

The Good Shepherd Multi Academy Trust

Exit Interviews Policy & Procedure



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Date of Adoption	Jan 2017
Date of Next Review	Jan 2020

Values

Every member of the Trust family of schools will be valued and encouraged to fulfil their potential. In our Trust we believe:

- Everyone has something to offer
- Trust, honesty, empathy and social responsibility are the Christian values that frame our work
- We are here for the whole person, spiritually, morally, educationally and socially
- In working with transparency and openness

1. Policy Statement

The Trust is constantly looking at ways to maintain an experienced and motivated workforce. An exit interview should be conducted for:

- **employees who leave employment, and**
- **those who move to a different post within the organisation.**

Exit interviews are widely recognised as an important tool in an organisation's development:

- Where an employee is choosing to resign from their post, it is important to know why they are leaving, whether this is leaving the school or the organisation as a whole.
- In all cases, it is useful to gain feedback from the employee about their employment with the Trust.

Conducting exit interviews will provide an opportunity for the Trust to:

- where applicable, find out where leavers are going and highlight the issues which may influence employees to leave.
- address any specific issues raised if appropriate and highlight any changes which may be necessary to maintain a motivated and experienced workforce.
- highlight trends or problems concerning particular management issues which may be raised by employees.
- support performance management.

This good practise will:

- retain the best staff
- ensure best value from resources & reduce costs associated with recruitment and retention.
- effectively manage employee turnover.

2. Guidance on how to carry out exit interviews

When to conduct an exit interview and why?

For employees who resign / leave their post, the exit interview should be carried out during their period of notice.

The purpose of the exit interview is to find out why the employee is leaving (if applicable) and to gather information on their views and thoughts about their jobs, school and the Trust and to inform the future improvement of the recruitment and retention of staff. **The process is not intended to change the employee's mind if they have chosen to resign.**

Who should conduct the interview?

The line manager will normally conduct the exit interview. It is important for a line manager to do this to explore and understand the reasons why an employee is leaving their team. The line manager is also best placed to highlight trends or identify and address particular issues relevant to their school/ staff team.

In the event that a line manager anticipates a particular problem or where the leaver may not wish to meet with their immediate line manager, the interview can be carried out by a mutually agreed alternative, such the headteacher, member of the LGB or director of the Trust.

How to conduct the exit interview

On notification that an employee will be leaving, the line manager should:

- schedule an exit interview for a mutually convenient time
- clearly explain the purpose of the interview, how it will be conducted and provide a copy of this policy statement
- remain objective in receiving and evaluating the information provided during the interview.

In order to maintain consistency, an exit interview form can be found in appendix 1 and should be completed by the line manager in the meeting.

In the event that the employee declines the interview, a record should be made on the employees personnel record to that effect. Under no circumstances should the form be used as a proxy to a properly conducted interview.

Exploring the Issues

The following outlines some of the reasons or issues which influence employees to leave and provides guidance on the appropriate action for line managers to consider in order to improve the recruitment, selection and retention of staff.

- If the leaver started within the last year (approx) it may be appropriate to determine how the employee viewed the recruitment, selection, appointment and induction processes:
 - Consider the content of the job advertisement / recruitment details. Seek the employee's opinions about the interview itself. Discuss the induction programme and the training and development offered.
- Establish whether any issues have been raised through the appraisal process and whether / how these were addressed.
- The content of the job itself may be an issue which needs to be explored. Did the employee feel over-stretched, or had they outgrown the job? Does the job profile and person specification reflect the actual requirements of the post?
- Discuss any personal and / or professional aspects which have influenced the person to leave, for example morale, relationships with managers and colleagues, working environment etc.
- If the employee has resigned, or moving to another position within the Trust, establish and record that the employee is leaving entirely of their own accord. If the employee has resigned but indicates that they are not leaving entirely of their own accord and believe they have been treated unfairly or there are some other significant concerns, it is vital that the manager seeks advice from the Trust HR provider.

How to close the exit interview

- The exit interview should be undertaken in a constructive and supportive manner and leave both the employee and manager with a positive last impression.
- The manager should summarise the contents of the discussion with the employee and ask them to confirm that it is an accurate record of the discussion, and agree on any specific action points. A copy will be given to the employee if requested.
- The manager will confirm that the information gathered will be treated in strictest confidence and only shared (on an anonymised basis) for monitoring purposes.
- The manager will confirm that the information gathered will not be used in employment references, will be treated in the strictest confidence and that the completed form will be held on the employee / leaver's personnel file.

Links with the appraisal process

It is suggested when a member of staff leaves the school, a final appraisal should be undertaken alongside the exit interview. The appraisal statement should be written up to provide a formal record of their performance during that appraisal cycle which may be passed on to future employers and also used as the basis for a reference

Appendix 1 - Exit Interview Proforma

Exit interviews are to be offered to all staff & should be conducted during their period of notice. The items *in italics* below indicate why the question is being asked/ what the answers may indicate and should be removed from the proforma prior to completion. The information gathered will not be used in employment references, will be treated in the strictest confidence and the completed form will be held on the employee / leaver's personnel file.

DETAILS (To be completed by interviewer)

Name	
School/ Team	<i>To identify any trends.</i>
Position	<i>For identification of staff group patterns</i>
Start and finish date?	<i>For comparison purposes.</i>

REASONS FOR LEAVING

Why are you leaving?	<i>To identify any patterns.</i>
Could the departure have been avoided?	
Does the location of the job have any bearing on your decision to leave?	<i>To identify whether the cost of living, commuting or other aspects are an issue.</i>
Would you consider working for the school/ Trust again?	

WHAT NEXT?

What are you going to do?	<i>To identify any patterns.</i>
Why have you made that choice?	<i>To identify issues</i>
If employment/ self employment, what sort of job and at what level?	<i>To identify any patterns. To pick up clauses in contract of employment.</i>
If employment/ self employment, what attracted you to your new job?	<i>To identify any patterns or identify a problem with the development opportunities for staff.</i>
If employment, how does your new job differ from your current one?	<i>May identify a potential problem regarding development opportunities</i>

REVIEW OF YOUR EMPLOYMENT

On starting at the school/ Trust, did the induction process meet your needs?	
How could the induction process be improved?	
Do you feel the description of your job in the recruitment process was accurate? If not, how do you think that it should be amended?	<i>To identify any problems in the representation of specific departments or posts.</i>
To what extent did the job live up to your expectations?	
Does the job description and person spec actually reflect the requirements of the job?	

What have you most liked about the job?	
What have you most disliked about the job?	
Did you find that the goals and targets of your role were set clearly for you throughout your employment?	<i>To identify any potential problem areas/ patterns.</i>
Did you feel you received appropriate support incl. appraisals to enable you to do your job?	<i>To ensure good management practice is being followed and to identify any trends.</i>
Was the training you received adequate to enable you to do your job?	<i>To identify possible training needs not already catered for.</i>
Could your qualifications and skills have been used to better advantage?	<i>To identify whether qualifications and skills are being used to their full potential.</i>
What did you see as your promotion/career prospects within the school/ Trust?	<i>To identify any trends and ensure clear communication in future.</i>
How might those prospects have been improved?	<i>To identify any trends/areas for improvement.</i>
How was your working environment generally?	<i>In case there are any patterns that can be addressed.</i>
What changes would you suggest to improve the working environment?	
How was communication between colleagues both formal and informal?	
Would you like to comment on your relationship with your manager and other colleagues?	
Are there any changes to Trust employment practices that you would like to recommend?	<i>To identify any possible improvements that might be made.</i>
Do you feel that the school/ Trust implements its employment policies fairly and equitably?	<i>To identify any problems</i>
Were there any aspects of your working life at the school/ Trust that you consider gave rise to undue levels of stress?	<i>To identify any problems</i>
Are there any other issues you wish to raise?	<i>The chance to identify issues (positive or negative) that should be fed back.</i>
If any serious concerns have been raised in your foregoing answers, have you talked about them within the team?	<i>To check that appropriate channels have been used if an individual has a serious unresolved grievance.</i>
Admin matters: Return of Keys/ equipment Outstanding expenses claims Others?	