



Lees Hill C of E Primary School Staff Exit Interviews Policy/Procedures

POLICY ADOPTED BY FULL GOVERNING BODY: March 2018

Name: Mike Brown

Position: Chair of Governors

Next Review Date: March 2021

Introduction

Employees are the school's most valuable resource and the ability to **retain** good employees is very important. This procedure sets out an approach to identifying why people decide to leave the school so that any workplace problems can be identified and addressed.

People choose to leave their employer for many different reasons. Sometimes the nature of the job or rate of pay may have a bearing, sometimes a more challenging or interesting job may become available, sometimes a change in personal circumstances is the main reason for the decision. Whatever the reason, the Governing Body should be aware of how the school is viewed as a place to work. The usual ways of gaining this information are:

- Annual Employee Survey
- Exit Questionnaire (Appendix A)
- Exit Interviews

The information gained from the sources identified above will help to inform policy making for the future. Specifically the school can use data gained from exit interviews and questionnaires to:

- Identify any 'hidden' reasons for leaving e.g. unresolved grievances, workload imbalances, lack of career development, etc.
- Identify themes in reasons for resignation and then develop strategies to minimise labour turnover
- Identify morale issues and/or concerns about management style or organisational culture
- Review the job role and accountabilities
- Monitor and review the effectiveness of the school's Recruitment and Selection Policy
- Promote the image of the school as a good place to work
- In some circumstances, seek to persuade the employee to re-think their decision to leave the school.

Objective

The procedure aims to provide:

- A consistent approach to the use of exit questionnaires across the school
- Guidance on how and when to use an exit questionnaire
- Guidance on how to conduct an exit interview.

Scope

The procedure applies to all school employees who leave voluntarily. Exit interviews should not be carried out with employees who:

- have been dismissed on capability or disciplinary grounds
- leave as a result of compulsory redundancy or ill health retirement or under a compromise agreement

Exit Questionnaires

When an employee's resignation is received, the Headteacher or Senior Manager may wish to consider sending a letter acknowledging and accepting the resignation, thanking the employee for their service and asking for the employee's co-operation in completing an exit questionnaire. See Appendix A for a model letter and questionnaire.

Information supplied by an individual employee must remain confidential unless the employee gives their consent for its release. Completing the questionnaire should be a voluntary exercise and staff should not be compelled to send in their response.

When an exit questionnaire is issued, the Headteacher or Line Manager should offer the employee the opportunity to discuss their reasons for leaving. This will give the employee the opportunity to express any comments, positive or negative, about the school as an employer. The employee should be encouraged to suggest ways in which improvements might be made for the future benefit of the school or other employees.

Exit Interviews

Where the employee requests or agrees to an exit interview, the Headteacher or the Line Manager should make arrangements for this to be conducted before the employee leaves the school's employment.

The interviewer should

1. Conduct the meeting in private
2. Explain that details of the interview will not be used for any purpose other than monitoring the school's performance as a good employer and will not be attributed to them unless they request otherwise.
3. Ask for consent to hold the information on their personnel file for no more than six months at which time it will be confidentially destroyed.
4. Go through the exit questionnaire. Focus on the facts and offer no opinions, (i.e. remain impartial at all times). Employees participate in exit interviews on a voluntary basis therefore, employees should not be pressured to answer questions to which they do not wish to respond.
5. Consider, after the interview, whether any issues may need to be investigated under another procedure, e.g. Harassment, Whistleblowing, Grievance or Disciplinary Procedures. If that is the case then consult the HR provider as soon as possible.

Records

Copies of exit questionnaires and notes taken during exit interviews should be retained, with the employee's express consent, on their personnel file for a maximum period of six months, after which they must be destroyed as confidential waste. The contents of questionnaires and interviews must not be used in any references provided by the school for potential employers.

Links to Other Procedures

If it becomes apparent that the employee's reasons for leaving are related to discrimination or harassment they have experienced, or if the employee is aggrieved then advice should be sought from the HR provider.

Monitoring & Review

This policy and procedure will be reviewed by the Governing Body every three years, or sooner if necessary.

APPENDIX A - MODEL LETTER AND EXIT QUESTIONNAIRE

CONFIDENTIAL

(Name of Employee)
(Address)

Dear (name of employee),

Thank you for your letter of resignation received on *date*. I am confirming acceptance of your resignation and confirming that your last working day will be *date*.

Insert any personal details such as outstanding holiday, good wishes, thanks etc.

Please find enclosed an Exit Questionnaire, which I would be grateful if you would complete and return to me. The purpose of the questionnaire is to seek your views about the school as a place to work. The information that you provide will help the Senior Management Team and the Governing Body to review, update and/or replace, as appropriate, existing employment policies, procedures and practices. We value your honest feedback in order to help us continually improve in these areas.

The questionnaire is confidential. Your responses will **not** be used in any way that can be attributable to you. Your questionnaire will be destroyed as confidential waste not later than six months after you have left the school.

You may wish to have an exit interview with *insert name* as well as, or instead of, completing the questionnaire - please let me know your preference.

Thank you for your assistance with our exit questionnaire and best wishes for the future.

Yours sincerely

**CONFIDENTIAL
EXIT QUESTIONNAIRE**

Job title: _____

SECTION ONE:

About Your Job	Comment
1. Were the duties of your job clearly defined?	
2. Did you have an up to date job description?	
3. Did your salary reflect your duties and level of responsibility?	
4. What did you enjoy most about your job?	
5. What did you dislike most about your job?	

SECTION TWO:

Working Relationships	Comment
1. How would you describe your working relationships with: (a) your Line Manager/Supervisor	
(b) colleagues in your team	
(c) other employees at the school	
(d) Governors	
(e) external bodies or agencies	
2. Other Comments:	

SECTION THREE:

<i>Career Progression & Development</i>	<i>Comment</i>
1. How would you describe your career progression and development?	
2. Did you have regular supervision meetings with your Line Manager	
3. How would you describe the opportunities provided to you to discuss your career progression and development?	
4. Other Comments:	

SECTION FOUR:

<i>Training & Development</i>	<i>Comment</i>
1. Did you have Child Protection training?	
2. Were appropriate training & development opportunities made available to you?	

SECTION FIVE:

Your Reasons for Leaving	
1. Please indicate from the list below your reasons for leaving, by ticking all boxes that apply	
(a) Another job with better conditions of service and pay	
(b) Career change/development	
(c) New job offers better promotion opportunities	
(d) To attend Further/Higher Education	
(e) Domestic commitments/personal circumstances	
(f) Leaving area/region	
(g) Poor or deteriorating health	
(h) Job not as expected	
(i) Voluntary Redundancy	
(j) Retirement	
(k) Decision not to return following Maternity Leave	
(l) Workload pressures/stress	
(m) Other - please give details	

