



Report to:

Northwards Housing Board

15 August 2006

Item No:

11d

Title:	No Quit Policy and Procedure		
Date:	13 th July 2006		
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Confidential:	NO		
For: (Please tick action required)	NOTING	DISCUSSION	APPROVAL √
PURPOSE OF REPORT			
The purpose of the report is to outline the requirement and necessity for Northwards to operate a policy and procedure to drive employee retention whilst minimising costs.			
RECOMMENDATION			
It is recommended that the Board approves the No Quit Policy and Procedure.			
IMPLICATIONS			
Equality & Diversity:	The No Quit Policy provides a robust procedure to ensure Northwards fulfil obligations as a good employer which strongly incorporate managing equality and diversity implications within the workplace.		
Financial:	The aim of the policy is to minimise the cost of labour turnover which can be estimated at £3000 per leaver. The consistent management approach and generic documentation outlined within the No Quit Procedure will assist to eliminate the need or requirement for employees to progress to employment tribunal to pursue claims, therefore minimising potential costs of claims and court proceedings.		
Staffing:	The effects of labour turnover result in team instability and ultimately disrupts service delivery and team efficiency. The policy reinforces a key message to the workforce that the organisation wishes to retain a highly skilled and motivated team.		
Decency Target:	Not applicable		
Governance:	Not applicable		
Risk Assessment:	This is not a primary risk area.		

Equality & Diversity Implications (Please tick where relevant):

BME	<input checked="" type="checkbox"/>	Lesbian/Gay/Bisexual/Transgender	<input type="checkbox"/>
Elderly	<input checked="" type="checkbox"/>	Single Parents	<input type="checkbox"/>
Young	<input checked="" type="checkbox"/>	Domestic Violence	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	Alcohol / Drug Mis-users	<input type="checkbox"/>

Consultation/Consideration:

	Yes, No or N/A:	Name:	Date:
Sub-Committee:	Yes	HR & Equality	25 July 2006
Area Panel:	No		
Ward Councillors:	N/A		



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1. No Quit Letter
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No Quit Policy

Policy

Northwards Housing recognises that employees are its most valuable asset and is committed to retaining the knowledge, talent and skills of the workforce by minimising labour turnover.

This policy outlines Northwards pro-active approach to drive employee retention, reduce the cost of labour turnover and provide a consistent approach with managing the leaver process. Exit questionnaires are often presented too late as this document is completed after the employee has left the organisation. Therefore, the exit questionnaire will be replaced by a No Quit Questionnaire.

The No Quit Questionnaire will provide an early opportunity to establish the reasons why the employee wishes to leave the organisation resulting in a pro-active approach by exploring possible solutions to encourage the employee to stay with Northwards.

This policy also provides a robust procedure of validating if Northwards has fulfilled obligations as a good employer. Thereby eliminating the need for employees to progress to Employment Tribunal to pursue claims because Northwards has failed to act responsibly.

Whilst the aim of this policy is to ultimately minimize cost, the additional benefit is the creation of a caring employee who takes employer welfare very seriously.



No Quit Procedure

Procedure

Upon receipt of an employee's resignation, managers must:



Notify Human Resources in order for them to issue No Quit letter on behalf of the director (Appendix 1)



Line manager issues the employees with the No Quit – Invite to meeting letter (Appendix 2)



Attach the No Quit Questionnaire to the letter (Appendix 3)



Conduct a No Quit meeting with the employee within 7 days of receiving the resignation letter



Complete Notification of Leaver form (Appendix 4)



Name
Address
Address
Postcode

Date

Dear xxxx

No Quit

Northwards recognises that employees are our greatest asset and therefore operates a 'No Quit Policy'; the aim of which is to try to retain potential leavers.

As part of the No Quit Policy, all employees who submit their resignation are asked to meet with either their line manager or another senior manager. You will receive a letter from your manager outlining details of your meeting and a No Quit Questionnaire.

This meeting will be your opportunity to discuss your reasons for leaving and, wherever possible, help us to understand what if anything we can improve as an employer.

Please take some time to complete your questionnaire, and ensure you return this to your manager before your meeting as it will form the basis of your discussion.

I would like to take this opportunity to thank you for your contribution and hope your meeting can persuade you to stay with Northwards.

Yours Sincerely

Director



moving forward together



Name
Address
Address
Postcode

Date

Dear xxxxx

I write to acknowledge receipt of your letter of resignation, dated XX.

Upon the receipt of an employee's resignation, Northwards operates a No Quit Policy as we recognise that people are our most valuable asset and your skills and experience are highly valued by the organisation.

I would therefore like to arrange a meeting in order to discuss your resignation, so that we may establish the reasons which have led you to your decision to leave Northwards. Please find details of the meeting below;

Date: xxxxx
Time: xxxxx
Venue: xxxxx

I enclose a "No Quit" Questionnaire which I would be grateful if you could complete and bring to the meeting or, where possible, return in advance. You will note that you may choose who you wish to attend this meeting with you.

If you have any queries in the meantime, do not hesitate to contact me.

Yours sincerely

XX
Manager

cc Human Resources Department

No Quit Questionnaire

Section 1: Personal Details

Name	
Job Title	
Department/Site	
Telephone Number	
Contract Number (on payslip)	

Section 2: Leaving Northwards Housing

Please tick (✓)	I am leaving
	To work in another department/site
	To go to other, external employment
	To become self-employed
	Due to voluntary, early retirement (prior to aged 65)
	Due to statutory retirement (aged 65)
	To take up education/training
	To take a career break
	Due to re-location
	The unsuitability of my working hours
	Other (please specify below and continue on extra sheets if necessary)

Please tick (✓)	I am going
	To work within the private sector
	To work within the public sector
	To be home-based (unwaged)
	Other (please specify below and continue on extra sheets if necessary)

Section 3: Reasons for Leaving Northwards

Please tick (✓)	I am leaving
	Due to home/carer responsibilities
	Due to re-location
	Due to travel difficulties
	As part of my career development plan
	For work-related reasons (please give further information below)
	The unsuitability of my working hours
	Money – increased salary
	Other (please specify below and continue on extra sheets if necessary)

If you are leaving for work-related reasons, please complete this section:

Please tick (✓)	I feel that
	My contributions were not recognised
	My career development opportunities were poor
	My job differed from that which was advertised
	My job had changed from what it was originally
	My job was too demanding
	My job was not demanding enough
	Other (please specify below and continue on extra sheets if necessary)

Is there anything Northwards Housing could *reasonably* do which would make you change your mind about leaving? (continue on extra sheets if necessary)

Section 4: New Job Details (if applicable)

Please tick (✓)	I believe that my new job will offer me....
	Improved terms and conditions of employment
	A higher level of pay
	Better use of Information Technology
	Better training/development/career opportunities
	Better physical working conditions/office environment
	Better standards of health and safety within the work place
	Change and a new challenge
	Not applicable
	Other (please specify below and continue on extra sheets if necessary)

Section 5: Your experience of working for Northwards Housing

Please answer all of the following questions by ticking (✓) the relevant box				
	Strongly Agree	Agree	Disagree	Strongly Disagree
INDUCTION				
I received the induction training required to enable me to do my job effectively				
TRAINING & DEVELOPMENT				
I received the information that I needed to do my job effectively				
MANAGEMENT EFFECTIVENESS				
My manager has improved his/her performance during the past 12 months				
SERVICE / BUSINESS PLANNING				
I was clear on how my job related to the aims and objectives of Northwards Housing				



Notification of Leaver Form

Name of Employee: _____

Employee Number: _____

Site: _____

Manager: _____

Date Employee Resigned: _____

Date "No Quit" Letter sent by manager: _____

Date of "No Quit" Meeting: _____

Leaver saved: Yes No (Circle)

Last day worked: _____

Summary of Meeting

Signed (Manager): _____ Date: _____

- Checklist – No Quit Questionnaire attached
- No Quit Questionnaire signed by both parties
- Copy to Human Resources / Personal File