

# EXIT INTERVIEW POLICY AND PROCEDURE

This document applies to all Council employees except:

- Fire employees on Grey & Gold Book Terms & Conditions

**Notes:**

- This policy is advisory only for all school based employees

*This document may not be applicable to employees who transferred into LCC under TUPE legislation and remain on the terms and conditions of their previous organisation.*

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## **INTRODUCTION**

Information received from Exit Questionnaires and Exit Interviews provides valuable feedback on how well we are performing as an employer, and help us identify where change may be necessary to improve the employment experience at the authority.

This policy provides a structure that enables the Council to receive feedback from employees leaving the authority, as well as those that transfer to different posts within the authority.

## **RESPONSIBILITIES**

### **DIRECTORS AND ASSISTANT DIRECTORS**

Ensuring the policy is followed and implemented.

Review numbers and percentages completed for their directorate from workforce planning data.

### **HEAD OF HUMAN RESOURCES**

Reviewing and revising the policy.

### **MANAGERS**

- Complete the relevant Employee Leaver Form in Business World On!
- Ensure that employees leaving the authority or transferring to a different post in the authority are aware of this policy and encourage them to complete an exit questionnaire.
- Meet with the employee to make appropriate arrangements for when the person leaves the post.
- Hold an Exit Interview if requested by the employee using the exit survey to record the discussion.

### **HUMAN RESOURCE ADVISERS**

- Hold an Exit Interview if requested by the employee using the exit questionnaire to record the discussion.
- Consider the content of Exit Questionnaires and contact the employee if a full discussion is required.
- Take appropriate action in relation to Exit Questionnaire findings.
- Produce statistical analysis on a quarterly basis for HR.

## **PROCEDURE**

When an employee resigns from their post, or transfers to a different post within the authority, the line manager should encourage them to complete the on-line Exit Questionnaire and consider the option of attending an Exit Interview.

The line manager should complete the relevant Employee Leaver Form in Business World On!.

The line manager should arrange to meet with the employee to make appropriate arrangements for when the person leaves the post.

If requested by the employee, the line manager should convene an Exit Interview. The employee can choose to complete the Exit Questionnaire prior to attending the Exit Interview, or during the Exit Interview itself.

Where an Exit Interview is held, it should cover the following:

- Job content.
- Working environment.
- Staff care, development and support.
- Recommendations for change.
- Any grievance or dissatisfaction expressed further by the employee.

The Exit Questionnaire and any discussion notes should be used as follows:

- For reviewing the post.
- To follow up any grievance or dissatisfaction expressed by the member of staff and ensure that all such issues are acted upon speedily and appropriately.
- To consider any wider team or organisational issues which may affect the retention of employees in the future.

A note will be made of any matters of grievance or dissatisfaction and how they have been resolved.

Employee participation in both completing an Exit Questionnaire and attending an Exit Interview are voluntary and cannot be imposed.

## **GUIDANCE FOR MANAGERS**

Line managers must complete the relevant Employee Leaver Form in Business World On! as soon as possible following receipt of the employee's resignation or notification of transfer.

The Council's policy is that employees leaving the authority or transferring to another post should complete an on-line Exit Questionnaire and line managers should encourage employees to do this. Line managers should also ask the employee to consider the option of attending an Exit Interview prior to leaving or transferring.

Where employees are dismissed for conduct or capability reasons or are retired on the grounds of ill health there is no requirement to ask them to complete an Exit Questionnaire or attend an Exit Interview.

However, employee participation in both completing an Exit Questionnaire and attending an Exit Interview are voluntary and cannot be imposed.

Employees may request an Exit Interview with their line manager or HR Adviser to discuss the content of the Exit Questionnaire in more detail. The request should be positively embraced and a meeting arranged as soon as possible.

Line managers must use all their skills of tact, diplomacy and reassurance, to encourage employees to participate in this important exercise.

Line managers conducting an Exit Interview must be flexible, sensitive and supportive to employees who have a disability and may require assistance.

Reasonable adjustments may include having a representative present, allowing extra time to complete the form or providing the form in alternative formats such as large print.

The contents of the Exit Questionnaire will be considered by Human Resources. Having noted their comments, the appropriate officer will decide whether the Exit Questionnaire is filed for information purposes or whether the employee is contacted to discuss matters further and/or to attend an Exit Interview with Human Resources during the notice period.

Any issues raised on the Exit Questionnaire or at the Exit Interview either with the line manager or Human Resources, will be addressed and action taken. This action may include:

- Speaking with the employee as detailed above.
- HR discussing issues with the Line Manager if appropriate.
- Notifying the respective Assistant Director or Head of Service, where further investigation is required.

A record of all completed Exit Questionnaires/Interviews will be maintained on a central register held by HR for monitoring and statistical purposes. HR will examine statistics on a quarterly basis in respect of all leavers which will include:

- The number of employees leaving the authority or transferring to different posts within the authority.
- The number of Exit Questionnaires completed.
- Analysis of reasons for leaving or transferring.
- Information on any action taken as a result of findings.

## **GUIDANCE FOR EMPLOYEES**

The information the Council receives from Exit Questionnaires and Exit Interviews helps us identify where change may be necessary to improve the employment experience at the authority.

The Council's policy is that employees are asked to complete an on-line Exit Questionnaire when they either leave the authority or transfer to a different post in the authority. In addition, such employees may request an Exit Interview with their line manager or HR Adviser to discuss the content of the Exit Questionnaire.

The only exceptions are those who are dismissed for conduct or capability reasons, or are retired on grounds of ill health.

However, employee participation in both completing an Exit and attending an Exit Interview are voluntary and cannot be imposed.

The on-line questionnaire is quick and easy to use and should only take a few minutes to complete and submit.

The contents of your completed Exit Questionnaire will be considered by Human Resources. Having noted your comments, your questionnaire will either be filed for information purposes or you may be contacted to explore comments further. You may also be asked to attend a meeting conducted by Human Resources.

If you choose to participate in the Exit Questionnaire/Exit Interview process please be assured that the objective is to try to improve the work and working environment for employees and your input, prior to leaving the post, will be extremely valuable to us.

There may be issues raised within your Exit Questionnaire or Exit Interview that the Council may need to act upon. Such action may include HR raising the issues to Managers and/or notifying the respective assistant Director where further investigation is required.

The Council would like you to be as honest and open with your feedback as possible and would like to assure you that there will be no repercussions, or victimisation, as a result of your response.

If you do feel you have suffered any detriment as a result of your Exit Questionnaire/Exit Interview responses you should inform your line manager or the next appropriate manager above as soon as possible.

## **FURTHER INFORMATION**

Contact HR