

## **SECTION 10**

### **TERMINATION**

#### **10.06 EXIT INTERVIEWS**

**AUTHORITY:** CIVIL SERVICE ACT

**ADMINISTRATION:** PEI PUBLIC SERVICE COMMISSION  
GOVERNMENT DEPARTMENTS / AGENCIES

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## 1. PURPOSE

1.01 To create a process which enables the employer to gather useful feedback from employees exiting the department /agency and to provide employees an opportunity to share their views of the organization and gain closure. This information can guide the development of new or enhanced human resource policies and procedures.

## 2. APPLICATION

2.01 This policy applies to Departments and Agencies under the jurisdiction of the *Civil Service Act*.

## 3. POLICY

3.01 All classified or temporary employees, with a minimum of one year continuous service, exiting the department will be given the questionnaire to complete and will then be interviewed. It is intended that the questions will be answered with respect to the most recent position held by the employee. The interview will be conducted by the Departmental HR Manager or delegate.

3.02 The following guidelines should be followed:

- The interviewer should possess strong interpersonal skills and have credibility within the department.
- The interview is to be conducted in a respectful and confidential manner.
- The information must be handled and shared in a sensitive manner (ie. context; not detailed content will be shared). If there is a lack of trust, management may mistakenly attribute causes of turnover and other organizational problems to over-reported but comfortably discussed explanations, or even mistake lack of discussion for an absence of problems.
- The questionnaire is not placed in the employee's personnel file.
- The process is transparent and all information (both strengths and opportunities for improvement) is reviewed by the employee prior to sharing with the department.

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3.07 Non-identifying information may be shared with other HR Managers to promote the development of progressive HR policies and procedures across the Civil Service.

#### 4. PROCEDURES

4.01 A month prior to exit, the Human Resources Manager or suitable designate schedules a time, during the employee's last week, to conduct the interview. The following steps should be followed:

- One week prior to the interview, the employee is asked to complete the questionnaire on his or her own.
- Set aside at least one hour to move through the Exit Interview Questionnaire (see attachments 5.01 & 5.02 - Exit Interview Questionnaire and Guidelines).
- At the interview, review the purpose of the exercise and the process for sharing the information.
- Review the employee's responses and seek clarification where necessary. Document all modifications to the employee's responses.
- Review your notes with the employee to ensure he or she is comfortable with the content. This will help to maintain trust and establishes an accurate record.

4.02 Share relevant information within the department. If the employee is not comfortable with the information being shared directly, only present their feedback in summary form in conjunction with other employee's exit information. The summary should only contain the context of the responses and not the actual content nor any identifying information.

4.03 Celebrate and share successes with the supervisor and within the department.

4.04 Develop an action plan to address the opportunities for improvement.

4.05 If there are serious HR issues (eg. possible workplace harassment), the Public Service Commission should be consulted and a formal process may be initiated.

4.06 Share 'themes' with the HR Managers Group and consider opportunities for the development or modification of HR policies and procedures.

## **5. ATTACHMENTS**

5.01 Attachment ( Exit Interview Questionnaire )

**CIVIL SERVICE  
EXIT INTERVIEW QUESTIONNAIRE**

Name of Employee: \_\_\_\_\_

Length of Service (Position): \_\_\_\_\_

Present Position: \_\_\_\_\_

Total Length of Service: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Employment Outline: \_\_\_\_\_

Division: \_\_\_\_\_

\_\_\_\_\_

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

\_\_\_\_\_

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**-- Confidential --** This document is not a part of your official file. It is used as a research and quality improvement document for the organization only.

**ORIENTATION**

- Was there adequate orientation to your current position?

**EXPECTATIONS/JOB DUTIES**

- Were your duties consistent with your expectations when you accepted the position?
  
- Was the level of responsibility reasonable/unreasonable? Why?
  
- What was satisfying about the job? Why?
  
- What was least satisfying? Why?
  
- Did your job afford you an opportunity to participate and/or be involved in the decision making process? If not, what changes would you suggest.

## **CAREER/PERSONAL DEVELOPMENT**

- How would you describe the support you received in terms of your career/personal development and training (for example, was appropriate training provided)?
  
- To what extent were you encouraged to take on additional responsibilities within your work unit?
  
- Were there opportunities for:
  - a) growth?
  
  - b) promotion?

## **WORK ENVIRONMENT**

- How would you describe staff morale in the work unit?
  
- What suggestions would you have, if any, to improve morale?
  
- How effective was communication within your work unit and within the department, i.e. regular staff meetings, information sharing and information on changes in policy?
  
- What changes, if any, would you make in the work environment (i.e. the atmosphere, conditions and physical environment)?

## **SUPERVISOR**

- Describe your relationship with your supervisor.

- Did you always feel like you had adequate direction/know what was expected of you?
- What type of feedback/evaluation did you receive? Were there regular performance appraisals?

**DEPARTURE**

- Could you please share your reasons for leaving?
- Would you recommend this workplace to others?
- Would you discuss both the strengths and opportunities for improvement that exist within this workplace.
- Would you be interested in becoming a 'mentor' to a junior employee within the Civil Service?  
(Note: this valuable role would be voluntary/unpaid)
- Do you have any suggestions regarding the type of information/support that should be provided to employees to assist them as they consider retirement from the Civil Service?
- Additional information/comments.

Interviewer: \_\_\_\_\_ Employee: \_\_\_\_\_

Date: \_\_\_\_\_