EXIT INTERVIEWS

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1. STATEMENT

Ayrshire Valuation Joint Board has given its commitment to implement Exit Interviews and formally monitor labour turnover on an ongoing basis. The following documentation contains: the aims of the exit interview process, the procedure, the exit questionnaire and quarterly statistical reporting forms.

2. AIMS

The purpose of the exit interview is to enable Ayrshire Valuation Joint Board to identify and analyse the key factors affecting employee turnover and to take appropriate action to manage turnover. Information gathering via the exit interview ensures that the Board maintains factual data as a measure of its people management practices, morale and culture. The information obtained, will be the views expressed by the employee and not the interviewer and all information gathered must be handled in the strictest confidence and with utmost sensitivity.

Specific objectives of the exit interview procedure are:

- To uncover "background" reasons for leaving;
- To remedy high turnover;
- To identify areas where problems may not have been apparent e.g. with supervisors, work or morale;
- To update the person specification for the post;
- To monitor the effectiveness of the recruitment strategy i.e. has there been a mismatch of candidate and the job;
- To assess salary and benefits offered by competitors;
- To leave a good image of Ayrshire Valuation Joint Board in the employee's mind;
- To leave a good image of Ayrshire Valuation Joint Board in the minds of the public. Giving the employee the opportunity to constructively criticise the organisation during an exit interview can be helpful in limiting the damaging comments they make after leaving.

3. PROCESS

- The Exit Interview form is to be used for all employees who are leaving the Board's employment with the exception of those who leave under the following circumstances: ill health retirement, retirement, redundancy, dismissal. Completion of the form is compulsory.

- Upon receipt of the employee's resignation letter or notification of termination, the Board's Personnel Representatives should complete the "Personal Information" and "Employment History" sections of the form and should confirm with the employee that these details are correct. They should also check with the employee if they are comfortable with their Line Manager conducting the interview or if they would prefer one of the Board's Personnel Representatives to do this. The form should then be sent to either the employee's Line Manager/Board's Personnel Representatives. Should an employee feel that they may require assistance during the exit interview process, they can ask their Trade Union Representative, friend or family member to attend the interview with them. Thereafter, the Line Manager/Board's Personnel Representatives should arrange a suitable time to conduct the interview with the employee. It is recommended that this interview is conducted one week prior to the termination date.

- On completion of the interview, the form must be signed by the employee and a copy returned to the Board's Personnel Representatives for statistical analysis. The Board's Personnel Representatives are responsible for overseeing completion and return of questionnaires.

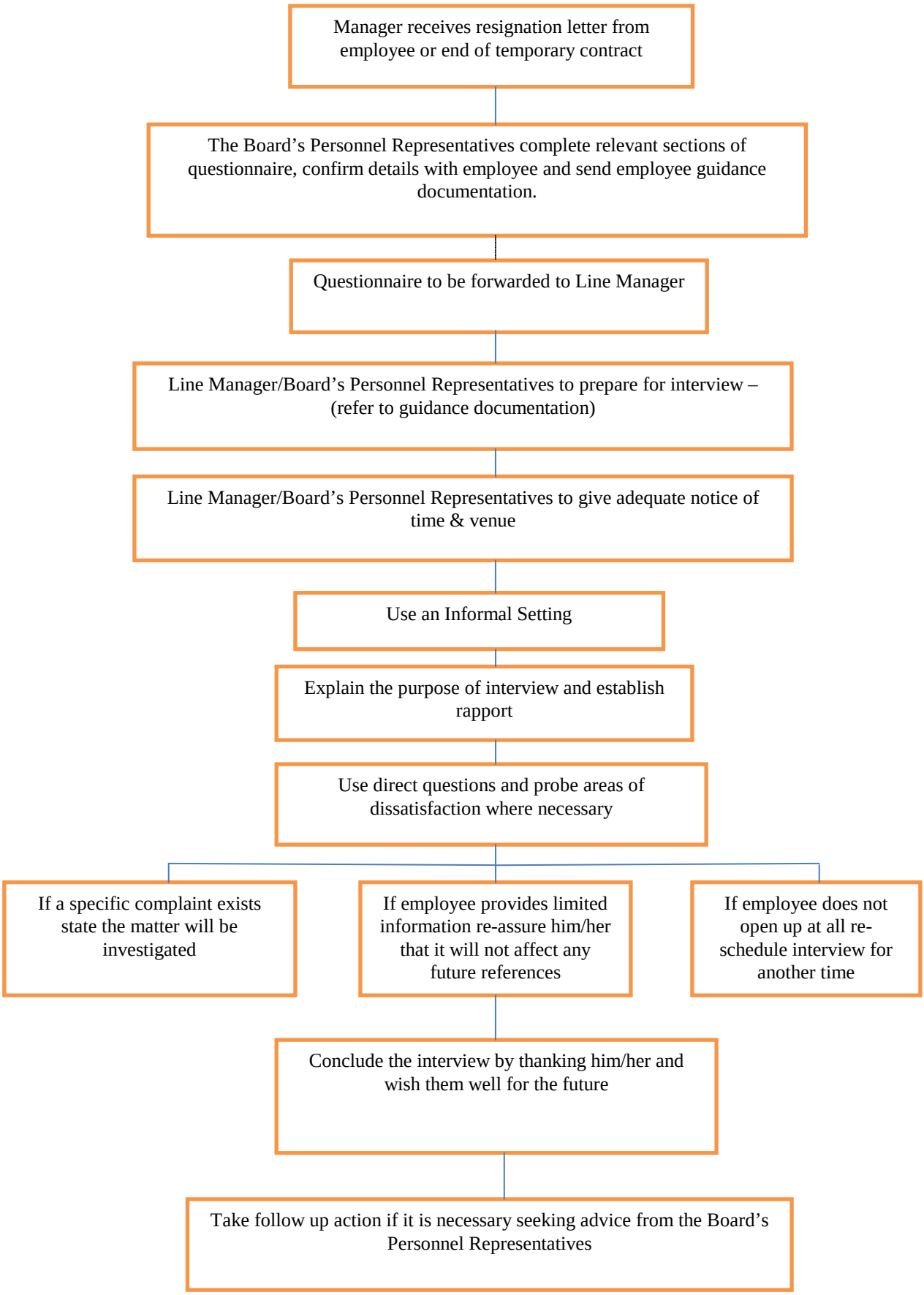
- The Board's Personnel Representatives will work in partnership with Line Managers to take appropriate follow-up action on returned forms, where extreme dissatisfaction or views are expressed.

- Reasons for leaving to be recorded and reported to the Management Team.

- Completed questionnaires will be shredded, either after statistical analysis or when the follow-up action has been completed.

(A flowchart of the exit interview process is shown on page 4)

EXIT INTERVIEW PROCEDURE



Appendix 1 - Exit Interview Questionnaire

The purpose of this questionnaire is to collect information regarding the reasons why you are leaving your current post within the Board. The information you give will be used for statistical analysis and will help the Board understand the reasons why staff leave, to monitor our performance as a good employer and make any necessary changes, where possible, to our employment practices.

Completion of the questionnaire is compulsory and it must be completed in conjunction with either your Line Manager or the Board's Personnel Representatives (whomever is the more appropriate). The Exit Interview will give you the opportunity to discuss any issues or concerns you may have. Should you feel that you may require assistance during the exit interview process, you may ask your Trade Union Representative, friend or a member of your family to come along to the interview with you.

Any information you give will be treated sensitively and in confidence.

Sections 1 & 2 **To be completed in advance of the interview by the Board's Personnel Representatives and the details confirmed with the employee.**

1. POST DETAILS

Department: ..... Section: .....

Post Designation: ..... Location: .....

Post Status: (e.g. Full-Time, Part-Time, Term-Time, Job Share) .....

Spinal Column Point: ..... Date of Resignation: .....

2. PERSONAL DETAILS

Surname ..... Forename(s) .....

Date of Birth ..... Gender .....

Length of Service .....

3. WHAT ARE YOUR MAIN REASONS FOR LEAVING? (PLEASE TICK)

Job Satisfaction	☐	Promotion	☐
Relocation	☐	Better Pay	☐
Personal Reasons	☐	Training Prospects	☐
Career Change	☐	Non-pay Conditions/benefits	☐
Resign after Maternity Leave	☐	Other Reasons (Please state below)	☐
End of Temporary Contract	☐		

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4. WHAT ASPECTS OF THE CATEGORY YOU HAVE TICKED PERSUADED YOU TO SEEK OTHER EMPLOYMENT? (PLEASE COMMENT)

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.....

5. HOW DID YOU RATE YOUR JOB AND THE BOARD?

Invite the employee to comment on specific aspects of his/her employment :

JOB SATISFACTION **(Please circle the appropriate answer)**

- Did you find your work enjoyable and challenging? **Yes** **No** **Don't Know**
  (Please give examples)

.....

.....

.....

- What did you like most about your job and why?

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.....

.....

- What did you like least about your job and why?

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.....

WORK ALLOCATION **(Please circle the appropriate answer)**

- Did you feel confident about what was expected of you in your job? (Please comment) **Yes** **No** **Don't Know**

.....

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.....

WORKING CONDITIONS (Please circle the appropriate answer 5 being the highest rating)

- How would you rate the physical working conditions in your department and was Health and Safety provided for? 1 2 3 4 5

.....

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TRAINING & DEVELOPMENT OPPORTUNITIES (Please circle the appropriate answer)

- Did you believe you were given sufficient training both on-the-job and specialised? (Please comment) **Yes** **No** **Don't Know**

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.....

PERSONAL GROWTH **(Please circle the appropriate answer)**

- Were you given the opportunity to develop your skills and competencies? **Yes** **No** **Don't Know**

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CONFIDENCE IN MANAGEMENT **(Please circle the appropriate answer)**

- Were you satisfied with the way you were managed ? (Please give reasons) **Yes** **No** **Don't Know**

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(Please circle the appropriate answer 5 being the highest rating)

- Do you believe you received adequate recognition for the work you did? (Please comment) 1 2 3 4 5

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TEAMWORK **(Please circle the appropriate answer 5 being the highest rating)**

- How would you rate your working relationships with your colleagues? 1 2 3 4 5

.....

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.....

MORALE **(Please circle the appropriate answer 5 being the highest rating)**

- How would you rate morale in your department? 1 2 3 4 5

COMMUNICATIONS **(Please circle the appropriate answer 5 being the highest rating)**

- How effective are the internal communications within your department ? (Please give examples) 1 2 3 4 5

(**Please circle the appropriate answer)**

- Do you believe that Ayrshire Valuation Joint Board adequately communicates corporate information to its employees? (Please give examples) **Yes** **No** **Don't Know**

OVERALL JOB SATISFACTION (**Please circle the appropriate answer)**

- Do you think that Ayrshire Valuation Joint Board has a good reputation as an employer? **Yes** **No** **Don't Know**

- Would you consider working in the Board again should a suitable vacancy occur? **Yes** **No** **Don't Know**

- What change to Board policy would have influenced your decision to leave?

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- If you are going to another job who will you be working for?

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- What kind of work will you be doing?

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.....

- Why is the new job/company better?

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.....

6. ARE THERE ANY OTHER COMMENTS YOU WOULD LIKE TO MAKE ABOUT THE BOARD AS AN EMPLOYER THAT YOU THINK WOULD BE USEFUL?

(Please use this section to make any additional comments and remarks not adequately addressed elsewhere in the questionnaire.)

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.....

Thank you for completing this questionnaire. Please be assured that answering this questionnaire will not affect any employment reference that may be requested by you or on your behalf or any future offer of re-employment within the Board. The questionnaire will be shredded after statistical analysis and any follow-up action that is necessary.

Employee Signature:_____ Date_____

7. INTERVIEWER'S COMMENTS/ FUTURE ACTION

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NAME OF INTERVIEWING OFFICER _____

SIGNATURE OF INTERVIEWING OFFICER _____

DESIGNATION _____

DATE _____

This questionnaire is used to identify and analyse employee turnover and will be shredded after statistical analyse and any follow-up action that is necessary.

Appendix 2 – Statistical Reporting Form (completed by the Board's Personnel Representatives)

AYRSHIRE VALUATION JOINT BOARD	**ANALYSIS OF LABOUR TURNOVER**
Department _____	Period _____
	Work Group/ _____
Section _____	Location _____
	Ref. No

SECTION A				
ANALYSIS	**APT&C**	**MANUAL**	**OTHERS**	**TOTAL**
Number Of Leavers In Period				
Number Of Exit Interviews Conducted				
Main Reasons For Leaving Codes				
Number Of Employees That Refused To Comply With Exit Interview				
Separation Rate				
Stability Rate				

SECTION B	
Reasons For Leaving Codes 101 Resign Job Satisfaction 102 Resign Better Pay 103 Resign Training Prospects 104 Resign Non-Pay Conditions 105 Resign Promotion 106 Resign Relocation 107 Resign Personal Reasons 108 Resign Career Change 109 Resign Other Reasons 110 Resign After Mat Leave 111 End of Temporary Contract	**COMPLETED BY:** Name _____ Designation _____ Signature _____

Appendix 3 – Making the Most of Your Exit Interview

MAKING THE MOST OF YOUR EXIT INTERVIEW

AN EMPLOYEE GUIDE

INTRODUCTION

Ayrshire Valuation Joint Board has given a commitment to implement Exit Interviews and formally monitor labour turnover on an ongoing basis. This will enable the Board to compile factual data as a measure of its people management practices, morale and culture. As a result the Board will be able to identify the key factors affecting employee turnover and to recommend appropriate action to manage turnover and associated costs.

In support of this, we are implementing an Exit Interview Procedure which will give all employees that are leaving their current post the opportunity to express the main reasons why they are leaving, in a one-to-one interview. Any information that is gathered via this process will be handled in the strictest confidence and with the utmost sensitivity.

The purpose of this booklet is to answer any potential questions and to allay any fears you may have in advance of the interview. Although you may feel that you will not directly benefit from the exit interview process, the information you provide is extremely valuable and will allow the Board to review its management practices and working conditions.

What is an exit interview?

An Exit Interview is a one-to-one interview that takes place either with your Line Manager or the Board's Personnel Representatives, whenever you are leaving your current post. It is a process by which you and your manager can review the main reasons why you are leaving and it allows you to make constructive comments on any improvements that could be made to management practices and working conditions. The main focus of the exit interview is on the future - i.e. What changes can Ayrshire Valuation Joint Board make to improve working conditions and to help retain our employees.

Why should I take part?

Your Exit Interview is your opportunity to comment on the main reasons why you are leaving your post and to provide feedback on some of the specific aspects of your employment. It is your opportunity to tell us what you think of us- i.e. what we are getting right and what we are not- so please take an active role in it! Be prepared to share your comments, ideas and suggestions.

Who will conduct the exit interview?

Normally your immediate line manager/supervisor will conduct the exit interview, unless you would prefer someone else to do it. If the latter is the case, you can request that the Board's Personnel Representatives conducts the interview. Where practical, you will normally be given one weeks notice of the date and time of the interview. Any information that you provide will be treated sensitively.

What can I do to prepare?

You should try to prepare for your interview. The exact date, time and place for the interview will be set in advance and should come as no surprise.

To help you prepare, you should look over your Job Description (if you have a copy) and the preparation guidance notes on pages 6 and 7.

Preparing thoroughly for your exit interview will allow you and the Board to gain the most benefit from it.

How does it work?

Upon receipt of your resignation letter, the Board's Personnel Representatives will have completed the "Personal Information" and "Employment History" parts of the Exit Interview Questionnaire and will have contacted you to confirm that these details are correct and that you are comfortable with your Line Manager conducting the interview. **If you would prefer, you can request that the Board's Personnel Representatives conducts the interview**. This documentation has been given to you to help you prepare.

The exit interview form is then forwarded from the Board's Personnel Representatives to the interviewer and they will have arranged a date and venue and informed you of this. Your exit interview will normally last no longer than 1 hour.

Once the interview is complete, you will sign the questionnaire to indicate that you agree that it is an accurate record of your interview and the form is then sent back to . If you have expressed extreme dissatisfaction then follow-up action will be taken. The Board's Personnel Representatives will then compile quarterly statistics from the information provided on the returned exit interview form.

Can I bring someone along as representation to the interview?

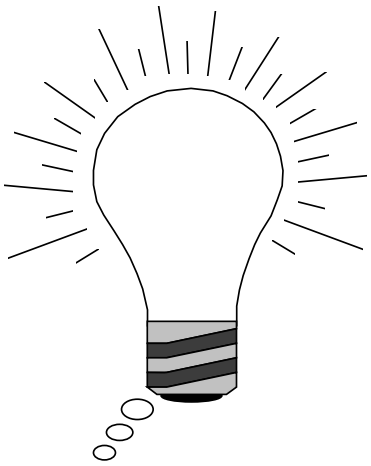
Yes! If you feel that you may require assistance during the exit interview process, you can ask your Trade Union Representative, a friend, or a family member to attend with you.

Will the information I provide in the exit interview be used against me?

Please be assured that any information you give in the exit interview will have no influence on any assessment to be made of your ability (i.e. references) or offers of employment with Ayrshire Valuation Joint Board in the future.

What is the next step?

Your Line Manager or the Board's Personnel Representatives will contact you to inform you of the date, time and venue of your exit interview. In the meantime, if you have any further questions, please do not hesitate to contact the Board's Personnel Representatives.



MAKE THE MOST OF YOUR EXIT INTERVIEW …….. BE PREPARED!

THINK ABOUT THE MAIN REASONS YOU ARE LEAVING YOUR CURRENT POST

Is it because ..... you didn't get job satisfaction?.. you are moving to another town/country?.. of personal reasons?.. you want to change your career?.. you need to look after dependants?.. you wanted promotion?.. you needed better pay?.. you needed better training prospects?.. you wanted better employee benefits?.. of something else, not mentioned above?

THINK ABOUT.....YOUR CURRENT POST

Think about the things you liked best about your job and the things you liked least. Consider your workload; were you able to manage it?

THINK ABOUT .....WORKING CONDITIONS

Think about your physical working conditions and the way in which you were managed. Consider things like: health and safety, training and development opportunities, personal growth, recognition, working relationships, morale and communication.

THINK ABOUT..... AYRSHIRE VALUATION JOINT BOARD AS AN EMPLOYER

Consider things like corporate communication, reputation and board policies.

THINK ABOUT.....YOUR FUTURE JOB/ORGANISATION (IF APPROPRIATE)

Think about why it is better than your current situation.

THINK ABOUT.....ANY IDEAS, SUGGESTIONS OR COMMENTS THAT WE AS AN EMPLOYER SHOULD CONSIDER.

Think about what changes we could make to our working conditions and management practices that would help to retain our employees.

REMEMBER.....PREPARATION IS THE KEY TO A MEANINGFUL EXIT INTERVIEW. IT WILL BE TOO LATE IF YOU THINK ABOUT WHAT YOU SHOULD HAVE SAID AFTER YOU HAVE LEFT US!

Appendix 4 – Making the Most of Exit Interviews

MAKING THE MOST OF EXIT INTERVIEWS

A GUIDE FOR THE BOARD'S PERSONNEL REPRESENTATIVES

The purpose of this booklet is to provide guidance notes outlining how labour turnover statistics should be calculated. Please ensure that you read and understand this documentation prior to carrying out the process.

CALCULATING THE STATISTICS.....

Statistics must be compiled on a quarterly basis. A sample statistical reporting form is shown overleaf to help you with this process.

The Separation Rate

The simplest and most usual way of measuring labour turnover is to measure the number of leavers in a period as a percentage of the number employed during the same period. This is the **separation** rate and it can be applied across the Board. It is expressed as follows:

$$\frac{\textbf{Number of leavers}}{\textbf{Average no. employed}} \times 100 = \textbf{SEPARATION RATE}$$

Unless there are special circumstances such as a sudden large increase in the size of the workforce, the average number employed is usually taken to be the number employed at the start of the period added to the number employed at the end, the total being divided by two.

Example

If there are 210 employees at the start of the period being studied, 222 at the end of the period and 72 leavers during the period, the separation rate is:

$$\frac{72}{\left(\frac{210+222}{2}\right)} \times 100 = 33.3\%$$

This simple index is useful in comparing the Board's turnover with that of other local organisations, or with the industry as a whole.

To produce the most meaningful information the index should be calculated by using voluntary resignations only, where the inclusion of unavoidable or anticipated labour turnover would be misleading. The separation rate is only a crude measure of the labour turnover problem therefore another calculation is necessary to make the distinction between new starters and experienced workers who can be much more difficult to replace.

The stability index

The stability index illustrates the extent to which the experienced workforce is being retained and is calculated as follows:

$$\frac{\textbf{Number of employees with one year's service (or more) now}}{\textbf{Number employed one year ago}} \times 100$$

Example:

If 160 current employees have been employed for one year or longer, and the total number of employees a year ago was 250 the stability index is:

$$\frac{160}{250} \times 100 = 64\%$$

As with all indices, the stability index is most useful in comparisons over a period or when benchmarking with other organisations.

N.B When calculating the above turnover statistics, figures must be based on all employees who have left the Board's employment, with the exception of those who have left under the following circumstances: ill health retirement, retirement, redundancy and dismissals.

SAMPLE FORM

AYRSHIRE VALUATION JOINT BOARD	**ANALYSIS OF LABOUR TURNOVER**
Department _____	Period _____
Section _____	Work Group/ _____
	Location _____
	Reference Number _____

SECTION A				
ANALYSIS	**APT&C**	**MANUAL**	**OTHERS**	**TOTAL**
Number Of Leavers In Period	27	43	5	75
Number Of Exit Interviews Conducted	25	40	5	70
Main Reasons For Leaving Codes	102 (X15) 107 (X1) 106 (X9)	101 (X5) 102 (X35)	107 (X2) 102 (X3)	101 (X5) 102 (X53) 106 (X9) 107 (X3)
No.Of Employees That Refused To Comply With Exit Interview	2	3	0	5
Separation Rate	$\frac{27}{\left(\frac{210+222}{2}\right)} x100$ =12.5%	$\frac{43}{\left(\frac{57+69}{2}\right)} x100$ =68.25%	$\frac{5}{\left(\frac{10+15}{2}\right)} x100$ =40%	$\frac{75}{\left(\frac{277+306}{2}\right)} x100$ =25.72%
Stability Rate	105 220 X 100 = 47.72%	45 55 X 100= 81.81%	8 11 X100 = 72.7%	158 286 x100 = 55.24%

SECTION B	**COMPLETED BY:**
REASONS FOR LEAVING CODES 101 Resign Job Satisfaction 102 Resign Better Pay 103 Resign Training Prospects 104 Resign Non-Pay Conditions 105 Reign Promotion 106 Resign Relocation 107 Resign Personal Reasons 108 Resign Career Change 109 Resign Other Reasons 110 Resign After Mat Leave 111 End of Temporary Contract	Designation _____ Name _____ Signature _____

Appendix 5 - Making the Most of Exit Interviewing

MAKING THE MOST OF EXIT INTERVIEWING

A GUIDE FOR EXIT INTERVIEWERS

INTRODUCTION

Ayrshire Valuation Joint Board has given a commitment to implement Exit Interviews and formally monitor labour turnover on an ongoing basis. This will enable the Board to compile factual data as a measure of its people management practices, morale and culture. As a result the Board will be able to identify the key factors affecting employee turnover and to recommend appropriate action to manage turnover and associated costs.

In support of this, we are implementing an Exit Interview Procedure which will give all employees that are leaving the Board the opportunity to express the main reasons why they are leaving, in a one-to-one interview. Any information that is gathered via this process must be handled in the strictest confidence and with the utmost sensitivity.

The purpose of this booklet is to provide guidance notes outlining how the exit interview process should be undertaken. Please ensure that you read and understand this documentation prior to carrying out the exit interview process.

TO MAKE THE MOST OF EXIT INTERVIEWING .....

READ THE FOLLOWING!

- **PREPARE FOR THE INTERVIEW IN ADVANCE.....**

  Research all the relevant background information i.e. the employee's career and Personal history in advance of the interview.

  Be aware of any previous jobs, transfers, promotions, performance appraisals, disciplinary action taken, grievances or requests for transfers. It is also advisable to have a copy of the employee's current job description.

- **GIVE THE EMPLOYEE TIME TO PREPARE IN ADVANCE.....**

Give the employee adequate notice of the interview in advance to enable them to prepare their thoughts, where this is practical. Also give them the guidance documentation well in advance to allow them to prepare fully for the interview.

- **TIMING.....**

It is recommended that the interview is conducted one week prior to the termination date. Also allow sufficient time for leavers to complete the process. The interview should normally last no longer than one hour.

- **SETTING.....**

Try to carry out the interview in an informal setting, to facilitate establishing rapport and encourage the employee to talk as freely and openly as possible. You should reassure them at the outset that the information gathered will be handled sensitively and in a confidential manner. Also try to outline the benefits of the process to them.

- **OFFER SUPPORT.....**

Be supportive throughout the process. Allow the employee to bring along their Trade Union Representative, a friend or a family member if they wish.

- **QUESTIONING.....**

Use direct questions in order to probe answers thoroughly as many employees are not entirely honest about their real reasons for leaving. Encourage the employee to be specific, factual and objective. Resist any temptation to fiercely defend the organisation or criticise the leavers performance.

- **IF YOU FEEL THAT THE EMPLOYEE IS NOT BEING OPEN WITH THEIR COMMENTS.....**

  Where the employee is concerned about revealing too many complaints because of future references needed, explain that an explanation of any difficulties will help their resolution and assure them that anything revealed will have no influence on any assessment to be made of his/her ability or any future offers of employment with Ayrshire Valuation Joint Board.

  If the employee still does not open up in the course of the interview, express concern that you have not been able to learn what is troubling him/her and suggest that he/she thinks the matter over and comes back the next day. It may be worthwhile to have 1 or 2 interviews with this type of employee because mutual discussion of such sensitive issues provides positive support for the employee and minimises any potential risks for the organisation.

- **FOLLOW-UP ACTION.....**

  Reassure the employee that if he/she has complaints which are well founded, the issues will be investigated so that similar problems do not recur.

- **CONCLUSION.....**

  Conclude the exit interview by wishing the employee well for the future and thanking them for their contribution.