



CHRISTIAN MALFORD
Church of England Primary School

Challenge Motivate Succeed

CHRISTIAN MALFORD, SEAGRY AND SOMERFORDS' WALTER POWELL PRIMARY SCHOOLS

Exit Interviews Policy

Approved by: Joint Local Board

Adopted: 26th September 2016

Due for review: September 2018

Exit Interviews Policy

1. Introduction

1.1. As part of the schools' commitment to valuing and developing their employees, we monitor staff turnover and build a picture of emerging trends, paying particular attention to:

- development opportunities;
- management style;
- working conditions; and
- any other general areas of concern expressed by both employer and employee.

1.2. The exit interview will be undertaken by a non-staff Local Board member and is an opportunity to gather information which can highlight our strengths and weaknesses. Although some comments may be general or superficial, the consistent analysis of issues emerging may provide information for immediate or longer term action. The interview also provides an opportunity for an employee to say what he or she likes or dislikes about the schools. The principles set out in Appendix 1 should be followed.

2. Process

2.1. On receipt of a letter of resignation the Chair of Local Board sends a letter (Appendix 3) advising the leaver that they will be invited to an exit interview in their last week.

2.2. A copy of the exit interview form is included, with an explanation that the meeting is on a one-to-one basis with a non-staff Local Board member. The leaver is asked to think about the questions and advised that notes taken are to help identify issues to improve the management of the school.

2.3. If an employee expresses concern about going on record then some or all of the comments may be made 'anonymously'. However, the practical benefit for the schools is from having an agreed record of issues raised which can then be addressed.

2.4. The Local Board member's role in the exit interview is to acquire information to help in the running of the school and not to pass judgement.

2.5. The interview should take place at an agreed place and time where the employee will feel completely comfortable.

3. Exit Interview Form

3.1. The questions on the exit interview form (Appendix 2) are used as the basis for discussion. Any action points that arise are noted on the form during the discussion and discussed at the next Staffing and Pay Committee.

3.1.1. The responsibilities of the interviewer are to:

- safeguard confidentiality where possible and where agreed with the departing employee;
- make clear and accurate notes of the interview;
- report comments in the third person (e.g. the employee reported that...); and

- keep the report of the exit interview only for the purpose for which it was obtained.

3.1.2. The responsibilities of the interviewee are to:

- provide information on their experience at the schools to help the schools develop; and
- have good grounds for any comments made or conclusions drawn.

3.1.3. After the interview the following actions are initiated by the Local Board member:

- a record of the interview is made promptly; and
- any issues emerging are raised at the next meeting of the Staffing and Pay Committee.

3.2. The Staffing and Pay Committee will consider whether there is a pattern to any comments which may require a change of procedures or action.

4. Monitoring and review

The Staffing and Pay Committee will monitor and review this policy on a two-year cycle,.. This policy was approved by the Joint Local Board on 26th September 2016 and will be reviewed in September 2018.

Signed (Chair of Joint Local Board)

Appendix 1: A Best Practice Framework for Conducting Exit Interviews

- Exit interviews should be actively encouraged. Participation in an exit interview, however, is an entirely voluntary practice, and not a requirement at the end of the employment contract.
- Exit interviews are informal - interviews should promote honesty by encountering a good exchange of information that highlights both the strengths and weaknesses of the schools' practices and procedures;
- Exit interviews must ensure confidentiality where possible - it is important that guarantees of confidentiality are well publicised alongside the value placed on exit interviews. This will help gain the leaving employee's co-operation;
- Exit interviews are taken seriously - the schools must be seen to be supportive of the procedures put into place and, more importantly, take a proactive stance on acting on the findings of the interview;
- Empathy is the key to success – to encourage true flow of information the exit interview should be undertaken by someone the employee is comfortable with. In the majority of cases this will be a non-staff member of the Local Board. In any event, the employee should have indicated on the exit questionnaire their preferred choice;
- Exit interviews must be structured - to ensure consistency in the quality and detail of the information given at the exit interviews it is advisable for the employee to be asked questions that relate to the various sections of the exit questionnaire, as it will allow the employee to expand on the reasons why certain boxes were ticked;
- Exit interviews must ensure accuracy of information recorded – at the end of the interview session, or soon after, the employee should be given the opportunity to view the information recorded and, if they wish, sign to agree that the information recorded is correct.

Appendix 2: Exit Interview Questionnaire

1. DETAILS	
Name	
Position	
Start and finish dates	
2. REASONS FOR LEAVING and WHAT NEXT?	
Why are you leaving?	
What are you going to do?	
If employment, what attracted you to your new job?	
How different will your benefits package be and in what way?	

3. ABOUT THE JOB / EMPLOYER	
Do you feel the description of your job in the recruitment process was accurate?	
Did you find that the goals and targets of your role were clear throughout your employment?	
Could your qualifications and skills have been used to better advantage?	
Did you feel you received appropriate support to enable you to do your job?	
Was the training you received adequate to enable you to do your job?	
Are there any further training opportunities you think the school should be offering?	

<p>What did you see as your career prospects with the school?</p>	
<p>How might those prospects have been improved?</p>	
<p>Are there any changes to school employment practices that you would like to recommend?</p>	
<p>Do you feel that the school implements its employment policies fairly and equitably?</p>	
<p>Would you consider returning to the school in a similar position?</p>	
<p>What factors did you find most satisfying about your job?</p>	
<p>What factors did you find least satisfying about your job?</p>	
<p>What was your opinion about salary and/or benefits?</p>	

Hours of work?	
Workload?	
Physical working conditions?	
Are there any other issues you wish to raise?	

Signed:

Date:

Appendix 3: Model letter to Employee

Dear xxxxxx.

Following your recent resignation I would like to invite you to an Exit Interview. The purpose of the interview is to enable us to talk about the reasons that employees leave and to identify any improvements in employment practice that could be made. A non-staff member of the Local Board will be in touch with you to arrange a mutually convenient time and place.

The interview will follow the format of the attached questionnaire and I would appreciate it if you took some time to consider the questions in advance of the interview. Please note that your comments will not influence future references.

The information that you provide will be kept confidential. General information will be recorded and used only to produce regular monitoring information to help us develop the schools' employment practices.

Yours sincerely

Chair, Local Board