



## Exit questionnaire and interview policy

Owner	John Harrison, Town Clerk
Reviewer	Emily Hastings, Corporate Services Manager
Previous versions	N/A
Templates used/adapted	Various other Council policies
Approver	Initial: Staffing Committee Final: Finance & Governance Committee
Date approved	30.04.25
Date of next review	2 years
Resolution number	FBR/24/5/70
Related policies/procedures	
Policy covers	All HTC
Revisions	11.11.25 Added in resolution numbers and disability statement

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If you require any support in understanding or applying this policy, please contact the Corporate Services Manager. In addition, in line with the Equality Act 2010, we will make reasonable adjustments to remove or reduce disadvantages faced by disabled employees, Councillors, or applicants.

## Introduction

1. Exit questionnaires and interviews provide valuable feedback on how well the Council is performing as an employer. They help the Council identify where change is necessary to improve the employment experience. This policy provides a framework to receive feedback from employees leaving the Council.

## Procedure

2. An employee resigns in writing to the Town Clerk, copying in their Line Manager and the Corporate Services Manager.
3. The Corporate Services Manager should check the notice period matches the contract.
4. The Corporate Services Manager should acknowledge the resignation in writing, copying in the Town Clerk, Line Manager and Responsible Finance Officer.
5. The Corporate Services Manager should ask employee to either complete an optional exit questionnaire and / or attend an optional exit interview.
6. The Line Manager should arrange to meet with the employee to discuss arrangements for them to leave, e.g. annual leave, equipment, hand over documents. The line manager/Corporate Services Manager to complete the mandatory leavers' checklist (appendix 3).

## Exit questionnaire and exit interview

7. The optional exit questionnaire (appendix 1) is designed to review the post, to examine the reasons why employees leave the Council, to identify any improvements in employment practice that could be made, act upon any expressed grievance or dissatisfaction speedily and appropriately, consider any team or organisational issues that may impact upon the retention of staff.
8. The optional exit interview (appendix 2) should cover: job content, working environment, staff care, development and support, recommendations for change, any grievance or dissatisfaction expressed by the employee.
9. Employees should be aware that any comments made will not influence future references or re-employment with the Council. Employees should also be aware that we may explore their answers to the questionnaire further if it is felt necessary to do so.
10. Exit interviews are usually conducted by a senior manager who is not the employee's line manager, and either one member of Staffing Committee or a relevant committee linked to the employee's role. The employee can request alternative interviewers.
11. Exit interviews and questionnaires are confidential. Some information, which would be relevant to making improvements may be shared with senior management. Employees would need to give their consent to allow this information to be shared.
12. Employees do not have a right to be accompanied to an exit interview but may feel more comfortable being accompanied by a work colleague or trade union representative. Being accompanied is subject to prior agreement. The companion cannot speak on the employee's behalf.

## Appendix 1 Optional Exit Interview Questionnaire

The purpose of the exit interview is to enable the Council to examine the reasons why employees leave the Council and to identify any improvements in employment practice that could be made. Once completed, this form should be sent to Corporate Services Manager. Employees should be aware that any comments made will not influence future references or re-employment with the Council. Employees should also be aware that they may be contacted by the Corporate Services Manager to explore their questionnaire further if it is felt necessary to do so. We may share information, which is relevant to making improvements with senior management, unless you state NO below.

Employee's Name:	
Job Title:	
Leaving Date:	

Reason for Leaving Please provide up to three main reasons for choosing to leave your current post within the Council? You may choose more than 3. Please expand on the reason(s) given in the space provided at the end of this section.

Temporary contract	<input type="checkbox"/>	Dissatisfied with salary	<input type="checkbox"/>
Lack of job security	<input type="checkbox"/>	Home relocation	<input type="checkbox"/>
Job dissatisfaction	<input type="checkbox"/>	Caring responsibilities	<input type="checkbox"/>
Dissatisfaction with working environment	<input type="checkbox"/>	Not returning to work following maternity leave	<input type="checkbox"/>
Lack of flexibility	<input type="checkbox"/>	Need for change	<input type="checkbox"/>
Promotion / higher paid job	<input type="checkbox"/>	Travel	<input type="checkbox"/>
Lack of training	<input type="checkbox"/>	Work closer to home	<input type="checkbox"/>
Career development opportunities	<input type="checkbox"/>	Retirement	<input type="checkbox"/>
Taking up full / part time education / study	<input type="checkbox"/>	Other personal reason	<input type="checkbox"/>
Other please state:			
Please give a full explanation as to your reason(s) stated above:			
Should the Council decide to look into the issues you have raised, in order to make improvements, do you give consent for the form to be shared with senior managers?			
<b>YES / NO</b>			
In order to better understand our turnover, it would be helpful to know if you are moving to a new employer, and if so your new job title and role?			
What would you improve to make our workplace better?			
What did you like about working for the Council / the job you are leaving?			
Employee's Signature (unless emailed):			
Date:			

## Appendix 2 Exit interview example questions

### Ask employee to sign consent form (Appendix 3)

The optional exit interview should cover: job content, working environment, staff care, development and support, recommendations for change, any grievance or dissatisfaction expressed by the employee.

1. What prompted you to search for another opportunity?
2. Do you feel your manager supported your success?
3. What were the best and worst aspects of your job?
4. How has your job changed since you started?
5. Did you consider your workload to be reasonable and in line with the job description?
6. What did the Council do to make you feel valued and recognised?
7. How would you rate communication with your colleagues and managers?
8. What suggestions do you have for the Council?
9. Could you provide examples of specific situations that could have been improved?
10. What factors could have influenced your decision to leave or stay with the Council?
11. Would you recommend this Council to a friend? Why or why not?
12. Did you share any of the concerns we discussed today with the Council before deciding to leave?
13. Do you have any comments or issues you'd like to address?

**Appendix 3 Exit interview consent form**

To be signed at the start of the exit interview

Employee's Name:	
Job Title:	
Leaving Date:	

Should the Council decide to look into the issues you have raised, in order to make improvements, do you give consent for the form to be shared with senior managers?  <b>YES / NO</b>
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Employee's Signature:
Date:

### Appendix 3: Mandatory Leavers checklist

The checklist must be completed by the line Manager/Corporate Services Manager and the employee. Please tick to indicate the following have been reviewed and if necessary returned or actioned.

	Actioned	N/A	Notes
Identity Badge	<input type="checkbox"/>	<input type="checkbox"/>	
E-mail account (contact IT contractor)	<input type="checkbox"/>	<input type="checkbox"/>	
One drive/My document (contact IT contractor)	<input type="checkbox"/>	<input type="checkbox"/>	
Laptop returned	<input type="checkbox"/>	<input type="checkbox"/>	
Mobile phone returned	<input type="checkbox"/>	<input type="checkbox"/>	
Other equipment returned	<input type="checkbox"/>	<input type="checkbox"/>	
Annual leave taken or RFO informed off annual leave to be paid	<input type="checkbox"/>	<input type="checkbox"/>	
Protective Clothing returned	<input type="checkbox"/>	<input type="checkbox"/>	
Car park pass returned	<input type="checkbox"/>	<input type="checkbox"/>	
Keys for offices, buildings, gates returned	<input type="checkbox"/>	<input type="checkbox"/>	
Relevant door & barrier codes are updated and appropriate personnel updated with new codes	<input type="checkbox"/>	<input type="checkbox"/>	
Corporate card returned	<input type="checkbox"/>	<input type="checkbox"/>	
Passwords/access code changed. Remove any links to any personal mobile phone numbers or personal email addresses	<input type="checkbox"/>	<input type="checkbox"/>	

- i. Immediately return (or arrange to be collected) all property and information belonging to us in your possession or under your control, including but not limited to login details and passwords for internal databases and IT systems or externally held software, apps, databases, websites etc.
- ii. Irretrievably delete any information relating to us which is in your control outside our premises.
- iii. If requested, provide a signed statement that you have fully complied with your obligations under this clause together with such reasonable evidence of compliance that we may request.