Exit Questionnaire and Exit Interview Procedure

Procedure Reference Number: 2009.51

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1 Procedure

1.1 Cheshire Constabulary is committed to the provision of a good working environment for its staff. The ability to recruit, retain, develop and progress individuals to meet current and future organisational needs is one of the most important human resource issues for Cheshire Constabulary. However, it is acknowledged that for a variety of reasons, people will leave the service, some after a short time and others after many years.

1.2 The aim of the Exit Questionnaire and Interview Procedure is to improve the retention, recruitment and workforce planning strategies, by establishing a system of monitoring and reviewing staff turnover trends, and to address any issues raised by individuals leaving the organisation.

1.3 Exit interviews provide leavers with an opportunity to share their views by completing an anonymous questionnaire and/or attending an Exit Interview. Exit Questionnaires will be issued to every individual leaving the organisation and every individual will be offered an Exit Interview.

1.4 This procedure is concerned with Police Officers including Probationer, Police Staff, Police Community Support Officers, Special Constables and Volunteers who have given notice to either voluntarily resign, transfer to another force, retire or leave due to redundancy. Outside of the scope are individuals who are thinking of resigning but have not yet resigned, individuals requiring to leave due to medical grounds, via disciplinary or performance process. The procedure does not apply to temporary agency workers.

2 Guidance

2.1 Exit Interview Questionnaire

All job holders who voluntarily resign or transfer to another police force will be sent an Exit Interview Questionnaire, and will be offered an Exit Interview. Questionnaires and interviews should be completed prior to the end of the individual’s notice period.

Exit Interview Questionnaires will be issued by the Multi Force Shard Service Human Resources Team, either electronically or via the post to individuals within the categories outlined in 1.4. Paper exit questionnaires are to be returned to Corporate Human Resources. All electronic and paper questionnaires returned will be read by Corporate Human Resources.

Exit Interview Questionnaires are confidential. Data obtained from an individual’s completed questionnaire will be collated with other responses and used to identify trends and patterns. Information gathered will be used to produce monitoring information to help the Constabulary to develop its employment practices. It will also be used as part of the statistical report to the Police and Crime Commissioner.
It may become necessary for Corporate HR to take further action as a result of information supplied by the employee on an Exit Interview Questionnaire, for example where allegations of sexual harassment have been made. In such a situation the HR Business Partner will contact the individual to arrange an Exit Interview to investigate the allegation.

2.2 Exit Interviews

Exit Interviews will be conducted by a HR Business Partner or a HR Advisor. The interviewer should not be the leaver’s line manager. At the request of the individual the Exit Interview can be with the Diversity Manager.

A leaver may wish to ask a third party to accompany them to the Exit Interview. The third party may be a Federation or Union representative, a workplace colleague, a Staff Association representative e.g. Black Police Association etc.

Information obtained from Exit Interviews will be treated as confidential and held on an exit interview file by Corporate HR. It may become necessary for Corporate HR to take further action as a result of information supplied by the employee at an Exit Interview, for example where allegations of sexual harassment have been made. In such a situation the HR Business Partner or HR Advisor, whom conducts the interview, will investigate the allegation, as per the Respect and Dignity Procedure.

3 Responsibilities

3.1 Leaver should:

- Ensure they complete a resignation form (F163 or 163a) to notify senior management and Multi Force Shared Service Human Resources of your intention to resign.
- Complete an Exit Interview Questionnaire form and if necessary select a third party to assist them in completing it.
- Ensure the information provided on the Exit Interview Questionnaire is accurate, honest and in good faith.
- Return the Exit Interview Questionnaire form electronically before leaving the organisation. If it is a manual document return this to Corporate Human Resources, HQ.
- Attend an Exit Interview if requested to by a HR Business Partner. This will be as a result of information supplied by the leaver on the Exit Interview Questionnaire. A leaver may wish to ask a third party to accompany them to the Exit Interview. The third party may be a Federation or Union representative, a workplace colleague, a Staff Association representative e.g. Black Police Association etc.
- Consider asking for an Exit Interview with a HR Business Partner or HR Advisor. A leaver may wish to ask a third party to accompany them to the Exit Interview. The third party may be a Federation or Union representative, a workplace colleague, a Staff Association representative e.g. Black Police Association etc.
Consider asking the Diversity Manager to conduct the Exit Interview in place of the HR Business Partner or HR Advisor. A leaver may wish to ask a third party to accompany them to the Exit Interview. The third party may be a Federation or Union representative, a workplace colleague, a Staff Association representative e.g. Black Police Association etc.

3.2 **Line Managers** have responsibility to:

- Remind staff of the importance of the Exit Interview process and encourage staff to complete and return the questionnaires.
- Encourage staff to attend an Exit Interview.
- Explain that the results of Exit Interviews will be treated as confidential insofar as no personal details will be attributed to their specific comments.
- When appropriate, address any relevant issues brought to their attention by Corporate Human Resources.

3.3 **Multi Force Shared Service Human Resources** will ensure that:

- Upon receipt of a notice that a member of staff is to leave the organisation, they will issue an Exit Interview Questionnaire electronically via e-mail, copying the line manager into the email. However if the member of staff is absent from the organisation at the time, for example due to illness, a form will be sent to their home address by post and the line manager advised by email that this has been done.
- Upon receipt of a member of the Special Constabulary giving notice to leave the organisation an Exit Interview Questionnaire will be sent to their home email address via Duty sheets or by post and the line manager advised via email that this has been done.
- Arrange for an Exit Interview with a HR Business Partner or an independent person from the Constabulary when an Exit Interview requested by a leaver.

3.4 **Corporate HR** will:

- Manage this procedure and in liaison with Data Delivery manage the statistical information.
- Receive all completed Exit Interview Questionnaires.
- Monitor and read all completed electronic and paper Exit Interview Questionnaires and, where it becomes apparent there may be an issue(s), raise the matter with the Head of Organisational Development and/or a HR Business Partner.
- Forward all paper Exit Interview Questionnaires received to the Data Delivery Team for statistical analysis.
- Arrange an Exit Interview with the Diversity Manager where requested by the individual.

3.5 **HR Business Partner** will:

- Invite a leaver to a confidential Exit Interview to clarify or verify information provided on the Exit Interview Questionnaire. Liaise will all relevant parties to investigate any allegations.
• Attend an Exit Interview where a leaver has requested one. The HR Business Partner can delegate attendance to a HR Advisor where appropriate.
• Progress any allegations with the Head of Employee Relations to ensure action is taken where appropriate.
• Feedback to the leaver the results of the investigation.
• Provide support to individuals and line managers to deal with issues identified where appropriate.

3.6 **Diversity Manager** will:

• Attend an Exit Interview where a leaver has requested one.
• Progress any allegations with the Head of Employee Relations to ensure action is taken where appropriate.
• Feedback to the leaver the results of the investigation.
• Provide support to individuals and line managers to deal with issues identified where appropriate.

3.7 **Data Delivery** will:

• Maintain an electronic monitoring system in relation to all forms returned electronically.
• Produce a quarterly and cumulative monitoring report for the Police and Crime Commissioner Staff Committee.
• Produce statistical returns to the Home Office that only contain general information.

4 **Appeals**

4.1 Appeals and complaints may be made verbally or in writing by members of staff internally via the Handling Grievances Procedure.

5 **Compliance**

I confirm that this document has been drafted to comply with the principles of the Human Rights Act and Equal Opportunity legislation as per force guidance.

In addition, Data Protection, Freedom of Information, the National Quality of Service Commitment and Health and Safety issues have been considered.

Adherence to this policy or procedure will therefore ensure compliance with all relevant legislation, internal policies and the Force values.

I do/do not agree that this document is appropriate for disclosure to the public.
Equality and Diversity Impact Assessment part 1

<table>
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<th>Potential Impact</th>
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<th>Does the procedure involve any of the following? (tick as appropriate)</th>
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<td><strong>High</strong></td>
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<td>- Exercise of statutory powers?</td>
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<td>- Dealing with or providing services to the public?</td>
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<td>- Recruitment &amp; selection, transfer or redundancy processes?</td>
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<td>- Training opportunities or career development schemes?</td>
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<td>- Other processes for managing staff? (ie. discipline, pay, allocation of benefits, etc)</td>
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<td>- Any other high risks not detailed?</td>
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*If any of the boxes below are ticked the impact is high and the Equality and Diversity Impact Assessment must be reviewed annually.*

| Medium           |   | - Dealing with the public, but not involving the exercise of statutory powers? |
|                 |   | - Providing services or facilities to staff? (ie. welfare, shower rooms, parking, intranet etc) |
|                 |   | - Any other medium risks not detailed?                                   |

*If any of the boxes below are ticked the impact is medium and the Equality and Diversity Impact Assessment must be reviewed every 2 years.*

| Low              |   | - Administration processes?                                             |
|                 |   | - Any other low risks?                                                  |

*If any of the boxes below are ticked the impact is low and the Equality and Diversity Impact Assessment must be reviewed every 3 years.*

Equality and Diversity Impact Assessment part 2

Consider the community as a whole and each of the protected characteristics: Age (includes all ages), Disability, Sex, Pregnancy and maternity, Race, Religion or belief, Gender reassignment and Sexual orientation, when answering the below:

1. Does this activity present an opportunity for improving equality outcomes for any of the protected characteristics? If so, how?
   - This activity will assist in identifying if individuals’ leaving the organisation have protected characteristic and are leaving due to issues regarding their protected characteristic.

2. Is there public/political concern in relation to any of the protected characteristics, attached to this activity? If so, what are those concerns?
   - No.
3. What other sources of information have been used in the development of this procedure i.e. HMIC Inspection Reports, Home Office Circulars?

| National Exit Interview Questionnaire. |

4. Does the procedure relate to the use of a statutory power? If so, under what circumstance could discrimination be acceptable?

| No. |

5. What data collection process exists for this procedure? How is the data monitored to ensure that the impact is not discriminatory or disproportionate? e.g. Use of community intelligence. If reviewing the procedure what are the results of the monitoring?

| Data is collated by Data Delivery team and included in the quarterly Police Authority Staff Committee report. The data is monitored to ensure the impact of individuals leaving is not due to discrimination and any specific issues are addressed. The data is monitored to identify trends in particular roles or groups where individuals are leaving. |

6. What evidence is there that actions to address any negative effects in one area may affect other areas of equality?

| If individuals whom are leaving are from a specific protected characteristic group, e.g. females leaving due to child care issues and working hours where there is a low number of females within that particular role. |

7. When the Race and Diversity impact assessment has included consultation, who was consulted? (Include a summary of the key points)

| N/A |

8. Has the procedure been altered following the consultation? (Include a summary of the key changes)

| N/A |

9. Has feedback been given to the groups involved in the consultation?

| N/A |

Date Impact Assessment completed: 20/01/12