



Queen's Croft High School

EXIT INTERVIEW POLICY

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Checked by: Peter Hawksworth, Headteacher
Adopted by Governors: October 2018
Review Date: October 2021

1. Introduction

As part of our commitment to the wellbeing of our employees, we will monitor staff turnover and build a picture of emerging trends of exiting staff, paying particular attention to:

- personal development opportunities
- leadership and management and
- working conditions and terms and conditions of employment

In doing this, we offer all school staff an exit interview with their choice of Senior Leadership Team (SLT) member. Whilst some feedback may be general or superficial, we hope to highlight the school's strengths and weaknesses through consistent analysis of emerging issues.

1.1 Purpose

The purpose of the exit interview is to enable us to:

- determine the specific reason employees have for leaving
- understand employment practices from the employee's perspective and use this information to improve employment practices
- strengthen and maintain good workplace relationships
- thank employees for their valued service and contributions to the school

1.2 Scope

The exit interview process will be undertaken in the spirit of good faith in order to elicit honest feedback from the employee's perspective. Exit interviews will be conducted in a manner that is conducive to open dialogue, in a safe environment for the employee, and staff will be reassured that confidentiality will be safeguarded. Whilst feedback is obtained, the main aim of the process is to identify how the feedback can be developed into actions points which can be implemented and measured. Issues, themes and trends will be reported to Governor Committee, along with an action plan to address any concerns as part of the HR update to Governors. Specific employee feedback will not be disclosed to the Committee, information will be anonymised. Action plans will also be shared with the Wellbeing Committee and the Staff Consultative Committee.

2. Procedure

The process is as follows:

1. On receipt of a letter of resignation, an acknowledgement is sent advising the leaver that they will be invited to an exit interview during the last two weeks of their employment.
2. A copy of the exit interview form is included with guidance notes which explain that the meeting is on a one-to-one basis with a member of the SLT. The leaver is asked to indicate which member of SLT they would like to meet with. The leaver is also advised to think about the responses they would like to make to the questions and to consider examples which may illustrate their point of view. Individuals are informed that notes of the meeting are taken to help identify issues to improve the management of the school, that they will be given the opportunity to review and amend the notes made of the meeting and to finally sign these to denote they are an accurate record of the meeting.
3. Staff will be reassured that the meeting will be conducted in the strictest of confidence and that the agreed notes only will be shared with SLT and the Link Governors for HR matters. Staff are reminded that the practical benefit to the school is from having an agreed record of issues raised which can then be addressed.
4. The interviewer will collect information to help improve the management of the school, not to pass judgement. They will ask the questions detailed on the exit interview form but may also ask supplementary questions to gain a full understanding of the point being made. The employee will be made to feel safe that they are able to give their feedback without fear of reprisal, and the school guarantees that their feedback will not impact on any future reference provided by the school.
5. The interview will take place at an agreed time and place where the employee will feel completely comfortable. The questions on the interview form are used as the basis for discussion. Any action points which arise are noted on the form.
6. Following the interview all documentation is returned to the SLT lead for Hr Matters. They will then co-ordinate an SLT meeting to discuss the exit Interview and develop further action plans. Action plans will be shared at Governors Committee, Employee Wellbeing Committee and Staff Consultative Committee.

3. Roles and Responsibilities

The responsibilities of the interviewer are to:

- safeguard confidentiality where agreed and appropriate
- make clear and accurate notes
- report comments in the third person
- ensure that the exit interview notes are kept only for the purposes for which they were obtained

- respond appropriately on behalf of the organisation

The responsibilities of the interviewee are to:

- provide information on their experience at Queen's Croft High School to help the school develop
- have good grounds for any comments made or conclusions drawn, to illustrate their opinions with examples

The responsibilities of the SLT are:

- The SLT lead responsible for reporting on HR matters will summarise the exit interview and co-ordinate a meeting with SLT colleagues to develop an action plan as a result of the feedback given.
- The SLT lead will feedback key actions to the Employee Wellbeing Committee and Staff Consultative Committee in order for wider links to Employee Wellbeing to be established. This will ensure there is a joined up approach to employee feedback linking the views of current employees whose perceptions are measured during well being surveys and past employee's perceptions through exit interviews.

Effective Date

This policy and procedure is a school based Policy which was adopted by Governors in October 2017.

The SLT member with HR Responsibility will periodically review this procedure with the Staff Consultative Committee following changes in employment law. This policy will be reviewed annually in the first instance.

Next review due: October 2018

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. The employee will be given the opportunity to state their preferred choice of individual to conduct the exit interview.
- 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 they have a certain opinion.
- 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 sign to agree that the information recorded.

Appendix 2

EXIT INTERVIEW FORM - Confidential

Employee's name:	
Job title	
Start Date:	Finish Date:
Interviewer's name	

1. What initially attracted you to Queen's Croft High School?
2. Which expectations were met and which weren't?
3. What factors influenced your decision to leave Queen's Croft High school?
4. What did you like about your job and why?
5. What did you least like about your job and why?
6. Do you have any comments about your work load?
7. Were you clear about what was expected of you in your role at Queen's croft High School?

8. Were you satisfied with communication in the school? How could it be improved?

9. Do you have any comments about Leadership and Management at School?

9. Would you like to comment on career or curriculum development you had at Queen's Croft, including opportunities for CPD?

10. If you could choose one thing to be done differently at Queens' Croft High School, what would it be?

11. Do you have any comments regarding the Vision, Values and culture of Queen's Croft High School?

12. Do you have any other comments?

13. What will you be doing next?

15. What will you remember most about Queen's Croft High School?

Summary of Feedback (bullet points)

Personal development opportunities:

-

Leadership and Management:

-

Working Conditions and terms and Conditions of Employment:

-

Agreed as a fair record of the exit interview:
Signed: (Employee)
Signed: (Interviewer)
Date:

Exit Interview Feedback Action Plan

Personal Development Opportunities	SLT agreed actions
Key points:	Specific actions:
Leadership and Management	SLT agreed actions:
Key points:	Specific actions:
Working conditions / terms and conditions of employment	SLT agreed actions
Key points:	Specific actions:

Letter inviting employee to the exit interview

Confidential

Date

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 why you are leaving and to identify any improvements in employment practice that could be made to school. All Exit Interviews are conducted by a member of the SLT, please can you email me to confirm who you would like to conduct the interview. I will then approach them in order that they can arrange a convenient date and time for the meeting.

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. It is also really useful if you could give examples that help illustrate any point you wish to make. Please note that your interview will be treated in the strictest of confidence, the information will only be shared with SLT, who will develop an action plan based on your feedback. The action plan will be shared more widely with Governors and employees but it will not be obvious that this is a result of your individual exit interview. Please also be reassured that we welcome open and honest feedback and I confirm that any comments you make will not influence future references you may request from the school.

In summary the information you give will be used to produce an Action Plan to help us develop the schools' employment and wellbeing practices and we would appreciate your honest views.

If you have any queries regarding the process, please do not hesitate to contact me.

Yours sincerely

Jackie Hesslegrave
Business Manager

Enclosure: Exit Interview Form