LONDON
METROPOLITAN
UNIVERSITY

Exit interview procedure

First approved by Finance & Human Resources Committee 08.10.02

Update approved by Finance & Human Resources Committee 11.06.03

Policy updated January 2004 following consultation with the unions

Exit interview questionnaire questions updated March 2007

April 2017: terminology updates

April 2019: reviewed by HR, no changes made

July 2019: reviewed by HR and Stonewall

October 2021: reviewed by HR; no changes made

December 2022: exit feedback questionnaire link updated

December 2023: reviewed by HR; feedback mechanisms clarified

May 2024: reviewed and updated for MyView

Exit interview procedure

1. Why do we offer staff an exit interview?

1.1. An exit interview is a tool to help us elicit reasons why staff leave, alongside ad-hoc informal feedback from heads of school/department. It provides an opportunity for members of staff to raise issues of concern with their line manager prior to leaving our employment.

1.2. We capture the reasons that staff leave the University to identify any retention issues or trends. We also capture information for internal monitoring purposes and for statistical returns to the Higher Education Statistical Agency (HESA).

1.3. Data from exit interviews can be used to inform any priority issues or changes and to identify training needs or required initiatives including developing retention strategies for staff.

2. Who is offered an exit interview?

2.1. Exit interviews are normally offered to all substantive staff on open-ended or fixed term contracts. Due to the nature of their contract, casual staff (including MetTemps) and hourly paid lecturing staff are not normally offered an exit interview.

2.2. Staff who have resigned will be invited to complete an exit questionnaire via MyView. If they wish to meet with their line manager to discuss their exit interview, they can request this.

3. What information do we collect?

3.1 Generally, the exit interview collects information on the following:

- Reasons for leaving
- Any issues that arose during the member of staff’s employment, which need to followed up or investigated
- Improvements the university can make for the future
- The compensation and benefits package
- Conditions under which the member of staff would have stayed
- The forwarding address / new organisation of the member of staff

3.2 Information collected from exit interviews will be held, confidentially, in MyView and accessed by Human Resources, for monitoring purposes.

4. Guidance on conducting exit interviews

4.1. Planning and preparation

4.1.1. Ensuring familiarity with the process

Before the interview takes place, interviewer should ensure that they are familiar with this guidance and the exit questionnaire in MyView, which forms the basis of the interview.

4.1.2. Choosing the right venue

Careful consideration should be given to the venue to ensure that it is private, quiet and accessible as information disclosed may, in some interviews, be sensitive or private. Exit interviews can be conducted face to face or by post or, if necessary, over the phone.

4.1.3. The possible disclosure of sensitive information

In some instances information may be provided which is sensitive and has a range of implications which may have led to the postholder leaving their employment. Interviewers are advised to judge whether they should share this with the head of school/department or the Human Resources team.

4.2. When to conduct the interview

4.2.1. The timing of an exit interview can have a bearing on the quality of the information gathered, in particular, the importance to the individual of a satisfactory employment reference. If the exiting member of staff feels that they need to protect their reference, they are not likely to be as honest and open as possible. The interviewer is therefore advised to reassure them that this is not the case as an exit interview is separate to the provision of references and discussions at an exit interview will not affect the content of any reference provided.

4.2.2 Conducting an exit interview in the last few days of the exiting individual’s employment is normally the most appropriate time.

4.2.3 The interviewer is advised to agree a mutually convenient time to conduct the exit interview with the member of staff.

4.3. At the exit interview

The interviewer should summarise the purpose of the interview and its aims and objectives. They should clarify what will happen to the information they provide during the interview, for example that relevant issues/points of concern will be fed back to their head of school/department, so that that feedback can be assessed and improvements made, if necessary, to assist in the retention of staff.

4.3.1. If the interviewee requests that certain information remains confidential, the interviewer will judge whether this is appropriate or whether it should be disclosed under the duty of care obligations of London Metropolitan University as an employer. This is best clarified at the beginning of the meeting.

4.3.2. The online exit interview questionnaire should be used as a framework for discussion, allowing the member of staff to expand on points and raise other issues, as appropriate.

Exit interviews should be conducted in a structured, consistent way. Interviewers should ensure that they are as effective as possible in interviewing techniques, asking open questions in order to elicit as much information as possible from the member of staff and providing the member of staff with the opportunity to add additional information throughout the interview.

4.3.3. Any findings or actions from the meeting should be recorded at the exit interview meeting. Before leaving the meeting the member of staff will be given the opportunity to view what has been recorded and, if they are content that this represents an accurate record of the discussion, to sign it. The member of staff may or may not wish to sign the questionnaire to verify the comments recorded. If they refuse to sign it, that should be noted on the MyView exit questionnaire and the member of staff invited to add any comments they wish to make.

5. Post exit interview procedure

5.1. Exit interview data will be collated by Human Resources for annual monitoring and evaluation purposes. Monitoring will include reasons for leaving the university, turnover statistics, equal opportunities data and statistics for HESA.

5.2. Human Resources will identify any trends in reasons for leaving or workplace issues or concern/requiring action. This will include any issues related to the individual’s sex, race, disability, sexual orientation, class, age, religion, gender identity and expression or any homophobic, biphobic or transphobic issues and any issues related to or arising from bullying and harassment as defined in our Harassment Policy. Any trends or issues will be shared with the head of school/department or more widely, as appropriate.

5.3 Any feedback on improving the exit interview process could be made more efficient, e.g. by reviewing the question format/additional sections, etc. should be fed back to Human

Resources by completing our feedback form or by emailing comments to hr@londonmet.ac.uk or via one of our staff networks.