



# PEOPLE MATTER

The Organisational Development Plan



## Exit Procedure



## **Exit Procedure**

### **Purpose**

An Exit Procedure can provide a valuable range of qualitative and quantitative data and information on why staff leave the Council. If reasons can be identified it may be possible to:

- Reduce staff turnover
- Improve recruitment and induction practices
- Improve development and training opportunities
- Highlight any underlying discrimination

### **Scope**

All staff (excluding staff employed in Schools, who come under the management of governing bodies) voluntarily leaving the Council will be invited to take part in the exit procedure, regardless of their length of service or type of contract. Staff moving internally will not be included in this process.

### **Procedure**

1. Managers will inform their Departmental Human Resource Service when they receive a resignation from a member of staff in their service area.
2. Managers will issue the member of staff with details of the Exit Procedure (see Appendix 1).
3. The member of staff chooses how they wish to take part in the procedure from the following options :
  - Participate in an Exit Interview, with their Line Manager, their Line Manager's Manager or an independent person (Staff Welfare Officer, representative from their Departmental Human Resource Service).
  - Complete Exit Questionnaire (paper or intranet based)

The member of staff will inform their manager of their chosen option. If the member of staff wishes to choose an independent person, other than those detailed, to conduct their Exit Interview, they should contact their Departmental Human Resource Service who will advise them as to whether their choice is appropriate.

4. Managers / Independent person will carry out the option chosen by the member of staff, and that, where appropriate, relevant issues are addressed / learnt from.
5. Managers should ensure that individuals return all Council property on their last day of service such as, ID Cards, Card Entry Security passes, mobile phones, laptop computers etc. The Council Property Leavers Checklist should be completed to record the receipt of such property (see Appendix 2).
6. When the Departmental Human Resource Service or line manager (dependant on current department procedure) are informed of a member of staff's resignation they

will issue the member of staff with a letter confirming their resignation details. This letter will also confirm that the individual has been advised of the options available to them to take part in the procedure.

If the member of staff has chosen not to take part in an Exit Interview or complete an Exit Questionnaire they will be asked to complete a tear off slip at the bottom of the letter indicating their main reason for leaving. (see Appendix 3)

### **Exit Interview**

The Exit Interview is the Council's preferred option, and has been designed to gather valuable qualitative and quantitative information. Individuals will feel valued by this process and are likely to provide much more information by being given the opportunity to discuss the factors that may have influenced their decision to leave the Council. A copy of the Exit Interview is attached as Appendix 3.

### **Exit Questionnaire**

Whilst the Exit Questionnaire will not provide the qualitative information that the Exit Interview does, it will still provide quantitative information relating to a member of staff's main reason for leaving as well as some of the factors that may have influenced their decision to leave. A copy of the Exit Questionnaire is attached as Appendix 5.

### **Monitoring**

The information obtained through the Exit Procedure will be monitored by Departments to identify and address issues relating to recruitment and retention in their particular service areas.

Corporate monitoring will also be undertaken as part of the Council's Equalities and Diversity in Employment monitoring. The Exit procedure will allow the Council to provide statistical information in relation to the ethnicity, age and gender of members of staff leaving the Council.

### **Data Protection**

To ensure the security of information is maintained, all completed Exit Questionnaires and Exit Interview forms will be returned to the Departmental Human Resource Service in a sealed envelope marked **Private and Confidential**. The information contained in the Exit Questionnaire/Interview forms will be transferred onto a password protected computerised system and all original paperwork will then be securely destroyed.



## **EXIT PROCEDURE**

Thank you for informing us of your decision to leave the Council.

The Council has an Exit Procedure so that we can gather information from staff who are leaving the Council that will help us to:

- Reduce staff turnover
- Improve recruitment and induction practices
- Improve development and training opportunities
- Highlight any underlying discrimination

We would be most grateful if you would participate in the Exit Procedure.

There are various ways you can participate in the Procedure as detailed below:

### **1. Exit Interview**

You can participate in the Exit Procedure by having an “Exit Interview”, this can be conducted by:

- Your line manager,  
or
- Your line manager’s manager,  
or
- An independent person (Staff Welfare Officer, Human Resource Service representative)

This interview will give you the opportunity to discuss your employment and experiences with the Council, and the factors that may have influenced your decision to leave the Council.

If you wish to choose an independent person, other than those detailed, to conduct your Exit Interview you should contact your Departmental Human Resource Service who will advise you as to whether your choice is appropriate.

This is the Council’s preferred option for gathering “Exit Information”.

### **2. Exit Questionnaire**

You can participate in the Exit Procedure by completing an “Exit Questionnaire”. If you choose this option, rather than an “Exit Interview”, your line manager can give you a copy of the “Exit Questionnaire”, you can print a copy from the HR section of the

Intranet (please go to.....) or you can complete it on-line on the HR Section of the Intranet.

Your completed "Exit Questionnaire" can be returned to (by post or e-mail if completed on-line):

- Your line manager,  
or
- Your line manager's manager,  
or
- The Head of your Departmental Human Resources Service

This questionnaire will give you an opportunity to rate some of the aspects and experiences of your employment with the Council, and provide the reasons for your decision to leave.

### **3. Tear - Off Slip**

Your Departmental Human Resource Service or line manager will confirm your resignation in writing and at the bottom of this letter there will be a tear-off slip that gives various reasons why people leave their jobs.

If you choose not to participate in an "Exit Interview" or to complete the "Exit Questionnaire", please indicate on the tear-off slip the reason that most represents the reason you chose to leave the Council.

The tear-off slip should be returned to your Departmental Human Resource Service.

### **Confidentiality**

If you decide to provide information specifically to the Departmental Human Resource Service, unless serious poor practice is disclosed, the information will be confidential and only presented to others in an anonymous statistical form. Issues of poor practice will have to be discussed with Senior Management.

The information you provide through participating in the Exit Procedure will in no way influence future references or re-employment with the Council.

### **What Next**

Please inform your line manager of your chosen way of participating in the Exit Procedure.

If you wish to participate in an "Exit Interview" with someone other than your line manager, your line manager will contact the appropriate person and inform you of who this is. They will then contact you to make a convenient appointment for the interview.



## Council Property - Leavers Checklist

Employees Name:.....

This form is to be completed by the line manager/supervisor of the member of staff. It is then to be returned to the departmental human resources section.

The departmental human resources section will integrate this document with their general processes in relation to staff leaving their employment with the Council.

Item	Issued	Returned	Managers Initials
<b>1. Security</b>			
ID Pass	<input type="checkbox"/>	<input type="checkbox"/>	.....
Door Entry Pass	<input type="checkbox"/>	<input type="checkbox"/>	.....
Keys	<input type="checkbox"/>	<input type="checkbox"/>	.....
Car Park Pass	<input type="checkbox"/>	<input type="checkbox"/>	.....
Car Park Entry Fob	<input type="checkbox"/>	<input type="checkbox"/>	.....
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	.....
<b>2. Information Technology</b>			
<b>(i) Equipment</b>			
Lap top computer/router	<input type="checkbox"/>	<input type="checkbox"/>	.....
'Securid' for lap top computer	<input type="checkbox"/>	<input type="checkbox"/>	.....

**Continued**

Item	Issued	Returned	Managers Initials
Electronic storage media (e.g. floppy disks/CD-Roms containing Council information/files)	<input type="checkbox"/>	<input type="checkbox"/>	.....
Palm/handheld computer	<input type="checkbox"/>	<input type="checkbox"/>	.....
Electronic notebook/diary	<input type="checkbox"/>	<input type="checkbox"/>	.....
Pager	<input type="checkbox"/>	<input type="checkbox"/>	.....
Radio	<input type="checkbox"/>	<input type="checkbox"/>	.....
'Dictaphone'	<input type="checkbox"/>	<input type="checkbox"/>	.....
Mobile telephone	<input type="checkbox"/>	<input type="checkbox"/>	.....
<b>(ii) Access to Facilities</b>			
Access to email/intranet/internet facilities	<input type="checkbox"/>	<input type="checkbox"/>	.....
Official telephone line at home address	<input type="checkbox"/>	<input type="checkbox"/>	.....
ISDN Line	<input type="checkbox"/>	<input type="checkbox"/>	.....
<b>3. Personal Protective Equipment</b>			
(Please itemise on a separate list and attach to this form)	<input type="checkbox"/>	<input type="checkbox"/>	.....
<b>4. Uniform</b>			
(Please itemise on a separate list and attach to this form).	<input type="checkbox"/>	<input type="checkbox"/>	.....
<b>5. Other Property</b>			

(Please itemise on a separate list and attach to this form).	<input type="checkbox"/>	<input type="checkbox"/>	.....
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I certify that all items issued to the above named member of staff have been returned and that notice of termination of access to IT systems/databases has been notified to IS&T.

Signed:.....Name:.....(Manager)

Signed:.....Name:.....(Staff)



### Resignation Letter

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If you decide not to participate in an Exit Interview or complete an Exit Questionnaire, please complete this slip and return it to your Departmental Human Resource Service.

<b>Name</b>	
<b>Current Post</b>	

Please select one of the following as your main reason for deciding to leave the Council.

Lack of job satisfaction	Long Working Hours	Pay / Benefits
Inaccurate job specification	Taking up a part time post / reduced hours	Poor work environment / conditions
Relationship with work colleagues	Sideways move to another organisation	Relationship with line manager
Taking up full / part time education / study	Moving to Private Sector	Career Change
Maternity leave – not returning / ceasing work after 3 months	Lack of training / development opportunities	Wanted a new challenge
Lack of career prospects	Home relocation / travel	Taking up promotion
Health	Caring responsibilities	Other personal reasons

My main reason for leaving the Council is.....

Signature..... Date.....

## Exit Interview

Please ask the member of staff the following questions. Please probe as appropriate.

<b>Their Name</b>			
<b>Their Current Post</b>		<b>Current Grade</b>	
<b>Section</b>			
<b>Department</b>			

<b>Their start date with the Council</b>		<b>Their last day of service</b>	
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1. Does your current job description give a true reflection of the duties you are required to undertake?

Yes		No	
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If no, how does it differ?

2. Which part of your job do you enjoy the most or find the most rewarding?

3. Which part of your job do you least enjoy or find the least rewarding?

**4. Are there any consistent issues that prevent you from achieving your objectives/goals/job satisfaction?**

Yes		No	
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**If yes, please give details**

**5. Were your expectations of working for Barking and Dagenham met.**

Yes		No	
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**If no, how did they differ?**

**6. Do you feel you were sufficiently inducted into the Council and your job role?**

Yes		No	
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**If no, how could your induction have been improved?**

**7. Do you feel your training and development needs have been met during your time with the Council?**

Yes		No	
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**If no, please indicate what the gaps have been / how this could have be improved.**

**8. What factors initially influenced your decision to seek alternative employment?**

**9. Is your new job (please tick):**

<b>A Promotion</b>		<b>A sideways move</b>	
<b>A Change of Career</b>		<b>With another Local Authority</b>	
<b>With the Private Sector</b>		<b>With the Voluntary Sector</b>	

**10. Please detail what attracted you to your new job?**

**11. Would you consider returning to Barking and Dagenham in the future if a suitable position became available?**

<b>Yes</b>		<b>No</b>	
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**If no, why**

**12. Is there anything else you would like to add that you feel has not already been covered in this questionnaire?**

## Ratings

Please discuss the following areas with the member of staff and them rate each area using the scale – “very good”, “good”, “fair”, “poor”, “very poor”. Please make comments regarding what the member of staff says regarding each area if appropriate.

	very good	good	Fair	poor	very poor	Comments
Job satisfaction						
Fairness of work Allocation						
Morale/working atmosphere within team						
Management & organisation of the Council						
Sharing of knowledge, experiences and resources						
Feedback on your performance						
Job security						
Training & Development						
Salary for the job						
Relationship with line manager						
Flexible Working						
Accuracy of job specification						
Office accommodation, equipment & facilities						
Career Prospects						
Staff Benefits						
Health & Safety						

## Reason for Leaving

Please ask the member of staff to indicate which of the following reasons have influenced their decision to leave.

### Job

1. Lack of Job Satisfaction	
2. Inaccurate job specification	
3. Pay/Benefits	
4. Taking up a part time post/reduced hours	
5. Long Working Hours	
6. Poor Work Environment/Conditions	
7. Relationship with Work Colleagues	
8. Relationship with Line Manager	

### Training & Career Development

9. Lack of Training/Development Opportunities	
10. Lack of Career Prospects	
11. Taking up a Promotion	
12. Taking up Full/Part Time Education/Study	
13. Career Change	
14. Moving to Private Sector	
15. Sideways move to another organisation	
16. Wanted a new challenge	

### Personal

17. Health	
18. Home Relocation/Travel	
19. Caring responsibilities	
20. Maternity Leave – not returning/ceasing work after 3 months	
21. Other Personal Reasons	

Please ask the member of staff to indicate which of the above is their main reason for leaving :

**Main Reason :** \_\_\_\_\_

If the member of staff's main reason is not returning after maternity leave, please ask the following:

Was their reason for resigning (please tick)

Wanted to stay at home		Could not afford child care costs	
Lack of Council Family Friendly Policies		Needed to change working hours	
Other		Not related maternity	

Please explain that the Council is committed to ensuring equalities and diversity in employment. The completion of this section will assist the Council in monitoring the effectiveness of its Equalities and Diversity in Employment Policy. The information will be used for statistical purposes only.

<b>Gender (please ✓)</b>	<b>Male</b>		<b>Female</b>	
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<b>Age (please ✓)</b>	<b>0 - 24</b>		<b>25 – 49</b>		<b>50 &amp; over</b>	
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<b>Do you consider yourself to be disabled (please ✓)</b>	<b>Yes</b>		<b>No</b>	
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<b>Ethnic Origin (please ✓)</b>			
Asian or Asian British - Bangladeshi		Mixed - Other	
Asian or Asian British - Indian		Mixed - White & Asian	
Asian or Asian British - Pakistani		Mixed - White & Black African	
Asian or Asian British - Other		Mixed - White & Black Caribbean	
Black or Black British - African		Other Ethnic Group	
Black or Black British - Caribbean		White British	
Black or Black British - Other		White Irish	
Chinese		White Other	

**Interview and form completed by (name).....**

**Date of interview.....**

**Interviewer’s Signature.....**

**Leaver’s Signature.....**

Please return the completed form to the Departmental Human Resource Service in an envelope marked Private & Confidential.



### Exit Questionnaire

We are sorry to hear of your decision to leave the London Borough of Barking and Dagenham. The following questionnaire has been designed to enable the Council to examine the reasons why people leave the organisation and to identify any improvements in employment practice that could be made.

<b>Name</b>			
<b>Current Post</b>		<b>Current Grade</b>	
<b>Section</b>			
<b>Department</b>			

<b>Your start date with the Council</b>		<b>Your last day of service</b>	
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### Ratings

Please rate the following according to your experience, using the scale – “very good”, “good”, “fair”, “poor”, “very poor”. Please make comments regarding each area if appropriate.

	very good	good	Fair	poor	very poor	Comments
Job satisfaction						
Fairness of work Allocation						
Morale/working atmosphere within team						
Management & organisation of the Council						
Sharing of knowledge, experiences and resources						
Feedback on your performance						
Training and development						
Job security						



	very good	good	Fair	poor	very poor	Comments
Salary for the job						
Relationship with line manager						
Flexible working						
Accuracy of job specification						
Office accommodation, equipment & facilities						
Career Prospects						
Staff Benefits						
Health and Safety						

### Your Reason for Leaving

Please indicate which of the following reasons have influenced your decision to leave.

#### Job

1. Lack of Job Satisfaction	
2. Inaccurate job specification	
3. Pay/Benefits	
4. Taking up a part time post/reduced hours	
5. Long Working Hours	
6. Poor Work Environment/Conditions	
7. Relationship with Work Colleagues	
8. Relationship with Line Manager	

#### Training & Career Development

9. Lack of Training/Development Opportunities	
10. Lack of Career Prospects	
11. Taking up a Promotion	
12. Taking up Full/Part Time Education/Study	
13. Career Change	
14. Moving to Private Sector	
15. Sideways move to another organisation	
16. Wanted a new challenge	

#### Personal

17. Health	
18. Home Relocation/Travel	
19. Caring responsibilities	
20. Maternity Leave – not returning/ceasing work after 3 months	
21. Other Personal Reasons	

Please indicate here which of the above is your main reason for leaving

Main Reason : \_\_\_\_\_

If your main reason is “not returning after maternity leave”, please answer the following:

Was your reason for resigning because (please tick)

Wanted to stay at home		Could not afford child care costs	
Lack of Council Family Friendly Policies		Needed to change working hours	
Other		Not related to maternity	

The Council is committed to ensuring equalities and diversity in employment. The completion of this section will assist us in monitoring the effectiveness of our Equalities and Diversity in Employment Policy. The information will be used for statistical purposes only.

Gender (please ✓)	Male		Female	
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Age (please ✓)	0 - 24		25 - 49		50 & over	
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Do you consider yourself to be disabled (please ✓)	Yes		No	
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<b>Ethnic Origin (please ✓)</b>			
Asian or Asian British - Bangladeshi		Mixed - Other	
Asian or Asian British - Indian		Mixed - White & Asian	
Asian or Asian British - Pakistani		Mixed - White & Black African	
Asian or Asian British - Other		Mixed - White & Black Caribbean	
Black or Black British - African		Other Ethnic Group	
Black or Black British - Caribbean		White British	
Black or Black British - Other		White Irish	
Chinese		White Other	

Signature.....

Date.....

The completed questionnaire can be returned to (by post or e-mail if completing on line):

- Your line manager  
or

- Your line manager's managers  
or
- The Head of your Departmental Human Resources Services

as soon as possible.

If you send your questionnaire to the Head of your Departmental Human Resource Service, unless serious poor practice is disclosed, the information will be confidential and only presented to others in an anonymous statistical form. Issues of poor practice will have to be discussed with Senior Management.

The information you provide through completing this Exit Questionnaire will in no way influence future references or re-employment with the Council.