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Falkirk Council recognises the importance of retaining a committed, skilled and empowered workforce to deliver the vision of the Council. We also accept that individuals have different needs and aspirations and may choose to leave our employment for a variety of reasons. The exit questionnaire process helps identify issues which influence employees’ decisions to leave our employment. We will use the information gathered from this process to help us address any turnover issues and develop retention strategies that meet the needs of our employees so that we remain an employer of choice.

With the exception of casual workers, the exit questionnaire is open to all groups of employees. Every employee who resigns from their post should be asked to complete an exit questionnaire on a voluntary basis.

The exit questionnaire process is confidential, and the outcomes are used for reporting and monitoring purposes.

Exit questionnaire/interview process

Employees have the choice of completing an exit questionnaire online or to participate in a full exit interview. Although a full exit interview provides for a more comprehensive level of detail, online exit questionnaires are an effective means of identifying the reasons behind employees choosing to leave employment and can be done when it is convenient for the employee.

The resignation acknowledgment letter contains information about the exit questionnaire/interview and should be sent to the employee from their manager once they have received the resignation. This can be found on Inside Falkirk under Strategies, Policies, Procedures & Guidance.

The Exit Questionnaire for 2022 can be accessed at [Exit Questionnaire 2022](Exit%20Questionnaire%202022). You can email the link to your employee for them to complete.

Managers must ensure this is sent to those without access to a work PC in hard copy format.

Scanned copy versions of the completed exit questionnaire should be returned to the HR Helpdesk. Once received, the information will be manually input into the online survey.

When might an exit interview be used?

The purpose of an exit interview is to provide an opportunity to expand on areas covered in the online exit questionnaire and for any additional issues not covered in the questionnaire to be discussed.

An exit interview can be requested by either the employee or line manager/Head Teacher, if either party has any outstanding issues to address.

If an employee chooses to participate in an exit interview, this should be carried out by their line manager/Head Teacher, although the employee should also have the option to complete their interview with another Service contact. Where this is requested Services should, where possible, nominate an independent manager to conduct the exit interview.

Exit interviews should, where possible, be carried out in the last week of the notice period. Exit interviews should be avoided on the last day of employment due to handover arrangements.

Where an exit interview is requested the manager should ensure that the employee is provided with/has access to the exit questionnaire, ideally one week before the interview.

The manager carrying out the exit interview should book a suitable room or set up a Teams meeting if being done remotely, ensure that any phones in the room are diverted and minimise disruption. The exit interview will allow an opportunity for discussion on topics referred to within the exit questionnaire. The exit interview form provides broad questions to allow the general themes of the exit questionnaire to be expanded upon and more detailed information to be gathered. Employees should be made aware at the exit interview that the information that they provide will not affect any future employment opportunities or references. At the end of the interview, the manager conducting the exit interview should complete an exit interview form.

If any particular areas of concern are mentioned during an exit interview (for example physical violence, dangerous working practices, bullying or harassment) then the manager carrying out the exit interview should contact Human Resources.

Collation of Exit Questionnaires/Interviews data

Standard reports based on the information gathered from the surveys will be provided to each Service Senior Management Team (SMT) on an annual basis. These results should be considered by the SMT and any trends identified and analysed further and appropriate action taken. Managers should contact Human Resources for advice if there are identifiable trends or issues arising.

Roles & Responsibilities

Each line manager/Head Teacher is responsible for ensuring that the questionnaire is completed or interview takes place and the information is recorded. It is recommended that Service SMT’s review exit questionnaires submitted annually to determine if there are any particular areas of concern (for example physical violence, dangerous working practices, bullying or harassment).

Further guidance on the exit questionnaire/interview process is available from the HR Helpdesk on 01324 506222.