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**SECTION 1 VERSION CONTROL**

<b>Version No.</b>	<b>Date</b>	<b>Post Holder/Author</b>	<b>Post</b>	<b>Reason for Issue</b>
<b>1.0</b>	<b>April 2005</b>	<b>Shakeel Khalil</b>	<b>Principal Personnel Officer</b>	<b>New Document</b>
<b>1.1</b>	<b>Nov 2007</b>	<b>Azhar Saddique</b>	<b>Personnel Officer</b>	<b>National Process</b>

**SECTION 2 BACKGROUND**

The National Exit Interview Questionnaires will be used as a monitoring method as well as exploring ways to improve internal communication, revise job roles, ideas on retention (so we can address them to prevent other staff leaving for the same reasons), review of market data (if a large number of staff are moving for increased salaries or benefits), review of managers style/leadership, ideas on how to increase motivation/morale, training & development issues and awareness of other issues in the team/department.

In line with many other employers, Nottinghamshire Police will conduct pre-exit interviews with employees who are leaving the organisation to ascertain why they are leaving, what could be improved and to seek feedback on organisational policies and initiatives. The information collated from exit interviews can identify trends and organisational issues that need to be addressed.

This Policy will apply to all people who work for the Force (Police Officers, Police Staff, Special Constabulary, volunteers and trainees).

This policy will be applied to all leavers, except in the case of dismissal.  
The policy applies to both temporary and permanent staff.

## **SECTION 3 AIMS / OBJECTIVES**

### **3.1 Aim**

The aim of this policy is to enable Nottinghamshire Police to improve its retention of staff by establishing a system to monitor and review staff turnover trends and to address any issues raised by members of staff who are leaving the organisation. This will also enable the Employee Relations and Equalities Section to monitor feedback on employment and equality policies.

### **3.2 Purpose**

The exit interview process provides an opportunity both to thank the individual for their contribution to the service and, at the same time, to gather valuable information about the post they are leaving. The interview may generate useful feedback including reasons why the individual has decided to leave the organisation, feedback about their experience of working for Nottinghamshire Police and suggestions for improvement.

### **3.3 Legal Basis**

This policy puts into practice some of the key principles of equality law, in that exit interviews assist in highlighting perceived inequalities and fairness issues. Furthermore, public authorities are required to monitor staff turnover by race and disability, as a minimum, to fulfil the positive duty to promote equality. The Chartered Institute of Personnel and Development and the Home Office Dismantling Barriers Group advocate the use of exit interviews to identify fairness at work issues and to assist in organisational improvement. This policy adopts the national exit interview procedure for the police service.

## **SECTION 4 DETAILS**

### **4.0 Guidance and Procedures**

#### **4.1 Notification of intention to leave**

Individuals should notify their line manager of their intention to leave as soon as possible, but giving no less than the period of notice in their contract of employment or Police Regulations. The line manager should inform the local Personnel Office and the relevant HR Manager as a matter of urgency.

#### **4.2 Exit interview questionnaire**

Upon receipt of formal notification of an individual's intention to leave the service, the HQ/Divisional Personnel office will send the National Exit Interview Questionnaire (see appendix 1) to the individual and invite them to an exit interview with the local HR Manager (see suggested template at Appendix 2). The template letter should be adapted to the individual circumstances as necessary. This policy does not affect a Police Officer's entitlement to request an interview with the Chief Constable at any time during their service.

#### **4.3 Choice of Exit interviewer**

The individual may elect to have their exit interview with their line manager or Head of Department/Divisional Commander instead if they prefer, if this is the case they will need to notify their HR Teams of this request. Probationer Constables will be given the option of an interview with a member of Probationer Training. The chosen exit interviewer should be informed by the relevant HR Teams so that they can arrange a convenient time and private meeting room to conduct the interview as soon as possible, before the member of staff leaves the Service. A colleague or staff association friend may accompany the individual if they wish.

#### **4.4 The Exit Interview**

The individual (interviewee) should complete the National Exit Interview Questionnaire and bring it to the Exit Interview; the questionnaire forms the basis of discussion. The person conducting the interview should document any further issues raised both positive and negative and take action as appropriate, in consultation with the HR Manager. Guidance can also be sought from Employee Relations and Equalities. The interviewer should explore any outstanding issues; it may be appropriate to deal with emerging issues or influence thinking, such that the individual may reconsider their decision to leave. The interviewer may advise the member of staff on options for overcoming any barriers to staying or re-joining in the future (i.e. Work-life balance support, Career Break Policy, the Dispute Resolution Procedure, Mediation, Mentoring and Career Development).

#### **4.5 After the Exit Interview**

The Exit Interviewer should ensure that any feedback or actions agreed at the interview are implemented. A copy of the National Exit Interview Questionnaire and any additional notes from the exit interview should be provided to the relevant HR Teams/HR Manager so that local trends can be monitored and also for NSPIS to be updated.

#### **5.0 Roles and Responsibilities**

##### **5.1 Exit Interviewer**

The Exit Interviewer will ensure that the interview is conducted in a private meeting room or office, free from interruptions. They will document the key points on the National Exit Interview Questionnaire or make additional notes and return the completed paperwork to the HR Teams/HR Manager.

##### **5.2 Exit Interviewee**

The member of staff will inform their line manager in writing of their intention to leave as soon as possible, giving at least the period of notice required by their employment contract or Police Regulations. If the individual declines the offer of an exit interview, they will still be asked to complete the National Exit Interview Questionnaire.

##### **5.3 Line Manager**

The line manager will inform their HR Manager and Personnel that a member of their staff is leaving, as a matter of urgency.

##### **5.4 HR Manager**

The HR Manager will keep copies of completed questionnaires and address individual matters arising as appropriate. They will also identify divisional / departmental trends and recurring issues that may require remedial action such as feedback, development plans, management advice, awareness raising or changes to policies and practices. The results of this monitoring will be shared at the Personnel Group meetings to aide organisational learning.

##### **5.5 Personnel**

The relevant HR Teams will enter the required data from the National Exit Interview Questionnaires onto the HR System. This will enable the Force to monitor organisational trends and complete Home Office returns.

#### **6.0 Who Should See the Completed Questionnaire?**

Unless given permission, the only people who should see the completed questionnaire will be selected staff in the divisional/departmental personnel team, senior management, ER&E team and staff associations.

The National Exit Interview Questionnaire information may be entered onto a Database, which may be used to provide statistical reports and summaries. Again, only select individuals from personnel teams and senior management will have access to this database. Individual names will not appear on any reports run from this database.

## **7.0 What is Done with the Information Collected?**

The National Exit Interview Questionnaire information will be summarised at the end of each financial year by the ER&E team and a report will be provided to the Police Authority as part of the regular reporting process. No names or identifying information will be included in this report. Nottinghamshire Police will use the information gathered as part of their strategic planning and to address specific issues such as retention. Departments will use information to identify the need for changes in their local practices and to identify training and development needs of supervisors and other staff.

## **8.0 Further Information**

Further information on the procedure is available from:

- Divisional/Departmental Human Resource Managers
- HQ Employee Relations and Equalities – Ext. 2410

## **SECTION 5 LEGISLATIVE COMPLIANCE**

This document has been drafted to comply with the general and specific duties in the Race Relations (Amendment) Act 2000, Data Protection, Freedom of Information Act, European Convention of Human Rights and other legislation relevant to the area of policing such as, Employment Act 2002, Disability Discrimination Act 1995, Sex Discrimination Act 1975 and Employment Relations Act 1999.

## APPENDICIES

### Appendix One: NATIONAL EXIT INTERVIEW QUESTIONNAIRE

#### **Why are we seeking information on reasons for leaving?**

This questionnaire gives you the opportunity to tell us honestly about how we are doing as a Force. This information can also be helpful to:

- identify reasons for and trends in turnover
- identify areas needing change within the Force in its policies, procedures or practices
- identify any training & development needs for remaining staff (including management training needs)

Anonymous statistics will also be collated nationally from this form and used to inform national policing policy. The information supplied will be treated in the strictest confidence and will not affect any job references given by us in any way. Please help us to understand why you are leaving the Force so that we can improve things for others if need be.

#### **The Exit Interview Questionnaire**

This exit interview questionnaire is designed for completion by Police Officers, Police Staff and Special Constables who have given notice either to resign voluntarily or to transfer to another Force. Your answers will not, in any way, prejudice any references given by this Force.

Police Officers & Police Staff, not including Special Constables

- The questionnaire must be completed and handed in to the person specified below by the date shown. (This should be before your notice period expires).

Special Constables

- Please return the completed questionnaire to the person specified below before you leave the force. If you are not able to return the questionnaire by this date, you may return your completed questionnaire by post/email.

You may also be invited to interview. If this is the case, this questionnaire should be completed before the date of your interview and handed in on the day of your interview. Please retain a copy for yourself and bring it along to your interview. The interview will usually take place before your notice expires.

Exit interviews will be conducted by a trained person who is either part of or instructed by the HR department to ensure independence and consistency. The interview is confidential and any notes taken during the interview will also be confidential.



DATA PROTECTION ACT 1998

The information you provide in this form is covered by the rules set out by the Data Protection Act 1998. The data will be used to assess your reasons for leaving the Police Service, and anonymised force level data will be reported to the Home Office.

**Questionnaire to be completed and returned to:**

---

.....

**By (date):** .....

**You will not be required to attend an exit interview**

**You have been invited to attend an exit interview – details are attached**

**You may want another person to accompany you to the interview or to help you complete the form. Please let us know if you would like one of the following to attend interview with you:**

First Contact/Mentor	Unison representative	<input type="checkbox"/>
Representative from WIN	Staff association representative (officers)	<input type="checkbox"/>
Representative from OUT	Other, please state	<input type="checkbox"/>
Representative from BPA	.....	<input type="checkbox"/>
Representation from DAWN	.....	<input type="checkbox"/>

**Please complete this form if you are a Police Officer (including Probationer), a Police Community Support Officer, other member of Police Staff or a Special Constable and are leaving this Force or transferring to another Force. Secondees or those who have reached ordinary retirement age or who are leaving on medical grounds should not complete this form.**

**Please answer all questions. If a question does not apply to your role (this may be the case for Special Constables and PCSOs in some parts), please indicate this in the 'Not applicable' or 'Don't know' columns.**

---

**SECTION 1 - ABOUT YOU**

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NOT PROTECTIVELY MARKED

Name:

Present job title:

Status:  
Perm/Temp/Fixed

Rank/Grade:

Division/Area:

Police Officer - Probationer  
 Police Officer – Post Probationer  
 Police Community Support Officer  
 Police Staff  
 Special Constable


What are your main reasons for leaving the Force?  
 Are you:-

- Domestic reasons / Lifestyle
- Joined regulars
- Change in main work commitments (Special Constables only)
- Your role
- Lack of reasonable adjustments
- Pay & conditions
- Training / career development reasons
- Management issues
- Organisational culture
- Relationship with colleagues
- Fairness at work
- Discrimination or harassment
- Found another / better job
- Other (Please state).....
- .....
- .....


Voluntarily resigning?   
 If so, what organisation are you going to join? (optional)

Transferring to another force?   
 If so, which one?

Length of service with the Police  
 Length of service within this Force

0-6 months	
7-12 months	
1-2 years	
3-5 years	
6-10 years	
11-15 years	
16+ years	

0-6 months	
7-12 months	
1-2 years	
3-5 years	
6-10 years	
11-15 years	
16+ years	

Working for the Force

Yes No

Would you consider working for this Force again?

Would you recommend this Force to others?

NOT PROTECTIVELY MARKED

**SECTION 2 – TRANSFER TO ANOTHER FORCE**

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**This section is only applicable to those who are transferring to another Police Force.**

**If you are leaving the Police Service, please go straight to Section 3**

On a scale of 1 to 4 please indicate below how the following factors influenced your decision to transfer:  
(Please tick appropriate box)

	Least Influenced		Most influenced		Not applicable
	1	2	3	4	
Better flexibility of working	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Higher level of allowances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Domestic reasons	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Satisfaction / dissatisfaction with management style or organisational culture in Force	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of reasonable adjustment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shorter travelling distance to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better housing / better quality of life / lower cost of living	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other: Please state ..... .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*(The following three questions may not apply to Special Constable, Police Staff & PCSOs)*

On promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To improve promotion opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More opportunities to specialise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PLEASE GO STRAIGHT TO SECTION 4

**SECTION 3 – YOUR REASONS FOR LEAVING**

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We would like to know why you, as a Police Officer, Police Community Support Officer, other member of Police Staff or Special Constable are leaving this Police Force.

Please note that some of the questions in this part may not be applicable to Special Constables, Police Staff or PCSOs. If this is the case, please place a tick in the 'Not applicable' column.

**DOMESTIC CIRCUMSTANCES / WORK LIFE BALANCE**

On a scale of 1 to 4 please indicate below how the following factors influenced your decision to leave. (Please tick appropriate box)

	Least Influenced			Most influenced	Not applicable
	1	2	3	4	
Cost of living in area too high	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of reasonable adjustment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Travel to work difficulties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effect of job on home life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unable to agree flexible or part time working shift system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No longer able to give up 4 hours per week (Special Constables only)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Childcare/caring responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-return following maternity leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (Please state)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
.....					
.....					

	Yes	No
Did you seek help or support internally on any of the above?	<input type="checkbox"/>	<input type="checkbox"/>

If YES, from whom or from which department did you seek help?  
 .....

NOT PROTECTIVELY MARKED

NOT PROTECTIVELY MARKED

**YOUR ROLE**

On a scale of 1 to 4 please indicate below how the following factors influenced your decision to leave:  
(Please tick appropriate box)

	<b>Least influenced</b>		<b>Most influenced</b>		<b>Not applicable</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	
<b>The job was not what I expected it to be</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Lack of or poor training</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Lack of job satisfaction</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Volume of work too much</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Volume of work too little</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Too much paperwork</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Too much expected / required of the role</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>My skills/knowledge not utilised to full potential</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Lack of opportunities to progress in my career</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Inadequate equipment / systems provided for present role</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Other</b> (Please state) .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
.....					

**MANAGEMENT/SUPERVISION**

On a scale of 1 to 4 please indicate below how the following factors influenced your decision to leave:  
(Please tick appropriate box)

	<b>Least Influenced</b>		<b>Most influenced</b>	
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>Management attitude</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Management behaviour / style</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Access to supervisors and managers, including senior managers</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Lack of support from line manager /supervisor</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Lack of communication from management</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Did not feel valued by management</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Management not listening /responding</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Lack of direction &amp; leadership within organisation</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Other</b> (Please state).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
.....				

**REMUNERATION / WORKING CONDITIONS**

NOT PROTECTIVELY MARKED

On a scale of 1-4 please indicate below how the following factors influenced your decision to leave. (Please tick appropriate box).

	Least influenced		Most influenced		Not applicable
	1	2	3	4	
Pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Allowances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benefits, (e.g. pension, annual leave)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shift working	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frequent change to hours of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inconvenient hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of flexibility in hours of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The way in which requests for flexible working are considered	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Allocation of overtime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Allocation of leave/bank holidays	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Amenities (e.g. sports, social, canteen, parking)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of facilities to meet cultural/religious requirements (canteen, prayer rooms etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (Please state)..... .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

NOT PROTECTIVELY MARKED

**SECTION 4 – WHAT YOU THINK ABOUT THE FORCE**

---

We would like to know what you think about various aspects of the Force by answering the following questions:-

If any question does not apply to you (e.g. because you are a Special Constable, Police Staff or PCSO), please tick the ‘Don’t know’ or ‘Not applicable’ box rather than not answering the question.

**TRAINING / CAREER DEVELOPMENT**

How would you rate the following? (Please tick appropriate box)

	Poor	Satisfactory	Good	Excellent	Don't know
Initial induction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Student officer (Police Officers only)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training for Special Constables / PCSOs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities for further education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities for & access to career development training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities for & access to promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities for & access to specialist roles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to mentor, buddy or other support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**CULTURE / RELATIONSHIPS AT WORK**

How would you describe the following? (Please tick appropriate box)

	Poor	Satisfactory	Good	Excellent
Relationship with senior management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationship with line manager / supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationship with colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationship with trainers and/or tutors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feeling valued	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognition of achievement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provision of positive guidance / feedback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





**SECTION 5 – ADDITIONAL INFORMATION**

---

**Please add any additional or explanatory information that you feel would help us understand better your reasons for leaving and help us improve the organisation for others:**

**Thank you for completing this questionnaire. Your answers will be treated in confidence.**

**Please complete if applicable:**

Name of Interviewer (Please print) .....

Job Title .....

Date of Interview .....

**SECTION 6 – EQUAL OPPORTUNITIES**

---

The police service is an equal opportunities employer and is determined to ensure that:

- The workforce reflects the diverse society which it serves and that the working environment is free from any form of harassment, intimidation, bullying or victimisation.
- Member of staff is treated more or less favourably on the grounds of gender, sexual orientation, age, marital status, race, colour, nationality, ethnic or national origins, creed, religion or disability.
- Member of staff is not disadvantaged by conditions or requirements which cannot be justified by the requirements of the job

The information on this form is for monitoring purposes only. Completion of this section of the questionnaire is voluntary, but the information will help us ensure equality of opportunity.

**This information forms no part of the exit interview process. It will be detached from your questionnaire on receipt.**

**Appendix Two: Suggested invitation letter**

Ref

Dear Name

**EXIT QUESTIONNAIRE AND INTERVIEW**

As you will shortly be leaving Nottinghamshire Police, I would like to ask you to complete the enclosed exit questionnaire, and to meet with me for an Exit Interview.

Exit Questionnaires and Interviews give staff the opportunity to share positive experiences, raise issues or make suggestions for improving the post they are leaving and allows the organisation to identify any fairness or management issues that need to be addressed. The feedback from staff who leave the organisation can assist us in improving policies, practice and the working environment. All Exit Questionnaires and Interviews are carried out confidentially and records will be sent to the Personnel Department for monitoring purposes and any appropriate action. Questionnaires and records of Exit Interviews are not kept on personal files and will not affect any future employment references.

I would like to suggest the following date and time for your exit interview:

Date Time Venue

Please contact me to arrange another time if this appointment is not convenient. A staff association representative or other colleague may accompany you if you wish.

Alternatively, you may prefer to have your exit interview with your line manager or Head of Department. If so, please indicate this on the reply slip below and return to me as soon as possible so that I can make these arrangements.

If you do not wish to take up the offer of an exit interview your wishes will be respected. However, please do complete the enclosed questionnaire, and either bring it to your exit interview, or return it to me by your last day of service with the Force.

NOT PROTECTIVELY MARKED

Thank you for your co-operation and on behalf of Nottinghamshire Police, may I wish you well for the future.

Yours sincerely

Name  
HR Manager

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Exit Interview – Reply Slip

I do/do not\* wish to accept your invitation to an Exit Interview

I would prefer to have an Exit Interview with (please tick) -

My Line Manager       Head of Department       Probationer Training

Signed: \_\_\_\_\_ Print name: \_\_\_\_\_ Date: \_\_\_\_\_

Section: \_\_\_\_\_ Department: \_\_\_\_\_

\*Please delete as appropriate

NOT PROTECTIVELY MARKED

## **Appendix Three: Guidance notes for exit interviewers**

### **What is the Purpose of the Exit Interview?**

An exit interview is conducted with a member of staff who is shortly to leave the Service. There are several reasons why people leave the organisation and the purpose of the interview is to discuss with the factors that have led to their decision to leave.

The purpose is to gather valuable information about the post they are leaving, including the reasons why and any feedback they can offer about the post or organisation.

Analysis of the information obtained from the process should enable the organisation to:

- Share organisational learning and good practice
- highlight areas where retention is proving particularly challenging
- look at ways of reducing staff turnover
- monitor reasons for departure
- highlight training needs
- highlight personal development needs
- provide feedback to managers and colleagues
- develop appropriate employment policies and procedures
- resolve issues raised and, in some cases, retain the member of staff

### **When should the interview take place?**

As a general rule, upon receipt of formal notification of an individual's intention to leave the service, for whatever reason, an offer should be made for the individual to be interviewed to discuss the exit process and reasons for leaving. The HR Manager will usually conduct the interview; however, the member of staff will have the option of seeing their line manager or Head of Department/Division if they wish.

The completion of the questionnaire and participating in an interview are important but voluntary.

The interview should be held as soon as possible, but in any case prior to the leaving date.

It is essential that the reasons for leaving be obtained as near as possible to the time the decision was made. It may be possible at an early stage to influence the decision to leave, and in some cases the interview may identify unresolved issues that could be tackled and result in retaining the member of staff. The exit interviewer should advise staff on the possible channels for resolution of any outstanding issues including mediation, fairness at work procedure, work-life balance schemes, career break policy, the services of welfare & counselling, mentoring and careers advice and the staff associations.

## **Planning the Interview**

For the Exit Interview Process to be effective it is important for the interview to be properly planned and structured.

Prepare for the interview just as you would prepare for a selection interview – ensure you know about the individual, the role, etc and plan the supplementary questions you will ask.

Continued employment is about knowing the individual's needs and meeting them. A resignation suggests those needs were not being met. The interview should be used to probe those factors that have contributed to the decision to leave, but also to probe for positive factors and their positive experiences. The national exit questionnaire should be used as a basic framework, but additional questions should be introduced as necessary to discuss the issues that have influenced the individual's decision to leave the organisation.

It is important to choose the right environment, free from interruptions and where the discussion cannot be overheard, to ensure that confidentiality is maintained.

You will need to be prepared to control the interview to meet the objectives and encourage a constructive exchange. It is important that the interviewee feels you are genuinely interested and prepared to take some action if that is appropriate and possible.

Remember that the interview is a two way process and it may be appropriate to deal with emerging problems or influence thinking, such that the individual will reconsider their decision to leave the organisation.

## **Holding the Interview**

You should welcome the individual and put them at ease by explaining the purpose of the interview and reassuring them of the confidentiality of the process. Establish rapport and use the skills utilised for other types of face to face situations (i.e. recruitment interviews or performance appraisals). The interviewer should adopt a role of asking, listening and reflecting.

'Open' questions will encourage the member of staff to talk freely. You should try to establish the views and opinions of the leaver. Their responses to your open questions will give you clues as to what further probing questions you could ask to obtain valuable feedback. It can be useful to ask for examples in order to validate the information given.

Avoid 'leading' questions or expressing your own views. Avoid reporting other people's beliefs or opinions. Use 'Closed' questions to check information or get straightforward facts.

Thank the individual for attending the interview.

**After the Interview**

Write up notes of the information gleaned from the interview. Send the completed exit questionnaire under confidential cover with any supporting notes to the HR Manager with a copy to the local Personnel office.

If any actions were agreed with the interviewee, be sure they are carried out as quickly as possible afterwards, consulting the HR Manager and/or other Personnel specialists as appropriate. Inform the individual of actions taken if appropriate, particularly if this may encourage them to reconsider their decision to leave or ensure that they part with the organisation on good terms.