETION OF THIS FORM

Please complete if applicable:

Name/Collar/Police Staff No of Interviewer (please print)

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Job Title: Date of interview:

Any additional comments of interviewer:

Please continue on a separate sheet if necessary.

**ONCE THIS FORM AND THE EQUALITY MONITORING FORM HAVE BEEN COMPLETED PLEASE FORWARD TO
THE PERSONNEL MANAGER (DIVERSITY) FORCE HQ**

DURHAM CONSTABULARY**Equal Opportunities Monitoring Information**

The police service is an equal opportunities employer and is determined to ensure that:-

- The workforce is striving to reflect the diverse community which it serves and end ensure that the working environment is free from any form of discrimination, harassment or victimisation.
- No staff member or applicant is treated more or less favourably on the grounds of gender, transgender, sexuality, age, marital status, ethnicity, pregnancy/maternity status, religion or disability.
- No staff member or applicant is disadvantaged by conditions or requirements which cannot be justified by the requirements of the job.

The information on this form is **for monitoring purposes only – It is detached from ALL associated documentation and therefore completely anonymous.** Completion is voluntary, but the information will help us ensure equality of opportunity. **THANK YOU**

Age		Ethnic Origin	
16-24	<input type="checkbox"/>	White:	British <input type="checkbox"/>
25-35	<input type="checkbox"/>		Irish <input type="checkbox"/>
36-55	<input type="checkbox"/>		Any other white background <input type="checkbox"/>
56-Plus	<input type="checkbox"/>	Mixed	White & Black Caribbean <input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>		White & Black African <input type="checkbox"/>
Gender			White & Asian <input type="checkbox"/>
Male	<input type="checkbox"/>		Any other mixed background <input type="checkbox"/>
Female	<input type="checkbox"/>	Asian or	Indian <input type="checkbox"/>
Other	<input type="checkbox"/>	Asian British	Pakistani <input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>		Bangladeshi <input type="checkbox"/>
Disability			Bangladeshi <input type="checkbox"/>
Yes	<input type="checkbox"/>	Black or	Caribbean <input type="checkbox"/>
No	<input type="checkbox"/>	Black British	African <input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>		Any other black background <input type="checkbox"/>
Sexual Orientation		Chinese or	Chinese <input type="checkbox"/>
Bisexual	<input type="checkbox"/>	Other ethnic	Any other (Specify below) <input type="checkbox"/>
Gay/Lesbian	<input type="checkbox"/>	Group	Prefer not to say <input type="checkbox"/>
Heterosexual	<input type="checkbox"/>	Transgender	
Other	<input type="checkbox"/>		Yes <input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>		No <input type="checkbox"/>
Multi-Faith			Prefer not to say <input type="checkbox"/>
Buddhist	<input type="checkbox"/>	Pregnancy / Maternity (on completing this form)	
Christian (State denomination if you wish)	<input type="checkbox"/>		Pregnant <input type="checkbox"/>
Hindu	<input type="checkbox"/>		On Maternity Leave <input type="checkbox"/>
Jewish	<input type="checkbox"/>		Neither <input type="checkbox"/>
Muslim	<input type="checkbox"/>		Prefer not to Say <input type="checkbox"/>
Sikh	<input type="checkbox"/>	Marital Status	
None	<input type="checkbox"/>		Single <input type="checkbox"/>
Other (please state below)	<input type="checkbox"/>		Married/Civil Partnership <input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>		Divorced / Separated <input type="checkbox"/>
			Prefer not to Say <input type="checkbox"/>