



Thameside Primary School: Exit Interview Policy

Approved by Governors: September 2024

Review date: September 2027



Contents

Introduction	6
Objective	6
Scope	6
Exit Questionnaires	7
Exit interviews	7
Records	8
Links to other procedures	8
Monitoring & Review	8
Appendix	
1. MODEL LETTER AND EXIT QUESTIONNAIRE	9

Policy reviewed by:	Sophie Greenaway
Key Changes:	This is a new policy based on a model from The Key.



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 (Appendix A)
- 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. unresolved grievances, 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 management style or organisational culture
- Review the job role and accountabilities
- 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 and exit questionnaire
- Guidance on how to conduct an exit interview and how information will be shared afterwards

Scope

The procedure applies to all 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



Exit Questionnaires

When an employee's resignation is received, the Headteacher or School Business 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. See Appendix A for a model letter and questionnaire.

Information supplied by an individual employee must remain confidential to the Headteacher (who will receive the information either first or second hand via a governor or the School Business Manager) 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 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.

Exit Interviews

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

For members of staff who are not SLT, exit interviews will be carried out by the Headteacher or School Business manager.

For members of staff on the SLT, exit interviews will be carried out by a governor.

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 the exit interviewer will contact Reading HR department as soon as possible.



6. If the exit interview was for a member of SLT, then the governor responsible should share the findings of the exit questionnaire (see appendix) with the Headteacher – this valuable source of reflection could be used to inform subsequent school development or improvement in school operations.

If the exit interview was for a non-SLT member of staff, then the interview will either be carried out by the Headteacher or the School Business Manager (who will also share the findings of the exit questionnaire with the Headteacher).

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 (following the school Data Retention Policy), 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.

September 2024



APPENDIX A - MODEL LETTER AND EXIT QUESTIONNAIRE

CONFIDENTIAL

(Name of Employee)

(Address)

Dear (name of employee),

Thank you for your **letter/email** of resignation received on **date**. I am confirming acceptance of your resignation and confirming that your last working day will be **date**.

Insert any personal details such as outstanding holiday, good wishes, thanks etc.

Please find **enclosed/attached** an Exit Questionnaire, which I would be grateful if you would complete and return to me. The purpose of the questionnaire is to seek your views about the school as a place to work. The information that you provide will help the Senior Management Team and the Governing Body to review, update and/or replace, as appropriate, existing employment policies, procedures and practices. We value your honest feedback in order to help us continually improve in these areas.

The questionnaire is optional and confidential. Your responses will **not** be used in any way that can be attributable to you. Your questionnaire will be destroyed as confidential waste not later than six months after you have left the school.

You may wish to have an exit interview with **insert name** as well as, or instead of, completing the questionnaire - please let me know if you would like an exit interview to be arranged.

Thank you for your assistance with our exit questionnaire and best wishes for the future.

Yours sincerely,



EXIT QUESTIONNAIRE

Employee name: _____

Date: _____

Job title: _____

QUESTION	NOTES
Why did you decide to leave?	
What are you going to do next?	
Why did you begin looking for a new job? (if applicable)	
What ultimately led you to accept the new position? (if applicable)	
What did you like about this school/your role?	
Did you find the job rewarding? Did you find the job challenging? Why?	
Did you feel valued and appreciated in your role?	
How would you describe the culture of our school? Can you give specific examples?	
What would you change about the school/your role?	
Do you feel the pay is fair for your role and responsibilities?	



QUESTION	NOTES
Did you feel you had the tools and skills that enabled you to do your job well? What could have been improved?	
What are your thoughts on CPD at the school?	
What are your thoughts on communication at the school? a) With staff b) With parents c) With governors	
What are your thoughts on performance management at the school?	
Were you comfortable talking to your line manager about any work problems?	
What are your thoughts on the leadership of the school?	
Did you feel you were kept up to date on new developments and school policies?	
How would you describe your workload/working hours?	
Is there anything we could have done differently that would have made you stay?	
Would you recommend us as a place to work?	
Is there anything else you wish to discuss?	