



Exit Interview Policy

Printed copies must not be considered the definitive version

| DOCUMENT CONTROL | | POLICY NO. | |
|---------------------|--|----------------------------|------------|
| Policy Group | Workforce Directorate | | |
| Author | Lorraine Laing | Version no. | 4 |
| Reviewer | Lorraine Laing Julie Stewart Liz Shannon Gail Meier Janice Walker Graham Walker Jean Wilson Adjoa Forson Mary Watson | Implementation date | April 2014 |
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1 Purpose and Scope

It is recognized by NHS Dumfries and Galloway that occasionally staff will leave the organisation for other employment opportunities, or for other reasons.

The purpose of this document is to provide managers and employees with guidance to carry out an exit interview. The purpose of the exit interview is to gather information from employees leaving the organisation to inform and advise future recruitment and retention of employees.

The information gathered will be used respectfully by Managers to explore working practices and the working environment within their departments with a view to adjusting and improving the work experience of employees.

2. Document Aims

The main aim of this policy is to help NHS Dumfries & Galloway maintain a high-quality working environment by giving managers an insight into their departmental workings. This, in turn, will help towards improving staff retention and help to highlight issues of discrimination. It is recognised that, on some occasions, the benefit to the Organisation is greater than that of the individual being interviewed.

3. Responsibilities and Organisational Arrangements

The exit interview will provide Managers and the Human Resources Department with vital information that will allow them to:

- Gain a greater understanding of employees' reasons for leaving, and their willingness to return;
- Establish what steps can be taken to prevent further loss of employees if the termination was voluntary;
- Alert management to any possible discrimination issues; and
- Identify the strengths and weaknesses of the Department and the Organisation.

We want to strike a balance between confidentiality and making use of the information provided. To do this, we will keep to the law on Data Protection, this means that we will only use the information for the purpose for which it was collected and it will be stored securely.

4. Procedure

Employee participation in the exit interview is voluntary. If an employee agrees to an interview, the manager should make it an integral part of the employment termination procedure. An exit interview should, wherever possible, take place within the last 2 weeks before employment ends, giving adequate notice of the exit interview meeting date.

An exit interview should be conducted for all voluntary leavers and dismissals as a result of the termination of a fixed term contract at the end of the pre-determined period. Exit interviews are not conducted for any other dismissals as a result of e.g. disciplinary and/or capability action.

The employee is entitled to be accompanied by a friend, relative or Trade Union representative if they would find this helpful, the employee will agree the format and/or venue with their line-manager – this may be in a location of their choice or by means of a pre-arranged phone-call.

Pre-arrangement will allow both parties to take steps to ensure that the interview can take place in private and without interruptions. The line-manager will forward a letter to the employee confirming the arrangements, the letter also includes a list of the questions that will be asked at the meeting; this will allow the employee to prepare their thoughts.

The form that is used at the exit interview is designed to act as a guide for the interviewer in what should be a semi-structured interview; sections for handwritten comments are incorporated and additional information can be added on a separate sheet of paper where necessary.

Ideally the exit interview will be conducted by the line-manager. However, in exceptional circumstances, a Human Resources representative may conduct the interview if it is considered necessary by either the employee or the manager.

The exit interview form will be retained by the Line Manager, with a copy sent to Human Resources Department. The Exit Interview Form (Appendix 2), will be available on the intranet and managers will be able to input the information directly onto the system. Managers will still need to complete the staff termination forms which also list exit interview questions.

If the employee chooses not to participate in an Exit Interview but still wishes to give the organisation information about their reasons for leaving, the exit interview form can be completed in writing or electronically and forwarded to their Line Manager and/or Human Resources.

5. Training and support

It is essential that all staff should know about, and understand, this policy. Employees and Managers have access to this policy and How To Guide through the intranet or request a copy from Human Resources. The Policy and How To Guide will:

- Describe the steps which all managers should follow in conducting an Exit Interview;
- And;
- Include the paperwork needed for this process.

Human Resource staff are always available to help with any aspect of the policy or guidance.

6. Monitoring, Review and Evaluation

This policy will be monitored, reviewed and evaluated every 2 years taking into consideration legislative changes and developments in good practice to ensure it meets the needs of all employees and the organisation.

7. Equality and Diversity

NHS Dumfries & Galloway is committed to equality and diversity in respect of the 9 Protected Characteristics; these are, age disability, gender, race, religion/belief gender reassignment, pregnancy and maternity related and marriage and civil partnership. An Equality and Diversity Impact Assessment has been carried out on this Policy.

DOCUMENT CONTROL SHEET

1. Document Status

| | |
|---------------------------|--------------------------------|
| Title | Exit Interview Policy |
| Author | Lorraine Laing |
| Approver | APF |
| Document reference | |
| Version number | Version Number 4 (April 2014) |

2 Document Amendment History

| Version | Section(s) | Reason for update |
|----------|---------------|--|
| 3 | | Approved April 2007 |
| 4 | | All Sections of the Policy re-named and re-numbered in accordance with the new policy layout document. |
| 4 | 1, 4, 5, 6, 7 | Significant changes to Section 1, additions to Sections 4 and 5. Sections 6 and 7 and Document Control Sheet added. Amendments in Red. |
| 4 | Appendices | Exit Interview Form amended to reflect the questions in the EESS system. This system is not operational until 2015 – amending the Exit Interview Form now will allow consistent data to be gathered from the date of this policy onward. |
| April 14 | How To Guide | Amendments noted in red. |

3. Distribution

| Name | Responsibility | Version number |
|-----------------------------|--|----------------|
| Board Secretary | Place on policy register | |
| APF | Included within the APF Minutes | |
| Workforce Directorate Paper | Include Paragraph in the Workforce Directorate Monthly Paper | |
| HIPPO | Lorraine Laing | |
| Management Team Discussion. | Management Teams/Workforce Managers | |

4. Associated documents

There is no current legislation in relation to Exit Interviews. ACAS advise Exit Interviews as an appropriate method for organisations to gather information when employees leave. Guidance from the National EESS system and local EESS team was used to create the Exit Interview Form.

5. Action Plan for Implementation

| Action | Lead Officer | Timeframe |
|--|----------------|-----------|
| Amendments documented in the Workforce Directorate Paper and Distributed to Management Teams | Lorraine Laing | May 2015 |
| New Policy made available on HIPPO. | Lorraine Laing | May 2015 |
| Training needs identified by Managers addressed as they arise. | HR Team | Ongoing |

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 Date: April 2014
 Version: 4
 Author: Lorraine Laing

Appendix 1

Sample letter to employee from Manager

Dear

Re: Exit Interview

I am aware that your current employment with NHS Dumfries & Galloway is due to end.

In order that we can monitor staffing and working conditions within the organization it is our policy to offer an exit interview. There is no obligation to participate in this exit interview however it is an opportunity for you to tell us about your experience within NHS Dumfries & Galloway. This can be held either within an informal setting, or at a meeting, to which you are entitled to be accompanied by a friend, relative or Trade Union representative. This is up to you, but you need to make arrangements should you choose to be accompanied. I would appreciate if you would contact me on receipt of this letter in order that arrangements can be made.

A copy of the policy can be obtained on the Intranet. Please contact me if you wish a copy of this or alternatively you can request a copy from the Human Resources Department.

In preparation for the exit interview I have attached a list of questions that we can explore at the meeting. These questions are a guide, please don't hesitate to discuss any additional information you think may be of use. We will note your answers to the questions and record any additional information on the form for future reference.

If you would like to discuss this further please do not hesitate to contact me or alternatively a member of the Human Resources Department.

Yours sincerely

Manager

Enc: Questions for the Exit Interview

QUESTIONS ON THE EXIT INTERVIEW FORM:

1. What did you most like about your job and why?
2. What did you least like about your job and why?
3. Were your duties clearly described to you when you took on the role?
4. Have your duties changed since you took on the role?
5. Does the current job description accurately describe the job?
6. Do you have any suggestions as to how the job could be improved?
7. Did you feel valued in your role?
8. Did you feel you had an acceptable workload, or were you under or overworked?
9. How would you describe the physical working conditions in your department?
10. How do you think department working conditions could be improved?
11. How would you describe morale in your department?
12. How would you describe your working relationship with your colleagues?
13. How would you describe your working relationship with your line manager?
14. How did you feel about the level of communication within your team/department?
15. Do you feel you were kept well informed about the organisation as a whole?
16. Do you have any suggestions as to how to improve communication at different levels?
17. Do you feel that you were given an effective induction into the organisation?
18. Do you feel that you received adequate training/coaching to perform your role?
19. What do you think of career development opportunities within the organisation?
20. How do you feel about your work-life balance while working for the organisation?
21. How do you think work-life balance within the organisation could be improved?
22. How would you rate Work Equipment within the organisation?
23. How would you rate IT systems within the organisation?

24. How would you rate HR services within the organisation?
25. How would you rate Dining Facilities within the organisation?
26. How would you rate Security within the organisation?
27. Do you think that the organisation has a reputation as a good employer?
28. Would you recommend the organisation as an employer to others?
29. Do you think that the organisation is perceived as being run on ethical lines?
30. Why are you leaving the organisation?

The questions above follow the template laid out in EESS – the new Support System which will replace HR.Net.

Exit Interview Form

Section 1 – Personal Details

Name: _____

Post Held: _____

Department: _____

Start Date: _____ End Date: _____

Destination on Leaving (see termination form): _____

Section 2 – Exit Interview Details

Exit Interview Offered: _____ (date of letter)

Exit Interview Date and Time: _____

Exit Interview Declined – Document agreed action i.e. interview by phone/fill in form electronically (if any):

Section 3 – Interview Details

1. What did you most like about your job and why?

2. What did you least like about your job and why?

3. Were your duties clearly described to you when you took on the role?

4. Have your duties changed since you took on the role?

5. Does the current job description accurately describe the job?

6. Do you have any suggestions as to how the job could be improved?

7. Did you feel valued in your role?

8. Did you feel you had an acceptable workload, or were you under or overworked?

9. How would you describe the physical working conditions in your department?

10. How do you think department working conditions could be improved?

11. How would you describe morale in your department?

12. How would you describe your working relationship with your colleagues?

13. How would you describe your working relationship with your line manager?

14. How did you feel about the level of communication within your team/department?

15. Do you feel you were kept well informed about the organisation as a whole?

16. Do you have any suggestions as to how to improve communication at different levels?

17. Do you feel that you were given an effective induction into the organisation?

18. Do you feel that you received adequate training/coaching to perform your role?

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19. What do you think of career development opportunities within the organisation?

20. How do you feel about your work-life balance while working for the organisation?

21. How do you think work-life balance within the organisation could be improved?

22. How would you rate Work Equipment within the organisation?

23. How would you rate IT systems within the organisation?

24. How would you rate HR services within the organisation?

25. How would you rate Dining Facilities within the organisation?

26. How would you rate Security within the organisation?

27. Do you think that the organisation has a reputation as a good employer?

28. Would you recommend the organisation as an employer to others?

29. Do you think that the organisation is perceived as being run on ethical lines?

30. Why are you leaving the organisation?

Section 5 – Confirmation

It is agreed that the above is a true and accurate account of the exit interview:

Signed (interviewer): _____ Date: _____

Signed (employee): _____ Date: _____

Signed (Representative – if applicable): _____ Date: _____