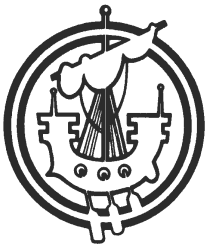


# COMHAIRLE NAN EILEAN SIAR

Department of Education

## Local Negotiating Committee Agreement

<b>Title:</b>	<b>POLICY ON THE USE OF EXIT INTERVIEWS</b>
<b>Date:</b>	<b>1 JUNE 2005</b>



# COMHAIRLE NAN EILEAN SIAR

## Department of Education

### Local Negotiating Agreement: June 2005

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personnel/Exit Interviews Policy

## POLICY ON THE USE OF EXIT INTERVIEWS

### BACKGROUND

- 1.1 An exit interview is an opportunity for feedback and information gathering. Often employees have valuable information that has not been captured simply because nobody asked. Therefore, an exit interview can provide invaluable feedback about an employee's attitudes towards the working environment, the terms and conditions of their work, whether there are any systems or procedures that need to be adopted, improved, etc.
- 1.2 Information gained from exit interviews can provide a basis for developing future management strategies. It can help Management address such issues as high turnover of staff, effectiveness of recruitment and induction, equal opportunities, supervision, etc. Further, such information can assist Managers in ensuring that procedures are being followed in accordance with the Employment Relations Act 2002, the Race Relations Amendment Act 2000 and Disability Discrimination Act 1995.
- 1.3 It is important to make use of the information gathered, otherwise the exit interview is a pointless exercise. If a trend becomes apparent, merely noting the trend is not addressing it. The purpose of the interview is not merely to gather knowledge but to gather useful knowledge that will actually be used. It also gives an opportunity for the return of Comhairle resources, cards and security items.

### AIMS OF AN EXIT INTERVIEW POLICY

- 2.1 The policy would have the following aims:
  - ❑ to identify reasons for, and trends in, staff turnover (e.g. discriminatory practice, workload issues, stress, etc) and manage actions to address these.
  - ❑ to identify any training and development needs for remaining employees, including management training.
  - ❑ to assess the effectiveness of recruitment and induction procedures.
  - ❑ to identify factors that could persuade people to remain within the Council, such as changes to terms and conditions, working practices, etc.
  - ❑ to evaluate personnel policies and procedures and determine where changes need to be made or new policies/procedures developed.
  - ❑ to prepare for the review of the vacant post prior to recruitment.
  - ❑ to identify any issues that are likely to lead to grievances or employment tribunal cases and to address these.
  - ❑ to comply with statutory monitoring requirements.
  - ❑ to ensure that all information relating to termination/exit handover is retained in the same place.

- 2.2 Staff are the Comhairle's most valuable asset. Therefore, it is essential that the Comhairle has a skilled and committed workforce. It is by listening to those leaving the Comhairle that we will ascertain what we are doing right, what we are doing wrong and what we could be doing better.
- 2.3 Our location is such that high turnover of staff may not be an issue. However, we should not be complacent. Just because staff are not leaving the Comhairle in large numbers does not mean that there is no room for improvement. However, because of recruitment difficulties any turnover in key areas can have a severe effect on service delivery.

### **PROCEDURE TO BE FOLLOWED WHEN CONDUCTING AN EXIT INTERVIEW**

- 3.1 All employees leaving the Comhairle's employment will be asked to complete the Exit Questionnaire (Appendix 1) by their line manager when he/she becomes aware that the employee's employment is to end. This will include retirement, redundancy and disciplinary dismissal as well as resignation. The use of multiple choice questions ensures responses are readily recorded on a database and reports can be generated electronically on a regular basis. This questionnaire should be returned to the line manager prior to the exit interview taking place.
- 3.2 The line manager will then interview the employee, recording the employee's reasons for leaving and additional comments on the Exit Interview Record form (Appendix 2). It should be made clear to the employee that information provided in the interview will not have any effect on future job references or re-employment with the Comhairle. It is important the employee is able to talk as openly and honestly as possible so as to obtain meaningful information. **A copy of the form should be given to the employee at the same time as the Exit Questionnaire so as to give them an opportunity to prepare for the interview.**
- 3.3 If the employee does not wish the exit interview to be conducted by their line manager, then it will be conducted by another senior manager. For instance, if an employee has had a difficult relationship with a manager or colleague, that person might not be best placed to conduct the interview. In exceptional circumstances the exit interview would be conducted by a Personnel Officer.
- 3.4 Personnel Officers must be informed immediately if discrimination, harassment or bullying is given as a reason for leaving. This will ensure that necessary procedures are carried out timeously.
- 3.5 Completed questionnaires and interview records should be forwarded to the Head of Department and a copy sent to Human Resources Section. As well as the information being used for management purposes, it will be stored by the Human Resources Section on an electronic database for monitoring purposes.
- 3.6 Line Managers should ensure that ID/Security Cards are returned to the Human Resources Section along with a completed FIN2 termination form. The I.T. Section should be informed of the fact that the employee is leaving so that any security passwords for I.T. Systems can be reset.

## **DATA PROTECTION**

- 4.1 Exit questionnaires and interview guidance will state the reasons why the information is being requested, how the information is to be processed and how it will be used.

## **MONITORING REPORTS**

- 5.1 The Human Resources Section will prepare monitoring reports. The reports will be submitted to the relevant Head of Department and an action plan established where appropriate.

## **TRAINING**

- 6.1 In order that exit interviews are conducted in a consistent manner, Training sessions will be made available to managers to ensure that exit interviews are conducted in a consistent manner. Thus training will be compulsory for all Line Managers.

## EXIT QUESTIONNAIRE

**Please complete Questionnaire and return it to your line manager prior to your Exit Interview.**

**The information you supply will be recorded on a database and used to produce regular monitoring information to help the Comhairle develop its employment practices.**

Name		Job Title	
Department		Line Manager	
Date Employment Commenced		Leaving Date	
Full-time/Part-time		Permanent/Fixed Term/Temporary	
Payroll No		Sex (M/F)	
Age *		Ethnic Origin **	

**\* Age Bands (√ one box)**

- Under 18
- 18-21
- 22-30
- 31-40
- 41-50

Black

- 51-60
- Over 61

**\*\* Ethnic Origin (√ one box)**

- White Scottish
- Other White British
- White Irish
- Other White
- Indian
- Pakistani
- Bangladeshi
- Other (South) Asian
- Chinese
- Caribbean African
- Black Scottish & Other
- Mixed
- Other

### Reason for Leaving

(Please tick one of the following boxes)

- Normal retirement age
- Ill-health retirement
- Redundancy
- Dismissal
- Resignation
- End of fixed term/temporary contract

**Continued Overleaf**

If the reason for leaving is resignation, please tick one or more of the following boxes.

*Career Progression*

- Promotion/higher paid job
- Lack of training/career development opportunities
- Taking up full/part-time education/study

*Career Alternative*

- Change of job

*Personal Reasons*

- Health
- Home relocation
- Caring responsibilities
- Not returning to work following maternity leave
- Need for change
- Travel problems/work closer to home
- Other personal reasons

*Job*

- Lack of job security
- Dissatisfaction with workload
- Dissatisfaction with duties
- Dissatisfaction with working environment

*Workplace*

- Problems with work colleagues
- Problems with manager
- Discrimination
- Harassment and/or bullying

## EXIT INTERVIEW RECORD FORM

The purpose of this exit interview is to obtain feedback on why you are leaving the post of ....., what you liked or didn't like about your employment, and what areas need improvement.

The information you supply will be recorded on a database and used to produce regular monitoring information to help the Comhairle develop its employment practices. For instance, it may be that procedures/processes will be adopted/amended following your comments.

**Please note that any comments you make during your exit interview will not influence future references or re-employment with the Comhairle.**

Discussion during the exit interview will concentrate on the following questions.

What factors have led you to decide to leave the Comhairle?
What are your views on the workload associated with your position?
What are your views on the management of the Department? What is management doing right or wrong?
Did you feel you were given enough support in your position?
What did you like most about your position?
What did you like least about your position?
What are your views on the way we treat our employees?
How could we improve effectiveness?

How could we improve morale?
Under what conditions would you have remained in post?

Is there anything you'd like to add?

.....  
.....  
.....

An exit interview is an opportunity for critical feedback and information gathering and your participation in this exercise is greatly appreciated. How did you find the exit interview process?

.....  
.....  
.....

**To be completed by Line Manager**

I have completed a FIN2 Termination Form

The I.T. Section have been told to reset security information for I.T Systems

**Signature**

**Date**

.....  
(Line Manager)

.....

.....  
(Employee)

.....

The Exit Interview Questionnaire and Record Form should be returned to the Human Resources Section on completion of the Exit Interview.