Diocese of Norwich Education and Academies Trust

Churchside Federation

Exit Interview Procedure

Approved By:	**DNEAT Trust Board**
Approval Date:	**06/05/2016**
Date Adopted by LGB:	**March 2020**
Review Date:	**March 2021**
Person Responsible:	**Academies Chief Executive Officer**

1 Introduction

1.1 Employees are the Trust'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 organisation 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 Trust Board and Local Governing Body should be aware of how the academy / Trust 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 Trust 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 against standard/required person specifications
- Monitor and review the effectiveness of the Trust / academy's recruitment and selection policy
- Promote the image of the Trust / academy as a good place to work
- In some circumstances, seek to persuade the employee to re-think his/her 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 Trust
- 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 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

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 his/her 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 his/her consent for its release. Completing the questionnaire should be a voluntary exercise and staff 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 his/her reasons for leaving. This will give the employee the opportunity to express any comments, positive or negative, about the Trust / academy 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 the line manager should make arrangements for this to be conducted before the employee leaves the school's employment.

5.2 The interviewer should

1. Conduct the meeting in private, booked in advance allowing adequate time for the meeting as far as is reasonably practicable.
2. Explain that details of the interview will not be used for any purpose other than monitoring the Trust / academy's performance as a good employer and will not be attributed to him/her unless he/she requests otherwise.
3. Ask for consent to hold the information on his/her 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 (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 his/her 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 s/he has experienced, or if the employee is aggrieved then HR advice should be sought (from EPM).

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 the Diocese of Norwich Education and Academies Trust (DNEAT) central HR contact (Sharon.money@dioceseofnorwich.org).. The purpose of the questionnaire is to seek your views about the Trust / Academy as a place to work. The information that you provide will help the DNEAT and the Local 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 moths after you have left the academy.

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

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

Yours sincerely

Paul Dunning
Chief Executive Officer

Diocese of Norwich Education and Academies Trust

CONFIDENTIAL **Exit Questionnaire**

Section One:

Job title_____

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?	
6. Were you provided with the appropriate resources / facilities to carry out 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) local governors	
(e) DNEAT staff	
(f) external bodies or agencies	
2. Other Comments:	

Section Three:

Career Progression and Development	Comment
1. How would you describe your career progression and development?	
2. Did you have regular supervision meetings with your line manager	
2. How would you describe the opportunities provided to you to discuss your career progression and	

development?	
3. Other Comments:	

Section Four:

Training & Development	Comment
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 describe	