



Bassingbourn
Community Primary School

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Exit Interview Procedure

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1. Introduction

1.1. 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.

- 1.2. 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
- 1.3. 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, behaviour of any individuals, 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.

2. Objective

- 2.1. 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.

3. Scope

- 3.1. 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, ill health retirement or under a settlement agreement.

4. Exit Questionnaires

- 4.1. 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. Please see Appendix A for a model letter and questionnaire.
- 4.2. 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 employees should not be compelled to send in their response.
- 4.3. 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.

5. Exit Interviews

- 5.1. Where the employee requests or agrees to an exit interview, the Headteacher or Line Manager should make arrangements for this to be conducted before the employee leaves the school's employment.
- 5.2. The interviewer should:
 - 5.2.1. Conduct the meeting in private.
 - 5.2.2. 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.
 - 5.2.3. 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.
 - 5.2.4. 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.
 - 5.2.5. 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 EPM as soon as possible.

6. Records

- 6.1. 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.

7. Links to Other Procedures

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

Appendix A: Model Letter and Exit Questionnaire

[Date]

Strictly Private and Confidential

[Address]

Dear [name of employee]

Thank you for your letter of resignation received on [date]. I am confirming acceptance of your resignation and 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 Leadership 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 [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

[Name]

[Job title]

Confidential Exit Questionnaire

Job title:

Section One: About your job	Comment
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Were the duties of your job clearly defined?	
Did you have an up-to-date job description?	
Did your salary reflect your duties and level of responsibility?	
What did you enjoy most about your job?	
What did you dislike most about your job?	

Section Two: Working relationships	Comment
How would you describe your working relationships with:	
Your line manager/supervisor	
Colleagues in your team	
Other employees at the school	
Governors	
External bodies or agencies	
Other comments	

Section Three: Career progression and development	Comment
How would you describe your career progression and development?	
Did you have regular supervision meetings with your line manager?	
How would you describe the opportunities provided to you to discuss your career progression and development?	
Did you have child protection training?	
Were appropriate training and development opportunities made available to you?	

Section Four: Organisation Culture	Comment
Do you feel the School priorities were made clear to you during your employment?	
Do you feel the School Vision and Values were communicated effectively to you during your employment?	
Do you feel appropriate communication channels exist within the school and that you are updated with the information you need to do your job?	
Did you feel part of a team during your employment?	

Did you feel valued for the contribution you made towards the school?	
Is there an open-door policy in order for you to raise any concerns?	
Are you aware of the policies and procedures that exist in order for you raise any concerns e.g. grievance, whistleblowing, bullying and harassment?	
Have you ever witnessed or been subject to behaviour that could be considered to violate someone's dignity or where an offensive environment has been created?	
Do you consider the working environment to be one where employees are treated with respect and the demands placed upon them are reasonable?	
Would you recommend other teachers / staff to apply to work at this school?	

Section Five: Your reasons for leaving		Comment	
Please indicate from the list below your reasons for leaving, by ticking all boxes that apply.			
Another job with better conditions of service and pay		Poor or deteriorating health	
Career change/development		Job not as expected	
New job offers better promotion opportunities		Voluntary redundancy	
To attend further/higher education		Retirement	
Domestic commitments/personal circumstances		Decision not to return following maternity leave	
Leaving area/region		Workload pressures/stress	
Relationships with colleagues		Relationship with your line manager	
Other - please describe:			