**Exit Interview Policy and Guidance**

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***Updated June 2019: My Resources***

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***Policy***

**1. Introduction and Purpose**

1.1 As a council with a large workforce, we can expect some degree of employee turnover. In fact, a degree of turnover is beneficial to the general effectiveness of the council in that it facilitates the introduction of new ideas, skills and experience through the recruitment of new employees.

1.2 However, whilst a degree of turnover of employees is beneficial, a high rate of turnover can be detrimental. Not only is it a time consuming and costly exercise recruiting high calibre replacements for those employees who leave, it can also have a detrimental effect on the ability of the council to operate effectively and efficiently.

1.3 The purpose of exit surveys and interviews is to try and identify the reasons why employees choose to leave the council and the information will be used wherever possible to:

* Reduce employee turnover
* Improve recruitment and induction practices
* Improve learning and development opportunities
* Highlight any underlying discrimination/problem areas.

**2 Scope**

2.1This policy on requesting exit information applies to all council employees who have voluntarily resigned regardless of their length of contract. Agency employees and other locum staff who decide to leave the council can also be included in requests by management to complete the exit questionnaire but like all directly employed staff are not required to complete the questionnaire unless they wish to do so.

2.2 This policy will not apply to schools (who have their own procedures). However exit questionnaires can be completed by lecturers and centrally employed teachers at management request.

2.2 Employees who have been dismissed for reasons of misconduct, capability or sickness absence will not be asked to complete an exit questionnaire.

**3. Provisions**

3.1All eligible (within scope) employees who indicate that they wish to leave the council will be asked to complete an exit questionnaire.

3.2 Exit interviews will be arranged at the employee’s request. They will normally take place with line management.

3.3 Where there are issues that an employee does not wish to discuss with a departmental manager, the exit interview will take place with an HR representative.

3.4 Employees will be asked to express their views on various aspects of their employment including job satisfaction, working relationships, development opportunities as well as providing information on their reason(s) for leaving.

3.5 Agency Workers who express the wish to have personal exit interviews will have these conducted by an agency monitoring representative.

3.5 Data collected will be analysed to provide regular monitoring information on staff turnover across the council. Anonymised data will be fed back to departmental senior management teams on a regular basis.

3.6 Employees will also be given the option to withdraw their questionnaire from analysis if they contact HR consultancy within 10 calendar days of their submission.

3.7 The council will aim to publish generalised analysis from the exit questionnaire in the annual Workforce Profile.

**4. Confidentiality**

* Any information contained in the exit questionnaire or gleaned from an exit interview will remain confidential unless the employee indicates otherwise, or there is a legal or procedural obligation for it to be disclosed (for example a child protection issue). Any information supplied will be used for monitoring and analysis purposes and will only be fed back on departments in a generalised way. The data collected will be analysed in such a way that no individual employee can be identified.
* Any additional comments/free text that are made by the employee will be fed back to Executive Directors only whilst keeping anonymity of individuals. If an employee does supply any contact details they will be asked to confirm if they are receptive to being contacted for any further information.

The questionnaire will ask for departmental and divisional information but employees do not have to supply any personal identifying information including their job title or grade unless they wish to do so.

* Employees will be able to withdraw their questionnaire from analysis if they contact HR within 10 days of submitting their questionnaire.

**5. Data Protection**

The council treats personal data collected during the exit interview process in accordance with the **workforce data protection policy.**

**6. General Principles:**

The information collected from exit questionnaires and interviews will be used to:

* Ensure reasons for leaving are identified
* Better understand where the council may not be meeting employees’ expectations and taking steps where possible to rectify this.
* Assess how the council is viewed as an employer, with the aim to ensure that we are viewed as an ‘employer of choice’ with a strong, inclusive brand and work ethic supporting an effective work/life balance for employees
* Contribute towards the development of effective policies / procedures / practices to achieve the overall objectives of maintaining a well-motivated and skilled workforce
* Review the role and responsibilities of the post the employee is vacating and make any necessary changes prior to recruiting a replacement
* Improve learning and development opportunities
* Develop a strategy to enable the council to recruit and retain high calibre staff

**7. Responsibilities**

7.1 **Employees are responsible for:**

* Submitting their resignation via My Resources and attaching a letter of resignation as soon as possible.
* Responding to their line manager or HR within a reasonable timescale if they wish to request an exit interview
* Considering seriously the opportunity to complete an the online exit survey
* Answering all questions within an exit survey and/or interview as honestly and openly as possible

7.2 **Managers and heads of service (or equivalent) are responsible for:**

* Applying this policy appropriately.
* Approving the resignation via My Resources and ensuring all annual leave and sickness has been entered on the system as soon as possible and before payroll deadline.
* Responding in writing (ideally within five working days) to employees who notify that they are leaving the council by sending an [acknowledgement of resignation letter](http://im.croydon.net/collaboration/id/HRConsultancy/Documents/Confirmation-Of-Resignation-Letter%20-%20updated%20May%2017.doc)
* Conducting face to face exit interviews if requested
* Liaising with HR consultancy promptly to confirm that an employee has notified their intention to leave the council
* Ensuring that all other [leavers’ processes](https://intranet.croydon.gov.uk/working-croydon/human-resources/managers/saying-goodbye) (including [online CDS leavers form](https://intranet.croydon.gov.uk/working-croydon/forms/leaver)) are completed promptly and submitted before the employee leaves the council.

7.3 **Human Resources are responsible for:**

* Communicating with the employee within five working days of receiving the resignation for approval, to remind them to complete the exit questionnaire or to contact HR to arrange an exit interview if required.
* Conducting face to face exit interviews with employees if requested
* Keeping records of all completed exit interviews
* Conducting regular analysis of the trends of data received to feed into senior management

Providing advice and support to managers and employees throughout the process

# Links to other policies:

* [Flexible retirement policy](http://im.croydon.net/collaboration/id/HRConsultancy/Documents/Flexible-Retirement-Policy.doc)
* [Managing employees leaving the council](https://intranet.croydon.gov.uk/working-croydon/hr/leaving-us)

End

**Exit Interview Guidance**

1. **Aim of exit interview**

* The principal purpose of the exit interview is to provide a formal opportunity for the manager, with the employee, to review the role and responsibilities of the post the employee is vacating and to revise, where necessary, the job description and person specification prior to advertising for a replacement.
* The interview also serves as a confidential forum within which the manager can explore any issues the employee may wish to raise in connection with their period of employment with the council.

1. **Procedure**

* Employees who decide to leave the council must submit a resignation letter to their line manager and also copy in [humanresources@croydon.gov.uk](mailto:humanresources@croydon.gov.uk).
* When the employee submits their resignation, their line manager should acknowledge receipt of their letter in writing, within 5 working days, and ask the individual to complete an exit questionnaire. The letter will also ask the employee if they would like to have a personal (face to face) exit interview.
* Although the interviewer will usually be the employee’s line manager, the employee will also be offered the opportunity of having their exit interview conducted by an HR representative.
* The HR advisors will contact the employee when they receive their letter of resignation within 5 working days to remind them to complete the exit questionnaire and to offer to conduct a personal exit interview if needed.
* **Conducting the interview**
* The exit interview should be arranged as soon as is practical and conducted, in private, away from the immediate workspace.
* Wherever possible, the interview should occur prior to the employee’s leaving date. Where this is not possible, and the ex-employee still wishes to have an exit interview, this may be conducted with the line manager or HR (whichever is preferable for the employee) via telephone, Skype or as agreed.

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* The purpose of the interview should be explained to the employee, who should be encouraged to enter into an open and frank two way discussion and to make any constructive comments or suggestions they may have concerning their job.
* Prior to having the interview, the employee should be encouraged to complete the exit questionnaire (hard copy) as this will form the basis for the interview with the line manager or HR representative.
* During the interview the manager can fill in the online questionnaire with the employee based on the employee’s responses.
* Areas for discussion during the exit interview could include:
  + The function and role of the post in the section
  + Whether the job description accurately reflects the duties undertaken by the post holder. If duties which differ from the job description are identified, how and why these variations have taken place.
  + Whether there are any changes which the employee considers would increase efficiency in the job
  + Whether the employee has any ideas for improving the service / section / department.
* The interviewer should ask the employee if there is anything else they wish to say (that has not been said) or if they have any other issues they wish to discuss.
* Should the employee make any complaint about a colleague, their manager, their treatment or the general running of the service, the interviewer (if not HR) must discuss the issue(s) with a [Human Resources Consultant](https://intranet.croydon.gov.uk/working-croydon/hr/contacting-hr). Should the employee indicate that there is an outstanding issue / complaint but is unwilling to discuss it with their manager, they should be encouraged to speak to their HR consultant.
* Notes of the discussion at the exit interview should be taken and those relevant to the job description and person specification should kept by line management and considered when initiating further recruitment for the role. Any notes taken regarding any other issues / concerns raised by the employee should be kept confidentialand sent to Human Resources for feeding into exit interview analysis.

**4. Human Resources Advisors**

* On receipt of a letter of resignation, HR advisors will send an e-mail/ or letter (described below), to the employee, within five working days, which will include a link to the exit questionnaire. In the circumstances that an employee is not at work at the time they tender their resignation, e.g. while they are on maternity leave or long term sick leave, the letter should be sent to their home address and a hard copy of the leavers questionnaire enclosed.
* The standard letter/email will include the following information**:**
  + The reasons for completing the exit questionnaire
  + Outlining that it is an opportunity for the individual to express his/her views on various aspects of working for the council
  + Asking employees to be open and honest in their answers in order to give meaningful feedback
  + Reminding the employee that all information given in the questionnaire will remain confidential
  + Confirming that information contained in the questionnaire will not prejudice references and will be used for general analysis purposes only
  + The employee will be asked to contact HR if they require a face to face exit interview with an HR representative.

1. **Exit questionnaire /survey content**

The questionnaire is constructed in five sections:

* **Section 1:** the questions in this section are based around the individual’s reason (s) for leaving the council
* **Section 2:** these questions are based around seeking information concerning the employees’ job description, skills and training opportunities
* **Section 3:**  these questions are based around seeking information about the working relationships the individual had with their team and managers
* **Section 4:** these questions are based around seeking information on work/life balance issues
* **Section 5:** these questions are based around seeking information around the working life and experience of the employee within the council overall
* **Section 6:** these questions are seeking information on employment status including length of service and type of contract

# Exit Process – Flow Chart for Letters and Interview



# Exit process – Flow Chart – Main Actions



# Exit Questionnaire

We are constantly striving to make the council a great place to work. We acknowledge that getting everything right for our employees requires continuous work, so understanding why you are leaving is important to us.

We would be grateful if you will take a few minutes to complete this questionnaire as openly and honestly as possible. The information you provide will give us feedback on how well we are performing as an employer.  It will also help us to identify where changes may be required.

Feedback and comments will be treated with the strictest confidence unless there is a legal or procedural obligation for feedback to be disclosed (for example a child protection issue).

Any additional comments/free text that are made by you may be fed back to Executive Directors only whilst keeping anonymity of individuals.  If you supply any contact details you will be asked to confirm if you are receptive to being contacted for any further information.

The purpose of the exit questionnaire/interview is to analyse and gain information regarding your experience of working for the council. Please note that you should not raise concerns via this questionnaire if you require a personal response to your situation.

**Data Protection Statement**

The council treats personal data collected during the exit interview process in accordance with the **workforce data protection policy.**

We use information supplied by respondents to enable us to carry out specific functions for which we are responsible. We will derive statistics from this data which inform decisions we make on our services. These statistics are used in such a way that individuals cannot be identified, and they will be fed back to the services and departments, to inform further improvements. You have the option to opt out of this survey and to have the data that you entered removed - this will extend to 30 days after the survey ends.

**If after submitting your questionnaire you subsequently decide you do not wish to take part, please contact:** [**maxine.benjamin@croydon.gov.uk**](mailto:maxine.benjamin@croydon.gov.uk) **within 30 days of the date of your submission to enable us to withdraw your details.**

**Please refer to the exit interview policy for further information.**

**Where a question is marked as optional no response needs to be given if preferred.**

If you would like to have a personal exit interview with an HR representative, please contact: [humanresources@croydon.gov.uk](mailto:humanresources@croydon.gov.uk) to arrange this.

**Section 1: Reasons for leaving:**

1. **What is/are your main reasons for leaving the council? (you can select more than one answer)**

* Career advancement/change career
* To improve pay and benefits
* To improve work/life balance
* To be able to work flexibly/agilely
* To improve working relationships (e.g manager/co-worker)
* Personal health/caring responsibilities
* To improve the journey to work
* The job was not what I expected when I joined
* Retirement
* Other (please specify)……..
* Do not want to disclose

1. **Do you have a new Job?**

* Yes
* No

1. **Is there anything that could have been done to prevent your departure?**

* Yes (reasons can be given below)

* No (reasons can be given below)

1. **Would you consider working for the council again?**

🞎 Yes (reasons can be given below)

* No (reasons can be given below)

1. **Would you recommend the council as an employer?**

* Yes; (reasons can be given below)
* No (reasons can be given below)

1. **During your last 12 months at the council, have you been bullied, harassed or discriminated at work? (see definitions below)**

* **Yes**
* **No**
* **Don’t know/not sure**

**Bullying:** is repeated, offensive, intimidating, malicious, or insulting behaviour. An abuse or misuse of power through actions that aim to undermine, humiliate or injure a person. (E.g. excluding someone, humiliating someone in front of others, giving someone unachievable or meaningless tasks)

**Harassment:** is unwanted behaviour related to someone’s race, sex, gender identity, disability, sexual orientation, age or belief/religion which violates a person’s dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment for them. It may be a repeated or one-off incident. (E.g. making offensive comments, unwelcome physical contact)

**Discrimination** occurs when someone is treated unfairly because of a characteristic they have, or are thought to have, or because they associate with someone who has a protected characteristic. The characteristics protected under the Equality Act are: age, disability, gender reassignment, marriage/civil partnership, pregnancy/maternity, race/ethnicity, religion/ belief, sex/gender or sexual orientation. (E.g. denying access to workplace opportunities, refusing to make reasonable adjustments for a disabled person, dismissing an employee because she is pregnant)

1. **Did you formally report the incident?**

* **Yes (go to question 9)**
* **No (go to question 10)**
* **Don’t know/not sure (explain reasons below)**

1. **Briefly outline how satisfied you were with the outcome of reporting the incident (s)**
2. **Please state why you did not formally report this incident (s)**

***Questions in Sections 2 - 5 below are marked [1 = strongly agree; 2 = agree; 3 = neither agree or disagree; 4= disagree; 5 = strongly disagree; 6 = not applicable]***

**Please think back to the last 12 months of your role in the council. How much do you agree or disagree with the following?**

**Section 2: Job description/Skills/Training:**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Strongly agree** | **Agree** | **Neither agree or disagree** | **Disagree** | **Strongly disagree** | **Not Applicable** |
| 10. My duties have changed substantially since I took the role |  |  |  |  |  |  |
| 11. The workload in my role was acceptable |  |  |  |  |  |  |
| 12. I was clear about what was expected of me at work |  |  |  |  |  |  |
| 13. (**If you started in the last two years**) I was given an effective induction into the council |  |  |  |  |  |  |
| 14 I had the tools and equipment I needed to perform my job effectively |  |  |  |  |  |  |
| 15. I was able to access reasonable adjustments if needed. |  |  |  |  |  |  |
| 16. I used Croydon Learning to access learning and development opportunities |  |  |  |  |  |  |

**Please think back to the last 12 months of your role in the council. How much do you agree or disagree with the following?**

**Section 3: Working Relationships:**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Strongly agree** | **Agree** | **Neither agree or disagree** | **Disagree** | **Strongly disagree** | **Not Applicable** |
| 17. The morale in my team/division was good |  |  |  |  |  |  |
| 18. My working relationships with my colleagues were good |  |  |  |  |  |  |
| 19. My working relationship with my line manager was good |  |  |  |  |  |  |
| 20. I had regular 1-1’s and discussions with my line manager about my performance and development |  |  |  |  |  |  |
| 21. I felt able to be myself and disclose any protected characteristics (e.g. disability; sexuality) to my line manager and/or team |  |  |  |  |  |  |
| 22. I felt able to be open and honest in my views on the service |  |  |  |  |  |  |

**Please think back to the last 12 months of your role in the council. How much do you agree or disagree with the following?**

**Section 4: Work-life Balance:**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Strongly agree** | **Agree** | **Neither agree or disagree** | **Disagree** | **Strongly disagree** | **Not Applicable** |
| 23. I was happy with my work life balance whilst working for the council |  |  |  |  |  |  |
| 24. My contracted hours were an accurate reflection of the hours I worked. |  |  |  |  |  |  |
| 25. I was able to work in a flexible or agile way if I wanted/needed to |  |  |  |  |  |  |
| 26. I was able to attend/take part in cultural activities in the workplace if I wanted to (e.g. go to a network group event) |  |  |  |  |  |  |

**Please think back to the last 12 months of your role in the council. How much do you agree or disagree with the following?**

**Section 5: Working Life**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Strongly agree** | **Agree** | **Neither agree or disagree** | **Disagree** | **Strongly disagree** | **Not Applicable** |
| 27. I felt I understood the needs of the people I provided I service to |  |  |  |  |  |  |
| 28. Changes in my service were led, managed and supported in an open way |  |  |  |  |  |  |
| 29. [Only answer if your role involved lone working] I felt safe in my role |  |  |  |  |  |  |
| 30. [Only answer if your role involved lone working] I was given training on how to handle difficult situations. |  |  |  |  |  |  |
| 31. I felt the appraisal process was fair and equitable. |  |  |  |  |  |  |
| 32. I think my pay/benefits package was fair compared to similar roles in other councils/organisations |  |  |  |  |  |  |

If you have any other comments that you wish to make about your employment with Croydon council, which have not been covered already, please add them below:….

**Section 6: Your employment**

**How long have you been employed by the council?**

* + **Less than 12 months**
  + **Less than 2 years**
  + **2 – 4 years**
  + **4 – 8 years**
  + **8 years plus**

**[Optional] What was the job title of your most recent role?**

**[Optional] What was your grade (or its equivalent in your most recent role)?**

* **1 - 8**
* **9 - 14**
* **15 – 17**
* **Croydon Special Range, Director and above**
* **Other (specify)……………..**

**Where have you mainly worked in the last year?**

* **Division/Dept./Location**

**Other division and service**

**What type of contract did you hold?**

🞎 **Employee**

**🞎 Agency worker**

**🞎 Other (please specify)**

**In the last 12 months, did you work? (can tick more than one box)**

🞎 **Full-time**

* **Part-time**
* **Flexibly (in a formal arrangement**
* **Agilely (informal arrangement)**

[Optional]: **If you wish to put your name and contact details, please do so here (please indicate if you are happy to be contacted)**:………………………

**Equalities Monitoring:**

**Age**

**Are you:**

* **18 -30**
* **31 – 40**
* **41 – 50**
* **51 – 60**
* **61+**
* Prefer not to say

**Caring**

**Do you have caring responsibilities?**

Yes, I have dependent children aged 18 or under

Yes, I have other caring responsibilities

No

Prefer not to say

**□**

**Disability**

The Equality Act 2010 defines someone as a disabled person if they have a physical or mental impairment which has a long term and substantial adverse effect on their ability to carry out normal day to day activities.

A disability may include progressive conditions such as HIV and cancer, mobility, sight or hearing impairments or mental health issues such as depression.

In considering whether you have a disability you **should not** take into account the effect of any medication or treatments used or adaptations made which reduce the effects of an impairments (other than glasses or contact lenses used to correct a visual impairment):

**Do you have a disability?**

Yes

No

Prefer not to say

**Ethnicity**

**How would you describe your ethnic origin?**

White English / Welsh / Scottish / Northern Irish / British

**□**

White Irish

**□**

White Gypsy or Irish Traveller

**□**

Any other White background write in:

**□**

Mixed / multiple ethnic groups

White and Black Caribbean

White and Black African

White and Asian

Any other Mixed / multiple ethnic background, write in:

Asian / Asian British

Indian

Pakistani

Bangladeshi

Chinese

Any other Asian background, write in:

Black / Black British

Black African

Black Caribbean

Any other Black background, write in:

Other ethnic group

Arab

Other, write in:

Prefer not to say

**□**

**Gender**

**P Please describe your gender identity: please select option below:** Male (including female-to-male transgender men)

Female (including male-to-female transgender women)

Non-binary (for example, androgyny people)

Prefer not to say

**Gender Assignment**

**Do you identify as the gender you were assigned at birth?**

**Yes**

**No**

**Prefer not to say**

For people who are transgender, the gender they were assigned at birth is not the same as their own sense of their gender.

**Religion**

**What is your religion?**

PLEASE TICK ONE BOX ONLY

None

Buddhist

Christian

Hindu

Sikh

Muslim

Jewish

Other

Prefer not to say

**Sexual Orientation**

**What is your Sexual Orientation?**

Heterosexual/Straight

Gay/Lesbian

Bi-Sexual

**□**

Any other, Write in

Prefer not to say

**□**