

**Honiton Community College  
Academy Trust**

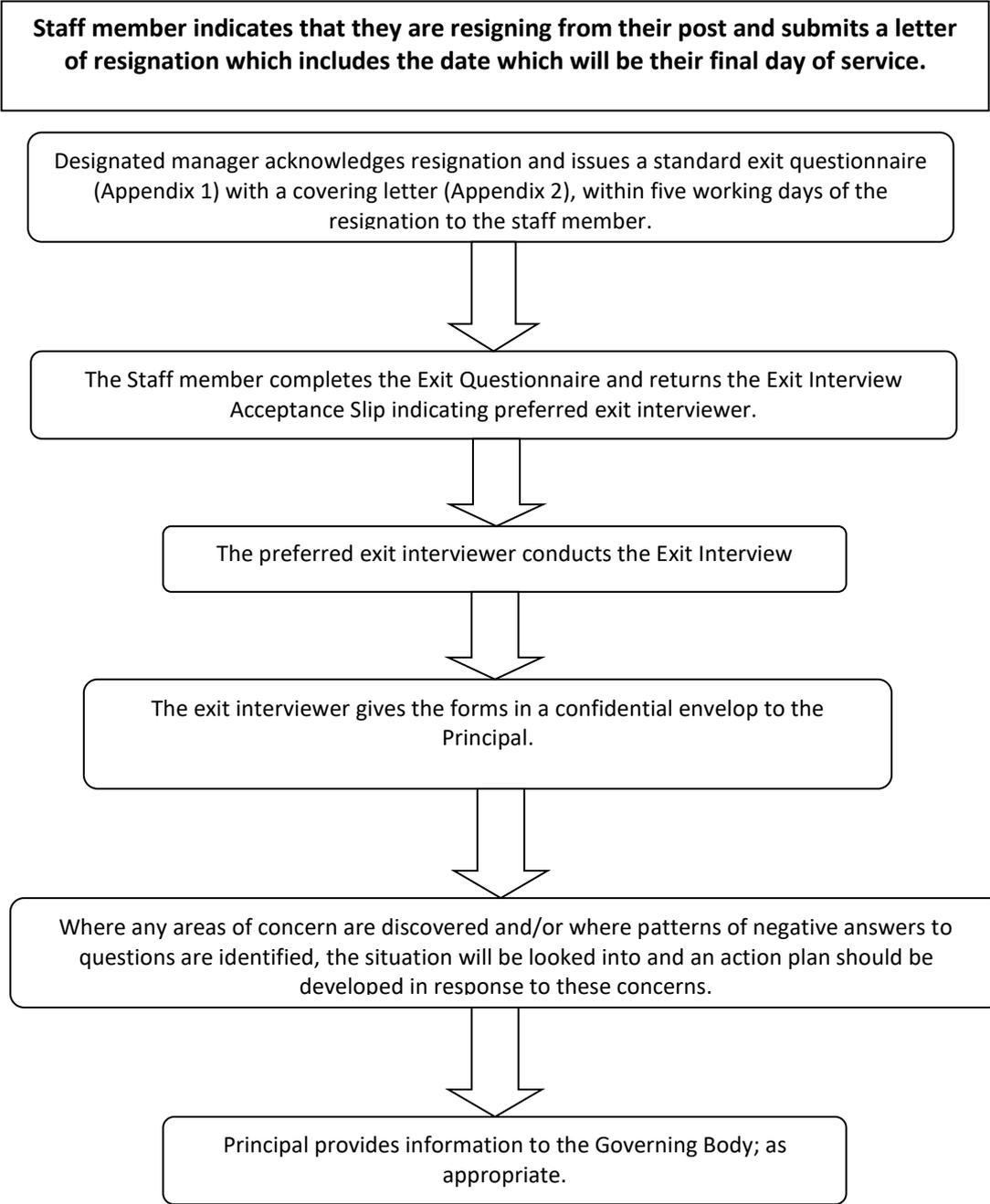


**This Devon County Council Policy  
was adopted by the Governing Body  
of Honiton Community College Academy Trust  
on 17<sup>th</sup> July 2019  
and will be every 3 years.**

**MODEL EXIT INTERVIEW  
PROCEDURE FOR SCHOOLS  
APRIL 2009**

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**FLOWCHART – Exit Questionnaire / Interview Process**



## **A. INTRODUCTION AND PURPOSE**

### **A.1. Introduction**

The Governing Body and Principal should recognise it is good practice to undertake exit interviews in order to collect and analyse information with a view to developing retention strategies and also for highlighting areas for improvement, which can be fed into the school's development/strategic plan.

This policy will be applied to all staff members, except in the case of dismissal or in exceptional circumstances. The policy applies to both teaching and support staff, temporary or permanent.

### **A.2. Purpose**

The purpose of this policy is to determine the reasons why staff members are leaving the school and the school will utilise the information to ensure it meets its obligation as a good employer. The purpose of the completion of the exit interview form is to:

- Determine and document the reasons staff members leave, to solicit constructive feedback to improve effectiveness and/or efficiency of school operations and/or employee's work life;
- Identify what the school is doing well;
- Analyse information to inform recruitment and retention practices;
- Display openness and integrity by providing all employees leaving the school the opportunity to provide feedback;
- Bring to the attention of the senior leadership team where there may have been inappropriate practice to enable any remedial action to be taken;
- Assist in identifying changes and improvements necessary to any existing job for any new employee;
- Contribute to increased long term performance and improve the overall work environment.

## **B. GENERAL PRINCIPLES**

### **B.1. Policy Statement**

The Governing Body and Principal recognise that the staff are central to the school and that by conducting exit interviews, it provides an ideal opportunity to acknowledge their work with the school, and to offer support for their future endeavours. Their good will plays an essential part in maintaining the ongoing positive profile of the school.

### **B.2. Recording of information**

The information gathered will be analysed by the Principal or nominee to identify areas or determine trends and report results to the Governing Body.

### **B.3. Serious issues**

If serious matters are raised by the staff member during the exit interview, the line manager/Principal should consult with the Schools' Personnel Service.

#### **B.4. Confidentiality**

Schools should maintain a confidential central record of the information received via exit interviews which should be used to produce relevant data for the Governing Body.

The member of staff and line manager/Principal should agree how much of the interview is to be kept confidential, and what information should be used to suggest improvements to the school.

#### **C. LEGISLATIVE BASE**

There is no legislation governing employee resignations, other than the notice requirements contained in the Employment Rights Act 1996. However, schools should be aware of the following relevant legislation:

The Race Relations Amendment Act (2000) imposes a duty on public authorities to eliminate race discrimination and promote racial equality in the exercise of their public functions.

The Disability Discrimination Act 2005 introduced a duty on public authorities to have regard to the need to eliminate unlawful discrimination against and harassment of disabled persons and to promote equality of opportunity for them.

Any information held on a computerised system will be subject to the Data Protection Act 1998 and under this act employees may obtain disclosure of this information held about them by the school.

#### **D. EQUAL OPPORTUNITIES**

This procedure is based on best practice and is designed to promote a consistent and effective approach that will not have an adverse impact on any group in terms of sex, age, disability, gender identity, race, religious belief or sexual orientation. The line manager/Principal has a particular responsibility to promote equality across all these areas of diversity as they seek to identify and improve fairness at work issues.

Should any member of staff wish to raise an issue about the application of this policy, they should discuss it with their line manager in the first instance.

#### **E. PROCEDURE**

##### **E.1. Application of the Policy**

The line manager/Principal will ensure that this policy will achieve the desired outcomes by:

- Ensuring that staff are aware that the process is voluntary
- Treat information as confidential
- Ensuring references are not prejudicial

##### **E.2 Notification of intention to resign**

Individuals should notify their line manager of their intention to resign as soon as possible but giving no less than the period of notice in their contract of employment.

As soon as an employee resigns, or indicates they intend to resign, the Principal should be made aware. In some circumstances early intervention may assist in retaining staff.

### E.3 Exit interview questionnaire

If resignation remains the intention, then the line manager/Principal should provide the individual with a letter (Appendix 2), which invites them to complete an exit interview questionnaire, (Appendix 1) and an offer of an exit interview at a time suitable to the employee before he/she leaves the school. The line manager/Principal should also be able to explain the purpose of the exit interview, and encourage the employee to attend. The model letter (Appendix 2), should be adapted to the individual circumstances as necessary.

Completing the exit questionnaire will help focus the employee on the key issues before the exit interview and will assist in eliciting useful information during the interview.

If the employee is not in school during the notice period a questionnaire should be forwarded to their home address.

Once completed the questionnaire should be taken by the employee to the exit interview, or returned to the line manager or Principal in a sealed envelope marked private and confidential.

### E.4 The exit interview

Good practice shows that wherever possible an “exit” interview should be offered to all employees. The line manager or Principal should try to arrange exit interviews wherever possible. The individual may elect to have their exit interview with the line manager, Head of Department, Assistant Principal, Vice Principal or Principal if they prefer. The chosen exit interviewer should be informed so that they can arrange a convenient time and private meeting room to conduct the interview as soon as possible, before the employee leaves the school. A work colleague or trade union/professional association representative may accompany the individual if they wish.

Participation in the exit interview process is voluntary. Employees should be given the assurance that the details of the interview will not be entered on their personal file or disclosed in future references. The information provided will be depersonalised and used to inform current and future working practice.

It is essential that the reasons for leaving be obtained as near as possible to the time the decision was made. It may be possible at an early stage to influence the decision to leave, and in some cases the interview may identify unresolved issues that could be tackled and result in retraining the member of staff. The exit interviewer should advise staff on the possible channels for resolution of any outstanding issues including mediation, dispute resolution procedure, work- life balance schemes, career break policy, and the services of the wellbeing at work and counselling and the staff associations.

### E. 5. Who can conduct an exit interview?

The member of staff will have the option of seeing their line manager, Head of Department Assistant Principal, Vice Principal or the Principal.

### E.6. Structure of exit interview

STRUCTURE	GUIDELINES
Prior to the interview	
Plan the interview	<ul style="list-style-type: none"><li>➤ Prepare – ensure you know about the individual, the role, etc and plan the supplementary questions you will ask.</li><li>➤ It is important to choose the right environment, free from</li></ul>

	<p>interruptions and to maintain confidentiality</p> <ul style="list-style-type: none"><li>➤ It is better to conduct the interview as soon as possible, after the staff member has informed you of their decision.</li><li>➤ The interview should be used to probe those factors that have contributed to the decision to leave.</li><li>➤ The exit questionnaire should be used as a basic framework, but additional questions should be asked as necessary to discuss any problems or factors which have influenced the decision.</li><li>➤ It is important to encourage a constructive exchange and that the interviewee feels you are genuinely interested and prepared to take some action if that is appropriate and possible</li></ul>
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Choice of exit interviewer	<ul style="list-style-type: none"> <li>➤ The staff member requests the person that they wish to conduct the interview. Either their: line manager, Head of Department, Assistant Principal or the Principal.</li> </ul>
The interview	
Start of interview	<ul style="list-style-type: none"> <li>➤ Welcome the staff member and put them at ease by explaining the purpose of the exit interview. Reassure them of the confidentiality of the process. Inform them that you will be taking notes.</li> <li>➤ Describe the structure of the interview and given an estimate of how long the interview will last (30 minutes is an appropriate length unless any problems arise).</li> <li>➤ Ensure that you will not be disturbed.</li> </ul>
Discuss the completed exit interview questionnaire and complete the exit interview form with pre-prepared questions (Appendix 3)	<ul style="list-style-type: none"> <li>➤ The exit interviewer should adopt a role of asking, listening and reflecting.</li> <li>➤ Ask 'open' questions to encourage the staff member to talk freely.</li> <li>➤ Try to establish the views and opinions of the staff member.</li> <li>➤ Ask for examples in order to validate the information given.</li> <li>➤ The exit interviewer should document any issues raised and take action as appropriate, and if necessary guidance should be sought from the Schools' Personnel Helpline.</li> </ul>
Provide the staff member with an opportunity to ask any questions or discuss anything that they may wish to discuss.	<ul style="list-style-type: none"> <li>➤ Listen, record and explore any issues.</li> <li>➤ Avoid 'leading' questions or expressing your own views.</li> <li>➤ Avoid reporting other people's beliefs.</li> <li>➤ Use 'closed' questions to check information or get straightforward facts.</li> </ul>
Inform them that they will have to return the following (if applicable)	<ul style="list-style-type: none"> <li>➤ ID badge</li> <li>➤ Any equipment e.g. mobile phone, laptop, etc</li> </ul>
Close the interview	<ul style="list-style-type: none"> <li>➤ Thank them for attending the interview and for their contribution to the school and wish them success for the future.</li> </ul>
After the interview	<ul style="list-style-type: none"> <li>➤ Write up notes</li> <li>➤ The interviewer should be able to assess the value of the information gained and how it can be used.</li> <li>➤ If any actions were agreed – ensure they are carried out as quickly as possible afterwards, consulting with Schools' Personnel Helpline if appropriate.</li> </ul>

## F. ROLES AND RESPONSIBILITIES

The Principal/designated manager should be informed that a member of staff is leaving, as soon as possible. Staff members should be encouraged to complete an exit questionnaire and explained the positive reasons for doing so.

#### **F.1 Employee**

The employee will inform the Principal in writing of their intention to resign as soon as possible, giving at least the period of notice required by their employment contract. If the staff member declines the offer of an exit interview, they will still be asked to complete the exit questionnaire.

It is the responsibility of the staff member to provide honest feedback about their employment in the school. This will ensure that any appropriate changes can be made.

#### **F. 2. Exit Interviewer**

The exit interviewer will ensure that the interview is conducted in a private room, free from interruptions. The interviewer will document the key points on the exit interview form or make additional notes and return all completed paperwork to the Principal. They will take action or feedback on any learning points or issues arising as appropriate, and in consultation with the Schools' Personnel Helpline.

#### **F. 3. The Principal**

The Principal will address individual matters arising as appropriate. They will also identify trends and recurring issues that may require remedial action such as feedback, development plans, or management advice. The result of this monitoring will be shared with the Governing Body.



“Success for All”

**CONFIDENTIAL**

**EXIT QUESTIONNAIRE**

**All information requested is optional**

<b>Personal Details:</b>		
Employee Name:		
Job title:	Area of work:	
Start date:	Manager:	
Resignation date:	Date of Exit interview:	
Employee number:	Exit interviewer:	
Age Range (Please tick) Under 20 <input type="checkbox"/> 20-29 <input type="checkbox"/> 30-39 <input type="checkbox"/> 40-49 <input type="checkbox"/> 50-59 <input type="checkbox"/> 60+ <input type="checkbox"/>	Ethnic Origin (Please circle as applicable) <b>White</b> <b>Black</b> <b>Asian</b> British                      Caribbean                      Indian Irish                      African                      Pakistani Other                      Other                      Other <b>Other Ethnic Groups</b> Please state:	
<b>Your Reasons for Leaving</b> Please select both your main reason for leaving by ticking only one box in the middle column of the table below; and any other supplementary reasons for leaving by ticking as many boxes as are relevant to you in the column on the far right.		
Promotion		
Better pay and benefits		
Better career prospects		
Improve working environment		
Problems with work colleagues		
Problems with line manager		
Better training/career development		
Family		
Relocation		
Disliked work		
Health		
Caring responsibilities		
Need for change		
Retirement		
Not returning to work after maternity leave		

Harassment/bullying				
Other personal reasons				
<b>Other work related reasons:</b>				
	All of the time	Most of the time	Sometimes	Never
Did you find your job rewarding?				
Did you receive feedback on your work performance?				
Were you given encouragement and help when needed?				
Were you able to raise any concerns you had?				
Were any problems / complaints dealt with promptly?				
Did you encounter any form of discrimination? If so what?				

<b>Training and Development Opportunities:</b>				
	Good	Satisfactory	Unsatisfactory	Don't know
How would you rate your induction?				
Was training sufficient for you to conduct your work?				
Did you receive regular performance management reviews?				
Were your objectives clear, measurable, relevant and agreed with you?				

**What did you most like about the post you are leaving?**

**Any other comments you wish to make?**

**OPTIONAL :**  
 If you wish to identify yourself or discuss anything further, please leave your details including daytime contact number below:

**EXIT INTERVIEW PROCEDURE**

**Appendix 2**

Dear

It is with regret that we have received your recent letter of resignation. The College aims to be a good employer and so we are very interested in having your feedback about your time at Honiton Community College and, in particular, any relevant reasons there may be for your departure. The information you provide will be treated confidentially and will not be stored in personal files; neither will it affect any future references. The information will only be used; if possible, to improve the way we do things.

This process is entirely voluntary but I am requesting that you participate, if at all possible, in both an exit questionnaire and an exit interview. These will provide you with an opportunity to raise issues and make suggestions for improving the post you held here, as well as our policies, practices and working environment.

The questionnaire is attached and I would be grateful if this could be returned to me by xx/xx/xxxx. An exit interview will provide an opportunity for you to give us further feedback. A work colleague or trade union representative may accompany you if you so wish. I will conduct this interview, unless you prefer otherwise, and I propose we meet at xxxx o'clock on xxth xxx xxxx. If you would prefer to talk to someone else at this interview please indicate accordingly on the reply slip below. If you do not wish to participate in an interview then please let us know on the slip

I would like to thank you for your contribution to the College over the past xxx years and on behalf of the staff and Governing Body may I wish you well for the future.

Yours sincerely

Name  
Line manager/Principal

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**Exit Interview – Reply Slip**

I do/do not\* wish to accept your invitation to an exit interview

I would prefer to have an exit interview with (please tick) –

My line manager - Name: .....

The Head of Department - Name: .....

Principal: .....

\* Please delete as applicable



“Success for All”

EXIT INTERVIEW FORM	
Interviewers name:	
Employees name:	Area of work:
Start date:	Manager:
Resignation date:	Date of Exit interview:
<b>Reasons for Leaving:</b> Discuss reasons indicated on the completed exit questionnaire	
<b>Comments:</b>	

**What did you most like about job and why?**

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**What did you least like about job and why?**

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**Did your job description accurately reflect the actual job you were doing?**

--

**Do you think you received sufficient training to enable you to do your job?**

**YES**  **NO**

If no, in which areas was it lacking?

**Do you think your skills were fully utilised?**

**YES**  **NO**

If no, what do you think were the reasons for this?

**Do you have any suggestions as to how the job could be improved?**

**Would you like to make any comments about how you were managed and what support you were given?**

**What were your working relationships like with your colleagues?**

**Do you believe you were ever subject to racial/sexual harassment or any other form of harassment including bullying?**

**Would you consider working for this school in the future?**

**YES**  **NO**

If no please say why?

**Comments and suggestions for further action if any required?**

Interviewer:

**Declaration:**

Under the Data Protection Act 1998, we must inform you of the following. The information which you have provided will be used for the purpose of monitoring the effectiveness of recruitment and retention in the school. Your personal data will be kept confidential and will not be further disclosed beyond the school unless you consent to this.

However, where your information gives rise to concerns about conduct in your workplace or indicates the possibility that misconduct may have occurred, this may be disclosed to relevant management or the appropriate agency. Such agencies include Devon County Council, Child Protection, Independent Safeguarding Authority and the Police.

To indicate your consent to the further disclosures described above, please tick this box:

I confirm that I have read the information recorded about me on this form and agree that this is an accurate record of the answers which I have given.

Signature of interviewee:

Date:

Signature of interviewer:

Date:

