



Staff Exit Procedure

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This Procedure applies to all staff employed in the Middlesex Learning Partnership who leave employment.

The Staff Exit Procedures should be applied to all staff leaving employment, excluding dismissals for misconduct, ill health, capability and redundancy, or where the employee is retiring.

1. Purpose

The purpose of this policy is to provide a clear process for managing employees leaving the Trust.

2. Policy

The administration of the leaver process must be given priority in order to avoid overpayments.

An Exit Interview is a key aspect of the recruitment cycle, as it enables the school to elicit information to feed into the recruitment and selection process as well as consideration of retention issues.

3. Principles

The procedure involves the Head of School carrying out an Exit Interview with the leaving employee. Where an employee does not wish to undertake an Exit Interview they can be given an Exit Questionnaire to complete.

3.1 The Exit Interview

The key aims of an Exit Interview are:

- To elicit honest feedback about the employee's perceptions of management systems and behaviours
- To assist the effectiveness of team working amongst the employee's work group
- To assess the general state of morale in the employee's work group
- To assess whether lack of training and career opportunities or other factors are resulting in loss of good employees
- To determine whether the employee is leaving with positive feelings about the school or with unresolved concerns

Whether the feedback gained from the Exit Interview is positive or negative, the Trust will use the information as an investment into the process of continuous improvement.

All staff should be offered the opportunity to discuss their reasons for leaving through an Exit Interview with Head of School but have the right to decline the offer. Where the Head of School/employee relationship is uncomfortable, the exit interview can be carried out by another member of the Leadership Group.

An Exit Interview is an investigative discussion between the Head of School and employee.

The Head of School should arrange an Exit Interview as soon as possible after receiving the resignation taking account of the last working day/last day of service.

The Exit Interview should be held in a relaxed atmosphere and should be conducted in a way that encourages the employee to be open and honest. The Exit Interview Form (appendix 1) provides the framework for the discussion and the employee's responses should be recorded.

Where it is obvious that the employee is leaving or transferring for positive reasons, and with positive feelings, the Head of School should use the Exit Interview as an opportunity to reinforce those feelings so that the employee will be a good ambassador of the school. It is also an opportunity to ascertain what aspects of the school policy and practice have contributed most to the employee's sense of well-being and success.

It is important to explore fully any negative or anxious feelings. If the Head of School believes that the employee is disguising or withholding some negative feelings, these should be probed gently to get a true picture. In exceptional circumstances, the employee may have justifiable concerns (e.g. sexual harassment or bullying), which is later raised in a claim of constructive dismissal. In such exceptional circumstances, it may be advisable for the Head of School to encourage the employee to remain in employment. In any event, the Head of School should investigate and, if there is substance, should deal with the identified cause of the concern. Schools HR should be consulted for advice.

The Head of School should make a note of the key issues and feelings discussed in the Exit Interview. These notes could be particularly important if there is subsequent legal challenge resulting from an unresolved grievance (e.g. a claim of constructive dismissal). The Exit Interview Form with the employee's responses should be kept in a confidential central file for monitoring purposes.

The feedback obtained during Exit Interviews is one of the most important sources of information available for the continuous improvement of performance and morale within an organisation. Positive feedback from an Exit Interview can reinforce confidence in management styles and effectiveness of the service. Conversely, honest feedback can be helpful to the service or individual managers to reflect on whether the management style is too constraining, unsupportive, or otherwise failing to achieve optimum commitment and performance. If any suggestions are made that could improve the service, these should be raised at, if appropriate, Governing Body level.

If an Exit Interview demonstrates that an employee has a negative perception of the school's policies or practices it is possible that other employees may share that perception. Armed with such knowledge the school can create better awareness and promote positive thinking.

An Exit Interview is not simply an end in itself. It is a re-enforcer of good practice and a means of achieving improvement in managerial competence and organisational effectiveness.

The Head of School should remember that the information given should be treated in confidence. If the employee discussed an issue, which has implications for the school, the Head of School should advise the employee that they may need to disclose the information to other appropriate people.

3.2 The Exit Questionnaire

Where an employee does not wish to participate in an Exit Interview, or where an Exit Interview has not taken place due to other reasons, the Head of School should ensure that the employee is given an Exit Questionnaire (Appendix 2) to complete and return to the PA to the of School/Trust HR Manager

4. Procedure

The school must ensure that the appropriate people are notified e.g. HR, Payroll etc. to avoid any overpayment to the employee as a result of their leaving.

The Head of School should arrange an Exit Interview as soon as possible after receiving the resignation taking account of the last working day/last day of service. The Exit Interview Form should be completed at the interview and returned to the PA to the Head of School/Trust HR Manager.

Where the employee declines the offer of an Exit Interview, they should be given an Exit Questionnaire to complete and return to the PA to the Head of School/Trust HR Manager.

The Head of School should arrange to take appropriate steps if there are areas of concern indicated on the Exit Interview/Questionnaire Forms.

Where the Head of School/employee relationship is uncomfortable, the exit interview can be carried out by another member of the Leadership Group.

The employee should be given reasonable notice, depending on the leaving date, of the Exit Interview. Taking into account the time scales involved, between 2 and 5 calendar days would be considered reasonable. The Exit Interview should be carried out during the employee's working time.

The Head of School should use the Exit Interview Form to record the employee's responses.

On completion of the interview the Head of School should place a copy of the Exit Interview Form in a confidential central file.

5. Monitoring

It is important that the school puts in place measures to monitor the responses and identify any trends which affect the school's recruitment and retention strategies.

Were you concerned about any health and safety issues?	Yes/No				
TRAINING AND DEVELOPMENT					
Were you happy with the career opportunities available to you?	Yes/No				
Were you satisfied with the training and development opportunities available?	Yes/No				
Would a career progression scheme have persuaded you not to leave?	Yes/No				
Do you believe that a job might have become available for you on promotion in a reasonable period of time?	Yes/No				
Were you satisfied with the benefits and conditions of service available to you?	Yes/No				
Was a lack of flexible working arrangements one of the reasons for you leaving?	Yes/No				
ANY OTHER COMMENTS					
Please enter other comments made by the employee not covered above					
HEAD OF SCHOOL'S COMMENTS					
EQUAL OPPORTUNITIES INFORMATION					
Please complete this information in consultation with employee					
Ethnicity	√	Ethnicity	√	Disability	√
Asian/Asian British		European		Does the employee consider that they have a disability?	
Indian		Albanian			
Pakistani		Kosovan			
Bangladeshi		Romanian			Yes
Other		Other			
White		Mixed Heritage			No
British		Black Caribbean and White			
Irish		Black African and White			
Other		Asian and White			
		Other			
Black/Black British		Chinese/Chinese British			
Caribbean		Chinese			
African		Other			
Somalian					

Signed _____ Date _____
Employee

Signed _____ Date _____
Head of School

TRAINING AND DEVELOPMENT								
Were you happy with the career opportunities available to you?		Yes/No						
Were you satisfied with the training and development opportunities available?		Yes/No						
Would a career progression scheme have persuaded you not to leave?		Yes/No						
Do you believe that a job might have become available for you on promotion in a reasonable period of time?		Yes/No						
Were you satisfied with the benefits and conditions of service available to you?		Yes/No						
Was a lack of flexible working arrangements one of the reasons for you leaving?		Yes/No						
ANY OTHER COMMENTS								
Please enter other comments that you may wish to make								
EQUAL OPPORTUNITIES INFORMATION								
Ethnicity		√	Ethnicity		√	Disability		√
Asian/Asian British			European			Does the employee consider that they have a disability?		
Indian			Albanian					
Pakistani			Kosovan					
Bangladeshi			Romanian			Yes		
Other			Other					
White			Mixed Heritage			No		
British			Black Caribbean and White					
Irish			Black African and White					
Other			Asian and White					
			Other					
Black/Black British			Chinese/Chinese British					
Caribbean			Chinese					
African			Other					
Somalian								

Signed _____ Date _____
Employee

Thank you for completing the Exit Questionnaire. Please return it to PA to Head of School/Trust HR Manager