**Exit Interview Questionnaire**

**Faculty of Medicine and Health University of Leeds**

**Confidential**

|  |  |  |  |
| --- | --- | --- | --- |
| Reference number |  | | |
| Job Category (completed by HR) |  | | |
| Institute/School: (completed by HR) |  | | |
| Length of time in current role: (completed by HR) |  | Length of time in University: (completed by HR) |  |
| Leaving Date:: |  | Reason for leaving; Resignation/redeployment/end of FTC | |

|  |  |  |
| --- | --- | --- |
| **1** | **What do you think have been the best parts of working for the University?** | |
|  | | |
| **2** | **In your opinion, do Managers in the Faculty/School/Institute provide a clear sense of direction and communicate this effectively? Please give examples if you can.** | |
|  | | |
| **3** | **Were you able to access appropriate training and development opportunities when required? Is there any development you would have liked to help you in your job?** | |
|  | | |
| **4** | **Did you feel involved in decisions which affected your work and team? Please give examples if you can** | |
|  | | |
| **5** | **Do you believe that you have faced any barriers or been treated unfairly as a result of your gender, race or any protected characteristic? Please give some examples to illustrate your answer.** | |
|  | | |
| **6** | **Do you feel you were treated with respect by others in the Faculty/School/Institute? Please give examples to illustrate your answer.** | |
|  | | |
| **7** | | **What led to your decision to leave?** |
|  | | |
| **8** | | **Were you actively looking for another job or did you just happen to spot a great opportunity?** |
|  | | |
| **9** | | **Were there any other concerns you had about your work here, which made you want to leave and if so could you give us more information?** |
|  | | |
| **10** | | **What, if anything would have made you stay?** |
|  | | |
| **11** | | **Would you come back? If not, why not?** |
|  | | |
| **12** | | **Are there any other comments you want to make about your employment at Leeds?** |
|  | | |
| **13** | | **Are you happy for the comments you have made today to be attributed to you or would you prefer your comments to be anonymised? Please cross out as appropriate.** |
| I am happy for the comments I have made today to be attributed to myself  I would prefer my comments to be anonymised/remain confidential  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Leaver Signature Date  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Interviewer Signature Date | | |

Please return completed form (paper or electronic) to Pauline Findlay in Faculty HR (medhroff@adm.leeds.ac.uk)

**Exit Interview Panel Members**

**Faculty of Medicine and Health University of Leeds**

**Judith Bell**

Human Resources Manager

Medicine and Health HR

**Robert Butler**

Human Resources Manager

Medicine and Health HR

**Samantha Guy**

Human Resources Manager

Medicine and Health HR

**Bridget Millar**

Human Resources Manager

Medicine and Health HR

**Angela Chatham**

Human Resources Officer

Medicine and Health HR

**Laura Dowling**

Human Resources Officer

Medicine and Health HR

**Abigail Henriques**

Human Resources Officer

Medicine and Health HR

**Sharmin Khan**

Human Resources Manager

Medicine and Health HR

**Sharon Pinder**

Human Resources Officer

Medicine and Health HR

**Kay Prangnell**

Human Resources Officer

Medicine and Health HR

**Elaine Brock**

Head of Business Development

School of Medicine

**Claire Black**

Business Manager

LIME

**Jo Bentley**

Business Manager

Clinical Academic Training

School of Medicine

**Jim Brierley**

School Education Service Manager

School of Dentistry

**Tim Brown**

Head of Corporate Governance

Corporate Management and Governance, National Institute for Health Research Organisation (NIHR)

**Sarah Buckland**

Director of Unit

INVOLVE Support Unit, National Institute for Health Research Organisation (NIHR)

**Sarah Clark**

Institute and Research Manager

Leeds Institute of Health Sciences (LIHS)

School of Medicine

**Alasdair Dewar**

Business Manager

Leeds Institute of Cancer and Pathology (LICAP)

School of Medicine

**Claire Godfrey**

Business Manager

School of Dentistry

**Sara Hayes**

Project Manager

Faculty Office Functions

**Sarah Hawksworth**

School Education Service Manager

School of Healthcare

**Janet Holt**

Senior Business Manager

St James’s Campus Infrastructure and Facilities (SCIF) School of Medicine

**Jacqueline Hunt**

Business Manager

School of Psychology

**Adrian Iredale**

Business Manager

School of Medicine

**Carolyn Keirs**

Institute Business Manager

Leeds Institute of Cardiovascular and Metabolic Medicine (LICAMM) & Leeds Institute of Medical Education (LIME)

School of Medicine

**Wendy Kennedy**

Business Manager

Leeds Institute of Cancer and Pathology (LICAP)

School of Medicine

**Lesley McGorrigan**

School Education and Workload Model Manager

School of Psychology

**Angela O’Keefe**

Business Manager

School of Healthcare

**Terry Owens**

Faculty Education Service Manager

School of Medicine

**Steve Rose**

Business Manager

Leeds Institute of Rheumatology and Musculoskeletal Medicine (LIRMM)

School of Medicine

**Anthea Stanley**

Business Manager

Institute of Biomedical and Clinical Sciences (LIBACS)

School of Medicine

**Tom St-David Smith**

Business Manager

Leeds Institute of Clinical Trials Research (LICTR)

School of Medicine

**Shelley Walmesley**

Student Education Service Manager

Leeds Institute of Medical Education (LIME)

School of Medicine

**Exit Interviews**

**Faculty of Medicine and Health**

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An exit interview is a two way discussion between someone who is about to leave the School of Medicine and a colleague from the School to explore the reasons why the person is leaving, to learn about their experiences of working in the School and to use the information to improve the overall working environment.

The School of Medicine Athena Swan Action Plan introduced the principle of face to face discussions to supplement the existing University online exit survey. This approach will be piloted initially within the School with the intention of rolling this out across the Faculty of Medicine and Health.

The Faculty aims to build greater job satisfaction, improve working practices and ensure that team members want to remain employed by the University.

**All employees who are leaving the School/University will be invited to participate during their notice period.**

**This two way discussion will help us to:**

* Understand more fully reason(s) for leaving.
* Receive valuable feedback about working conditions, management and the culture of the organization.
* Understand what you enjoyed about working for the University and conversely, what concerns you have.
* Capture rich data to assist in prioritising opportunities for improvement in working conditions.
* Improve strategies regarding staff retention.

**And will enable you to:**

* Have a voice about your experience of working within the School of Medicine.
* Give valuable feedback about working conditions, management and the culture of the organization.
* Tell us what you enjoyed whilst working for the School and conversely, what concerns you had.
* Have a chance to give constructive feedback, and to leave on a positive note, with good relations and mutual respect.

***We have anticipated that you may have some reservations about attending an ‘exit interview’ and we hope the following information will help answer some of the questions you may have.***

**What is the process?**

When you resign your manager sends a termination form through to Faculty HR.The Faculty HR team will contact you to see if you are willing to have an exit interview, and send you a list of independent interviewers in order for you to choose for yourself who you would like to meet with. You can choose someone outside your particular School/Institute if you wish.

**When will the discussion take place?**

That will be up to you. Given that your time before you leave will be precious, your HR contact will ask you for diary dates in the first instance before contacting the individual of your choice to arrange a meeting.

**How long will it take?**

Approximately 30 minutes.

**What exactly will we want to talk about?**

You will be sent a list of the main areas we want to talk to you about before the meeting takes place. This is to ensure that:

* You are not taken by surprise and feel as if you are being ‘put on the spot’ or ‘interrogated’.
* You have time to think about the topics for discussion beforehand which may help you to formulate a more thoughtful response.

**Won’t being honest result in repercussions and affect my chances of coming back in the future or have an impact on references?**

Definitely not! Constructive feedback will not result in repercussions in terms of any future employment with the University or have any impact on references. Exit interviews are not just about you voicing any opinions you may have of a negative nature. It will allow the Faculty to learn why you have resigned and determine whether changes need to be made so other colleagues don’t follow suit. We also want to learn about what we are doing well and how we can continue to build on what we are doing well for the future. THIS INFORMATION WILL BE CONFIDENTIAL AND NOT ATTRIBUTED TO INDIVIDUALS.

**Isn’t all this just a formality to tick boxes?**

No. We can appreciate that you would not wish to take part in an exit interview if you felt that the process was just a formality and that any feedback you provided would be ignored. We can assure you that we fully intend to make improvements based on constructive suggestions that come to light during these discussions.

**What will you do with the information that I provide?**

* The colleague you meet with will make notes of the conversation and send the paperwork to Faculty HR. Faculty HR will input the information electronically in order to run quarterly and, where requested and appropriate, anonymised statistical and qualitative reports. This will help to highlight trends and issues which can be used to improve our practices. If you are happy for your feedback to be given or, indeed, request that this is done, this will be actioned by the appropriate person and in accordance with University policies. The paper version of your interview notes will be destroyed. The electronic version will be uploaded to the confidential area of webtop which has very limited access.
* We can assure you that the information you provide will be confidential should you wish it so, unless you agree to or request that your feedback be attributed to you and communicated to the relevant people. Where certain issues that are flagged up do need to be shared they will be anonymised if you request this.
* If you do raise any concerns which may relate to behaviours which are in breach of the University’s policies you will be asked whether you wish to have these dealt with through university processes so that we can try to address the situation both for you and for your colleagues. Your decision in the matter will be final
* Although it is unlikely, there may be some information which we cannot keep confidential, eg allegations of criminal acts. Where such allegations are brought to our attention the interviewer will tell you that they will need to draw these allegations to an appropriate person. The discussion will then proceed with no further reference to the allegations.

***Please make sure that you sign the relevant area of the questionnaire in order to indicate your wishes.***

**Will this replace any departmental handover meeting with my Line Manager?**

No. Exit interviews have a different focus and have no bearing on any meeting you may have with your Line Manager regarding work handover.

**Will my Line Manager be informed of my attending an Exit Interview?**

No. We will not contact your Line Manager regarding the arrangement of an exit discussion.

**If I attend an exit interview does this mean I am not required to complete the Central University online questionnaire?**

That’s right. We are hoping that face to face discussions will enable the Faculty to capture data more comprehensively. However you can do so if you wish.

**What if a convenient time cannot be arranged?**

The preferred method for holding the meeting is face to face while you are still employed by the University. However if this isn’t possible you may, if you wish, choose to have the discussion over the phone either during your notice period or within a month of leaving the University.

**I am on a fixed term contract. What will happen to my exit interview notes if I am offered a new contract before my last day of service?**

In these circumstances you can decided to allow the comments made in your exit interview to stand and be included in the quarterly reports, or you can ask for your comments to be rescinded and destroyed.

**Due to the nature of my role it’s possible that even in an anonymised report based on staffing data I could be identified. How will you make sure this doesn’t happen?**

We can assure you that before submitting any report we will double check to make sure that no individual can be identified. For example if there is only one person within a job category who has left over the reporting period we will either include the individual’s data to the next reporting period or roll it up with another staff category.

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**Comments**

Should you have further questions regarding the exit interview or wish to comment/provide feedback on the actual process please do so via email to:

**Judith Bell**, **Human Resources Manager**

Email: [j.bell@adm.leeds.ac.uk](mailto:j.bell@adm.leeds.ac.uk)

Tel: 30420

**Exit Interviews: Interviewers Guide**

**Your Questions Answered**

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**The School of Medicine Athena Swan Action Plan introduced the principle of face to face discussions to supplement the existing University online exit survey.**

**This two way discussion will help the Faculty to:**

* Understand more fully the reason(s) for resignation.
* Receive valuable feedback about working conditions, management and the culture of the organization.
* Understand what the leaver enjoyed about working for the University and conversely, what concerns they had.
* Capture rich data to assist in prioritising opportunities for improvements in working conditions.
* Improve strategies regarding staff retention.

**This two way discussion will enable the leaver to:**

* Have a voice about their experience of working within the Faculty.
* Give valuable feedback about working conditions, management and the culture of the organization.
* Convey what they enjoyed whilst working for the Faculty and conversely, what concerns they had.
* Have a chance to give constructive feedback, and to leave on a positive note, with good relations and mutual respect.

**How will the process work?**

* The School/Institute Line Manager will submit a Termination Form and Resignation Letter to a member of the Faculty HR Team.
* A member of the Faculty HR team will process the documentation in the usual way and send an acknowledgement letter to the leaver.
* A copy of the acknowledgement letter will be given to Pauline Findlay in the Faculty HR Office who will contact the leaver via email or telephone to invite them to attend an exit interview.
* If the leaver is happy to attend an interview Pauline will liaise between the leaver who will choose one of the panel to be their reviewer.
* Pauline will allocate each interview a reference number and will complete the basic information on the form. You could double check this information at the start of the interview as a means of starting the conversation.
* After the interview has taken place the completed questionnaire should be given to Pauline for processing.

**What exactly will be discussed?**

The leaver will be sent a copy of the questions. This is to ensure that they are not taken by surprise and feel as if they are being ‘put on the spot’. In addition, allowing them time to think about the topics for discussion in advance may help them formulate a more thoughtful response*.*

**Will all staff leaving their employment with the Faculty be invited to attend an exit interview?**

Initially all employees within the School of Medicine who are terminating their contract of employment with the University will be invited to participate in an exit interview during their notice period.

**Exit Interviews: Interviewers Guide**

**Discussion Guidance**

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**Getting employees to reveal the real reason they're leaving can sometimes be difficult. We hope the following tips will prove helpful.**

**Positioning and Tone**

Encourage the departing employee to summarise his or her employment experience before addressing specific questions. The tone should be conversational and lead up to what factors influenced their decision to leave. In this way the interview seem less like you are firing questions at the leaver **and** leads to a more balanced reflection of the strengths and improvement areas within the Faculty.

**Be Sensitive**

Be sensitive to potential differences between people leaving for other employment and those resigning for ‘personal reasons’. Put yourself in the leaver’s shoes and ask yourself how you would feel if you were asked those questions. Try to avoid the style of questioning that asks for feelings and emotions. It is a lot easier for an employee to rate the effectiveness of a process rather than how they feel about the process.

**Confidentiality**

Ensuring confidentiality of responses to a certain point is the foundation for building on response rates and encourages a frank exchange. It is important to stress that you value their feedback and make it clear that all information will be treated as strictly confidential unless they request the feedback be attributed to them and communicated to relevant people. Please ensure that Question **15** is not left blank and that the leaver signs the questionnaire.

If during the interview the individual raises concerns about behaviour which may be in breach of University policies you should offer the individual the opportunity to discuss with HR whether they wish to take this through formal university processes so that their concerns can be addressed, and which may result improving the work environment for others. The individual’s decision as to whether they wish to take this approach is final. You should not get into discussion about the details or allegations – bearing in mind that you are hearing only one side of the story.

Although it is unlikely there may be some information which we cannot keep confidential, eg allegations of criminal acts. Where such allegations are brought to our attention you must tell the interviewee that you will need to draw these allegations to an appropriate person. The discussion will then proceed with no further reference to the allegations. The leaver may choose not to co-operate with any further investigation, but that is not something which you need to be concerned about for the purposes on the exit interview.

**Reading between the Lines**

Although the leaver will have been reassured that the information they provide will be classed as confidential (if they request so) their answers may still be influenced by their need for a reference or the fear of repercussions. Consequently, to avoid burning bridges or risk future job references they may often give generic answers. For example, if they say that they have been offered more money with another employer, this doesn't actually explain why they started looking for a new job in the first place. It may in fact be that the employee didn't get on with their manager or a team colleague, or that they think they were unfairly overlooked for promotion. You can then use their response to determine whether there are any **underlying issues** that need to be addressed.

**Actively Listen and Keep Good Notes**

Try to avoid ‘second guessing’ any answers you may receive, ensure that you write down **exactly** what the leaver says and keep good notes in order that Faculty HR can input correctly.

**Shift the Focus**

Employees who’ve left should be reminded that the exit interview is designed to learn more about concerns that may be affecting **all** staff. Chances are they bonded with at least one co-worker, so this type of encouragement may prompt them to open up and enable them to ‘help’ their former colleagues.

**Grievances**

Ensure that you pick up on anything which resembles an expression of dissatisfaction with their employment. Similarly you should also look out for reasons that might lead to employees claiming constructive dismissal or discrimination. If, during the interview, the employee starts making accusations against a colleague, don't act too hastily in offering an opinion or response – simply write down what they say and refer back to Faculty HR Managers as it may be that some wrongs could be corrected before the employee leaves.