

Aim High, Learn Together, Feel Proud!

## **Introduction**

Employees are the school's most valuable resource and the ability to retain good employees is very important. This procedure sets out an approach to identifying why people decide to leave the school so that any workplace problems can be identified and addressed.

People choose to leave their employer for many different reasons. Sometimes the nature of the job or rate of pay may have a bearing, sometimes a more challenging or interesting job may become available, sometimes a change in personal circumstances is the main reason for the decision. Whatever the reason, the Governing Body should be aware of how the school is viewed as a place to work. The usual ways of gaining this information are:

- Annual Employee Survey
- Exit Questionnaire
- Exit Interviews

The information gained from the sources identified above will help to inform policy making for the future. Specifically the school can use data gained from exit interviews and questionnaires to:

- Identify any 'hidden' reasons for leaving e.g. workload imbalances, lack of career development, etc.
- Identify themes in reasons for resignation and then develop strategies to minimise labour turnover.
- Identify morale issues and/or concerns about organisational culture.
- Review the job role and accountabilities.
- Monitor and review the effectiveness of the school's Recruitment and Selection Policy.
- Promote the image of the school as a good place to work.
- In some circumstances, seek to persuade the employee to re-think their decision to leave the school.

## **Objective**

The procedure aims to provide:

- A consistent approach to the use of exit questionnaires across the school .
- Guidance on how and when to use an exit questionnaire.
- Guidance on how to conduct an exit interview.

## **Scope**

The procedure applies to all permanent school employees who leave voluntarily. Exit interviews should not be carried out with employees who:

- Have been dismissed on capability or disciplinary grounds.
- Leave as a result of compulsory redundancy or ill health retirement or under a compromise agreement.
- Have a temporary or short term contract.

When an employee's resignation is received, the Headteacher or Senior Manager may wish to consider sending a letter acknowledging and accepting the resignation, thanking the employee for their service and asking for the employee's co-operation in completing an exit questionnaire.

Information supplied by an individual employee must remain confidential unless the employee gives their consent for its release.

Completing the questionnaire should be a voluntary exercise and staff should not be compelled to send in their response.

When an exit questionnaire is issued, the Headteacher or Line Manager should offer the employee the opportunity to discuss their reasons for leaving. This will give the employee the opportunity to express any comments, positive or negative, about the school as an employer.

The employee should be encouraged to suggest ways in which improvements might be made for the future benefit of the school or other employees.

### **Who should be involved?**

Exit interviews are usually done by:

- The person's line manager
- Another manager
- Your school's HR staff

Governors should only be involved in exit interviews for senior staff. This is because their role is strategic, and they shouldn't get involved in the day-to-day business of the school.

### **Exit Interviews**

Where the employee requests or agrees to an exit interview, the Headteacher or the Line Manager should make arrangements for this to be conducted before the employee leaves the school's employment.

The interviewer should:

1. Conduct the meeting in private.
2. Explain that details of the interview will not be used for any purpose other than monitoring the school's performance as a good employer and will not be attributed to them unless they request otherwise.
3. Ask for consent to hold the information on their personnel file for no more than six months at which time it will be confidentially destroyed.
4. Go through the exit questionnaire. Focus on the facts and offer no opinions, (i.e. remain impartial at all times). Employees participate in exit interviews on a voluntary basis therefore, employees should not be pressured to answer questions to which they do not wish to respond.
5. Consider, after the interview, whether any issues may need to be investigated under another procedure, e.g. Harassment, Whistleblowing, Grievance or Disciplinary Procedures. If that is the case then consult the HR provider as soon as possible.

### **Records**

Copies of exit questionnaires and notes taken during exit interviews should be retained, with the employee's express consent, on their personnel file for a maximum period of six months, after which they must be destroyed as confidential waste. The contents of questionnaires and interviews must not be used in any references provided by the school for potential employers.

### **Links to Other Procedures**

If it becomes apparent that the employee's reasons for leaving are related to discrimination or harassment they have experienced, or if the employee is aggrieved then advice should be sought from the HR provider.

### **Monitoring & Review**

This policy and procedure will be reviewed by the Governing Body every three years, or sooner if necessary.

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