



Exit Questionnaire & Interview Policy

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Document Location

This document is held by Tamworth Borough Council, and the document owner is HR.

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Revision History

Revision Date	Version Control	Summary of changes
July 2022	V1	New policy with a revised template form
August 2022	V1	Updated based on feedback

Key Signatories**Approvals Creation and Major Change**

Name	Title	Approved
TULG		September 2022

Approvals Minor Change and Scheduled Review

Name	Title	Approved

Approval Path**Major Change****Action**

Originator

HR

Owner

Head of Paid Service

TULG

Consultative Group

CMT

Corporate Approval

Appts & Staffing Committee

Council Approval

Minor Change

HR	Submission
TULG	Consultative Group
Director	Delegated Approval

Document Review Plans

This policy/ procedure will be reviewed on a 3 yearly basis unless it has:

- A monetary value included within it, in which case an annual review will be required, and/ or
- A legislative change is required as directed by government.

Distribution

The document will be distributed through Astute as a NON MANDATORY policy and will also be available on the Intranet and paper based copies.

Security Classification

This document is classified as SEC 1 Routine with access restricted to Tamworth Borough Council Staff and business partners.

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1 Introduction

- 1.1 Tamworth Borough Council (TBC) recognises that the achievement of its strategic vision and priorities and the securing of its values are dependent on the retention of a skilled and committed workforce. The Council's policy on the use of Exit Questionnaires and Interviews is designed to support this aim by monitoring the reasons why employees leave the Council, receiving feedback on key themes and managing actions to ensure that the Council is a first-class employer.
- 1.2 By understanding the reasons behind staff turnover, Tamworth Borough Council (TBC) can potentially devise initiatives and / or develop employment policies/practices that reduce turnover, increase employee engagement and retention, improve employee performance as well as the culture of the organisation and could potentially reduce costs.
- 1.3 It is recognised that employees resign for many different reasons. Sometimes it is the attraction of a new job or the prospect of a period outside the workforce that 'pulls' them. On other occasions they are 'pushed' to seek an alternative because they are dissatisfied in their present job. These 'push' factors range from a lack of career opportunities to organisational changes. The move might be prompted by a combination of both 'pull' and 'push' factors.
- 1.4 However, getting accurate information can be difficult because the reasons employees give for their resignation can differ from their genuine reason for leaving. Employees may be reluctant to voice criticism of their manager, colleagues or the organisation in general, preferring to give some less contentious reason for their departure.
- 1.5 Completion of the exit questionnaire and participating in an exit interview is not mandatory and the employee does not have to answer all of the questions; the Council views any feedback as valuable. Furthermore, whether an employee chooses to complete an exit questionnaire or participate in an exit interview will not affect any future references or employment prospects.
- 1.6 It is expected that most employees will participate as it is important to understand why employees leave. TBC would like employees to be as honest and open with their feedback and would like to assure employees that there will be no repercussions, or victimisation because of their response. If an employee feels they have suffered a detriment because of their feedback, Human Resources should be informed.

2 Scope

- 2.1 Human Resources will send exit questionnaires to all employees leaving due to resignation, retirement, the end of a contract, ill health retirement (if the employee is well enough to participate) or redundancy. They will not be issued when an employee transfers internally or is dismissed for gross misconduct. Furthermore, they will not be issued to casual workers.

3 Purpose

- 3.1 The exit questionnaire provides the framework for a formal interview between the employer and employee. Effectively, it is the opposite of a job interview where instead of asking the employee why they want to join Tamworth Borough Council, the employer is getting information about why an employee is leaving. At its core, the interview will try to understand why the employee wants to leave, with the objective of collating information to reduce future turnover and improve at a team and organisational level.
- 3.3 If done well and properly, the process can provide a good insight into the organisation and aid employee engagement and satisfaction. It also provides an opportunity to hear from a more honest staff perspective.
- 3.4 The exit interview has four aims:
- To identify why employees are leaving for monitoring purposes and to identify any trends and manage actions to address this,
 - To better understand the different experiences of working at Tamworth Borough Council in order to provide the Council with insight into employment issues as well as to identify any areas for improvement and future change,
 - To assess the effectiveness of recruitment and induction practices, and
 - To increase the retention of high calibre employees.

4 Process

- 4.1 Once a manager has received notification from an employee of their intention to leave they must complete the leavers process as outlined in the Leaver's Policy and complete a termination form. When processing this notification Human Resources will email the leaver a letter acknowledging their departure and send an exit questionnaire.
- 4.2 The exit questionnaire provides the framework for discussion in the exit interviews and will generally be carried out by the immediate line manager in a face-to-face interview or via Microsoft Teams for home or hybrid workers if this does not take place on the team day or in a collaborative meeting. The meeting must be held in private and if via Microsoft Teams, other members of the employee and manager's household must not be present. The interview will be confidential.
- 4.3 Upon request, the exit interview can be with Human Resources (HR) if there are complex or sensitive issues.
- 4.4 The exit interview can be conducted in two ways. The employee can complete the questionnaire in advance of the interview and use this to discuss their answers or it can be completed in the meeting with their manager and a summary of the discussion captured on the questionnaire.

5 Timing of exit interview

- 5.1 The interview should be scheduled towards the end of the employee's notice period, but sufficient time must be given for Human Resources to review the form in advance of the employee's departure in case any issues are raised which need to be followed up before their leaving date.

6 Structure of the exit questionnaire and interview

- 6.1 The questionnaire asks about reasons for leaving and the employee's experience of employment at Tamworth Borough Council. This enables TBC to understand why employees join and leave and to monitor trends and act when concerns are raised.
- 6.2 The process will cover 13 key themes;
1. The role
 2. Job Profile
 3. Goals and targets
 4. Communications
 5. Working relationships including leadership styles
 6. Appraisal and development
 7. Career aspirations
 8. Reward
 9. Work-Life balance
 10. Working environment
 11. Employment experience
 12. Reason for leaving
 13. Other matters

7 Monitoring

- 7.1 All responses on the exit questionnaires will be reviewed by the Human Resources. Having noted the feedback it will be filed on the employee's personal file and disposed of in accordance with TBC's Data Retention policy. The employee may be contacted to explore comments further where an interview or questionnaire highlights a grievance, potential grievance or an issue that needs to be addressed. Such cases should be referred immediately and confidentially to Human Resources. If disciplinary offences such as harassment or discrimination are disclosed, this should be dealt with in accordance with the relevant policies.
- 7.2 On a half yearly basis, the Head of HR & OD will provide an anonymised report summarising feedback around the 13 key themes for the Corporate Management Team (CMT) and reporting on the percentage completion rate of exit questionnaires.

Appendix 1

Exit Questionnaire to inform the Exit Interview

Strictly Private and Confidential

Employee Name	
Job Title	
Designation	Home/Hybrid/Site worker (please indicate)
Date of leaving	
Length of service with Tamworth Borough Council	
Date of interview	
Name of manager conducting the interview	

1 The Role

Discussion points:

- Identify what you most and least liked about the role.
- Could this have been structured differently to be more effective or more enjoyable?
- Did you find your job challenging and rewarding? Why?

2 Job Profile

Discussion points:

- Does this accurately reflect what you have been required to do?
- In your opinion are there any aspects of the job that are no longer necessary or need to change in any way?

3 Goals and targets

Discussion points:

- Did you understand how your role fitted into Departmental and Council goals?
- Did you feel like you had clear goals and knew what was expected of you in your job?

4 Communications

Discussion points:

- Did you get clear relevant information about what was happening across the Council?
- Did you know who to speak to to get things actioned?
- Were there opportunities or barriers to feed information or ideas upwards or across the Council?
- Did the induction you received provide you with the information you needed about your role?
- How did you feel about the level of communication within your team?

5 Working relationships with manager, colleagues, direct reports or key contacts in other departments

Discussion points:

- How would you describe your relationship with your manager, colleagues, direct reports or other key contacts?
- How could it be improved?

6 PDR and development

Discussion points:

- Did you receive regular PDR and supervision?
- Did you feel your PDR was an honest and constructive reflection of your performance?
- Did you have clear objectives?
- Was the process linked to your professional and personal development?
- Do you feel that you were kept well informed about opportunities to further your career?

7 Career Aspirations

Discussion points:

- Are you in a better position now to achieve your long-term career aspirations than when you started at Tamworth Borough Council?

8 Reward

Discussion points:

- Did you feel adequately rewarded (pay, pension, benefits) for the work you undertook? Are there any other benefits you would like to see Tamworth Borough Council offer?

9 Work-Life balance

Discussion points:

- Were you able to achieve a reasonable work-life balance?
- Was your workload manageable?
- How did you feel about your work-life balance whilst working for Tamworth Borough Council?
- Do you have any suggestions about how work-life balance could be improved?

10 Working Environment

Discussion points:

- Did you have the necessary resources and facilities to undertake your work
- Did the SMART working and/or conditions of service review 2022 affect your decision to leave Tamworth Borough Council?
- Did your physical working environment contribute towards your decision to leave?
- Were adequate resources and support provided to you in order to be able to undertake your work? If not, what was missing?

11 Employment Experience

Discussion points:

- What originally attracted you to join Tamworth Borough Council?
- Overall, how was your experience of working at Tamworth Borough Council? How did this compare to other organisations they you may have worked for?
- Were any complaints you had during your time here dealt with in an appropriate manner?
- What does your new job offer that Tamworth Borough Council lacks?
- What circumstances led to you accepting the new position?
- Would you recommend Tamworth Borough Council to family or friends as a good place to work?

12 Reason for leaving

Discussion points:

- Why are you leaving and was there anything Tamworth Borough Council could reasonably have done to aid your retention?
- What were the most important factors in your decision to take up a new job?

13 Other matters the employee wishes to raise?

Discussion points:

- An opportunity to cover any aspects not already covered that are important for us to know.
- Do you have any general suggestions about how Tamworth Borough Council, as an employer, could improve?

Signed Employee		Date	
Signed Manager or HR Rep		Date	

Thank you for proving your valuable feedback. Please forward to HR Admin by email



Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Exit Interview & Questionnaire	
Date Conducted	October 2022	
Name of Lead Officer and Service Area	Jackie Noble HR	
Commissioning Team (if applicable)	N/A	
Director Responsible for project/service area	Anica Goodwin	
Who are the main stakeholders	Employees	
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)		
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input type="checkbox"/>
	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>

	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input checked="" type="checkbox"/>
	Existing	<input type="checkbox"/>
	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

To provide a framework for the Exit Questionnaire and Interview process.

Who will be affected and how?

All employees.

Are there any other functions, policies or services linked to this impact assessment?

Yes No

If you answered 'Yes', please indicate what they are?

Leavers policy

Part 3 – Impact on the Community

Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age.
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability.
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of religion or belief and explicitly references adjustments for religious observance
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of those with caring responsibilities
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor

Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk

Part 5 - Action Plan and Review

Detail in the plan below, actions that you have identified in your CIA, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome

n/a				

Date of Review (If applicable)

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