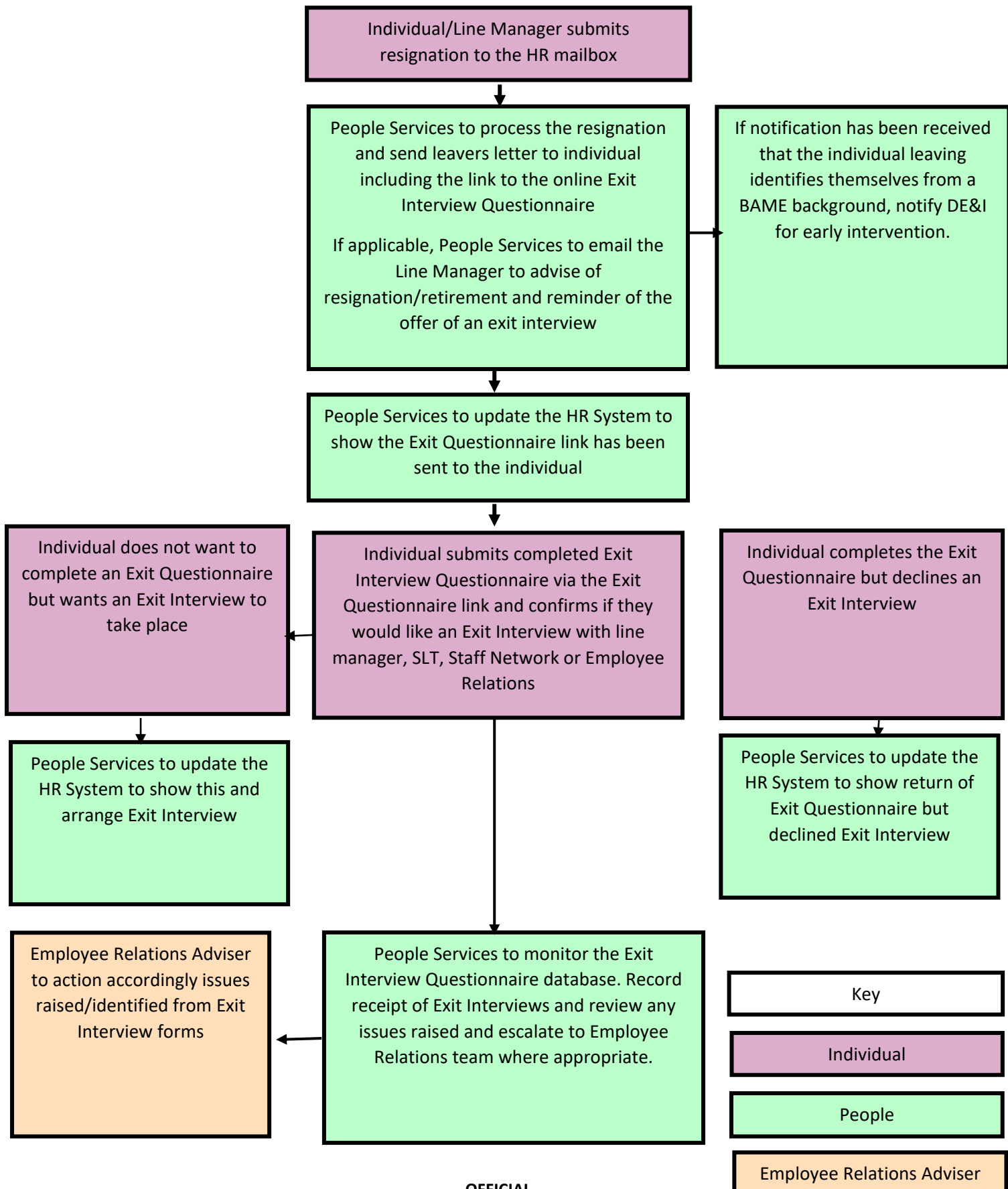


Exit Interviews

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Flowchart



Policy Statement

Summary All officers and staff are encouraged to engage in the Exit Questionnaire and Exit Interview procedure.

Exit interviews and questionnaires enable the Force to gain valuable insight into the reasons why individuals leave the organisation and identify any changes that would assist in the retention of officers and staff in the future.

This policy outlines the:

- Procedures to be followed by individuals who are leaving the organisation;
 - Procedures to be followed by line managers prior to an individual leaving the organisation; and
 - Processes for identifying any learning or issues that require further action to be taken.
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Scope This policy applies to all police officers and police staff.

Principles

- General**
- The aim of an Exit Interview and Exit Questionnaire procedure is to improve the retention, recruitment and workforce plan strategies by establishing a system of monitoring and reviewing staff turnover and trends whilst addressing any issues raised by our people to ensure we continuously improve West Yorkshire Police as an employer of choice.
 - It is an opportunity for individuals to provide the Force with valuable feedback and share their experience whilst employed by West Yorkshire Police.
 - It is strongly encouraged for all officers and staff to complete an online Exit Questionnaire and/or attend an Exit Interview with either their line manager, a member of the senior leadership team, a support staff network, the Diversity, Equality & Inclusion (DE&I) team, or a member of the employee relations, in order for the Force to best understand any reasons for leaving.
 - Information provided within the Exit Questionnaire will be used to measure employee experience and gain valuable details for the future to be developed into Force training initiatives and policy change.
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- Follow up**
- Where an interview or questionnaire highlights a grievance, potential

Action	<p>grievance or an issue that needs to be addressed, such cases must be referred immediately and confidentially to an Employee Relations Advisor for action.</p> <ul style="list-style-type: none"> • Where an interview or questionnaire highlights experienced or witnessed acts of discrimination, harassment, bullying or similar incidents these matters must be referred immediately and confidentially to an Employee Relations Advisor for action. • In such circumstances, support will be offered and, where appropriate, the matter dealt with under existing procedures.
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Employee Leaving

Why is it Important?	<ul style="list-style-type: none"> • West Yorkshire Police recognises that people are vital to the delivery in “Keeping our communities safe and feeling safe”. • In order to achieve our Policing Strategy and become an excellent organisation it is important to retain our workforce whilst also understanding any reasons for leaving the Force.
Obligations on the Employee	<ul style="list-style-type: none"> • In order to achieve meaningful feedback on an individual’s West Yorkshire Police experience, it is essential for employees to engage with the Exit process through completing an Exit Questionnaire and/or attending an Exit Interview with either management, senior leaders, a support staff network, DE&I team or employee relations.
Completion of the Exit Questionnaire	<ul style="list-style-type: none"> • All individuals are asked to complete an online Exit Questionnaire upon receipt of the formal notification of their intention to leave the Force. • This document takes only a few minutes to complete and provides the Force with valuable information which can be used to measure employee experience and develop working practices for the future.
Exit Interview	<ul style="list-style-type: none"> • All individuals are strongly encouraged to attend an Exit Interview. • An Exit Interview is ordinarily undertaken by the line manager or a member of the Senior Leadership Team. However, it can also be undertaken by a member of the Support Staff Network, the DE&I team or Employee Relations if preferred. • The Exit Interview gives the opportunity to engage in a one to one discussion about an individual’s reasons for leaving and provides the Force with valuable feedback. • The interview may be conducted face to face or over the telephone.

Decline to Complete	<ul style="list-style-type: none">• If an individual does not wish to engage in the Exit process, this will be recorded onto the HR IT system.
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Early Notification

General	<ul style="list-style-type: none">• West Yorkshire Police are an inclusive employer, and as such are fully committed to addressing issues which may arise resulting in an individual leaving the organisation.• Therefore, if an individual submits a request to leave the Force and identified themselves as from a BAME background, early intervention will be adopted to understand the reasons for leaving.• Individuals are encouraged to resolve any workplace issues when they arise, as opposed to when they are leaving the organisation.
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Responsibilities

Individual	In order to achieve meaningful feedback on an individual's West Yorkshire Police experience it is essential for individuals to engage with the Exit process through completing an Exit Questionnaire and attending an Exit Interview.
Line Manager	<p>Line managers are responsible for:</p> <ul style="list-style-type: none">• Conducting discussions with police officers and police staff who have expressed their intention to leave the organisation. The purpose of this discussion is to determine whether adjustments to their work could be made in order to retain their service;• Exploring any outstanding issues. It may well be that the individual may reconsider their decision to leave;• Encouraging individuals to complete their Exit Questionnaire as soon as possible;• Carrying out the Exit interview where requested; and• Completing and returning to People Services the Exit Procedure Checklist Form.
People Services	<p>People Services are responsible for:</p> <ul style="list-style-type: none">• Monitoring the exit questionnaire database;• Arranging exit interviews, where applicable;

- Updating the leaver monitoring data on the HR IT system;
- Identifying from the questionnaires where there have been potential issues of discrimination, harassment, bullying, or other inappropriate behaviour which may have been experienced or witnessed;
- Running quarterly anonymised data information for analysis; and
- Reporting to Employee Relations any trends and/or issues of concern.

Employee Relations

Employee Relations are responsible for:

- Contacting leavers to discuss any issues raised in the exit interview/questionnaire, where applicable;
- Conducting exit interviews, where applicable; and
- Dealing with emerging issues reported by the interviewer and advising the interviewer accordingly.

Monitoring and Reporting

Management Reports

- Information on the questionnaire and from the interview will be collated and analysed quarterly, and results will be made available at the Senior Leadership Team meetings.
- Any action as a result of identified disproportionate trends will be decided by the SLT.
- Data will be collated and returned to the Home Office as part of the annual data requirement, including:

Numbers of People	By
<ul style="list-style-type: none"> • Leaving the service; • Leaving due to medical or disciplinary reasons; • Resigning voluntarily; or • Transferring 	<ul style="list-style-type: none"> • Ethnicity; • Gender; • Length of time in service; • Main reason for leaving; • Staff group (whether police officer, police staff, etc) and • Rank or scale, if applicable

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