

Guidance on the Use of Exit Interviews

Briefing for Management

1. Background

An Audit Commission report into public sector recruitment and retention outlined the value of information gained from exit interviews in providing a basis for developing future management strategies.

At its meeting of 13 February 2003, Resources Committee approved an action proposed by the Women in Management Group to introduce Exit Interviews as part of a Corporate Communications Strategy. Following consultation with the trade unions a policy was agreed by Resources Committee on 9 June 2004.

Information gained from operating the policy can be helpful in reviewing and developing policy and management practice in a number of areas.

- Identifying trends in reasons for leaving can highlight discriminatory practice, workload issues and stress that need to be addressed to retain committed staff.
- Information from employees leaving can identify factors that could persuade people to remain within the Council, such as changes to terms and conditions, working patterns or culture.
- Exit interviews can be used to assess the effectiveness of induction and recruitment practices and identify any training and development needs for remaining employees, including management training.
- Trends in reasons for leaving can be used to evaluate the success of staffing policies and procedures and determine where changes need to be made or new strategies developed.

2. Operation of the Policy

In summary the policy operates as follows:

- All employees leaving employment would be asked to complete an Exit Questionnaire prior to leaving.
- The Line Manager will then interview the employee, record the employee's reasons for leaving and additional comments.
- After analysing the information provided through the questionnaire or interview, the Line Manager will prepare a plan of any actions required and progress these. Copies of completed questionnaires and action plans will be forwarded to the Director to inform the Service and Corporate planning processes.

In the event that an employee refuses an interview with the Line Manager, the interview will be conducted by another Senior Manager or, in exceptional circumstances, an HR Business Partner.

Where a member of staff indicates Discrimination, Harassment or Bullying as his or her reason for leaving the Council the Line Manager must inform an HR Business Partner. This is essential to ensure that all appropriate Council procedures are followed.

3. Support

Resource from business support will be required to set up an appropriate filing system, mechanism for monitoring action plans and link to the Service planning process.