



POLICY No. 2018-05 Exit Interview Process

Originating Department Human Resources

SMT Approval: 2018-10-19

Council in Committee: N/A

Recommendation #: N/A

Council Approval: N/A

Resolution #: N/A

Revision History: [Click here for revision history](#)

1. PURPOSE

This Policy is designed to identify workplace, organizational or human resources factors that may have contributed to an employee's decision to leave Haldimand County; to enable the employer to identify any trends requiring attention or any opportunities for improving our ability to respond to employee issues; and to help us to improve and continue to develop recruitment and retention strategies aimed at addressing workplace issues.

This Policy covers the procedure to be followed when employees of Haldimand County agree to complete an exit survey/interview process when they leave our employment either voluntarily or through retirement.

2. POLICY

The Corporation of Haldimand County ("the County") is committed to ensuring our employees experience: an environment fostered on respect, cooperation, training and development opportunities; competitive salary and benefits; and overall job satisfaction. Participation in the Exit Interview Process will provide feedback from departed employees to enable the County to understand why employees are leaving and, through analysis, enable the County to identify concerns and trends that may need to be addressed.

Information received through the Exit Interview Process will be sent to and reviewed by the employee's General Manager and the CAO upon receipt in order to address any issues of immediate concern.

On a regular basis, survey results will be consolidated and analyzed by Human Resources staff to identify common themes or determine trends that may need to be addressed. A summary will be forwarded to the Senior Management Team on a semi-annual basis for their review. The summary, prepared by Human Resources, will include:

- Appropriate statistical information in regards to the number and divisional/hierarchical distribution of employee departures during the previous six months and reasons for leaving, excluding confidential information;
- An analysis of any trends or common themes indicated in the exit interview feedback.

The SMT review of the semi-annual consolidated report will result in:

- Actions or interventions necessary to address identified corporate issues including, but not limited to, training, coaching, counselling, wellness initiatives, compensation reviews, etc.

3. DEFINITIONS

3.1. Exit Interview Questionnaire – a document available on-line or via a paper copy containing questions relevant to management, wages, benefits, environment, career opportunities, training and job satisfaction (Attachment 1).

4. RESPONSIBILITIES

4.1 The CAO's Office will:

- forward an invitation to the exiting employee asking them to complete an on-line Exit Interview Questionnaire prior to their last day of work, once the employee-confirmed departure date has been received;

4.2 The Employee shall:

- have the opportunity to provide written feedback on information they feel would be beneficial for Haldimand County to know about their employment experience;
- have the opportunity to discuss any concerns with the Director, Human Resources or other relevant management representative, including the applicable General Manager or CAO.

4.3 Human Resources staff shall:

- forward to the Employee's home address, on an exception basis and for Volunteer Firefighters, a letter along with a paper-copy questionnaire and self-addressed stamped envelope. When these questionnaires are returned they will manually be entered into our system; Volunteer Firefighter's responses will not be entered into the system, however, will be reviewed following the same process described below;
- within ten days of receipt, review the completed Exit Interview Questionnaire and, depending on what has been indicated by the Employee, the Manager of Human Resources or the employee's requested management representative, may contact the employee to discuss notable areas of concern, unless the Employee indicated they wanted no further contact from the Employer;
- within a further ten days (maximum twenty days after receipt), provide a copy of the completed Exit Interview Questionnaire to the applicable General Manager and the CAO, along with any additional feedback (if applicable) from the discussion with the departing employee;

- share the results of the questionnaire with the applicable Manager, ONLY if the Employee has indicated that the information can be shared with the Manager;
- consolidate Corporate responses on a semi-annual basis and prepare a summary for SMT's review that does not reveal individual identities.

Voluntary Participation and Confidentiality:

- Employees are asked to participate in the exit interview process on a voluntary basis. If an employee chooses to participate in an exit interview, he/she will be encouraged to be honest, candid and constructive in their responses;
- The individual employee responses will be treated as confidential, and shared only with applicable Human Resources Division staff, the employee's General Manager and the CAO, except in those cases where the employee has indicated it may be shared with their Manager.

5. REFERENCES

6. ATTACHMENTS

6.1. Attachment 1 Exit Interview Questionnaire

REVISION HISTORY	
SMT REVISION DATE	DETAILS



HALDIMAND COUNTY EMPLOYMENT EXIT QUESTIONNAIRE

Your opinion is important to us! The information you provide by completing this Employment Exit Questionnaire will be used in our continuing efforts to improve our workplace. We want to know what you think we do well as an Employer as well as how we can improve and therefore be more competitive in the labour market.

Please note:

This Questionnaire is available to all Permanent Part-time and Permanent Full-time employees who are leaving Haldimand County. Individual Questionnaire responses and suggestions will be summarized in order to maintain anonymity unless you provide your authorization to share the information with your Manager. There will be no repercussions resulting from an individual's opinion noted on this Questionnaire.

***REQUIRED INFORMATION**

Name (optional):	*Date Completed:
*Position:	*Division: <input type="checkbox"/> Emergency Services <input type="checkbox"/> Volunteer Firefighter <input type="checkbox"/> Grandview Lodge <input type="checkbox"/> Facilities & Parks Operations <input type="checkbox"/> Finance <input type="checkbox"/> Information Systems <input type="checkbox"/> Clerks / POA <input type="checkbox"/> Human Resources <input type="checkbox"/> Support Services <input type="checkbox"/> Community Development & Partnerships <input type="checkbox"/> Economic Development & Tourism <input type="checkbox"/> Planning & Development <input type="checkbox"/> Environmental Services <input type="checkbox"/> Engineering Services <input type="checkbox"/> Roads Operations <input type="checkbox"/> Fleet & Equipment Operations
*Department: <input type="checkbox"/> Corporate & Social Services <input type="checkbox"/> Community Development & Services <input type="checkbox"/> Engineering & Capital Works <input type="checkbox"/> Financial & Data Services <input type="checkbox"/> Public Works Operations	

What is your primary reason for leaving Haldimand County? <input type="checkbox"/> Retirement <input type="checkbox"/> Higher Pay <input type="checkbox"/> More hours <input type="checkbox"/> Better Benefits <input type="checkbox"/> Career Advancement <input type="checkbox"/> Change in Career Choice <input type="checkbox"/> Work Environment <input type="checkbox"/> Work Location
What is your secondary reason for leaving Haldimand County? <input type="checkbox"/> Retirement <input type="checkbox"/> Higher Pay <input type="checkbox"/> More hours <input type="checkbox"/> Better Benefits <input type="checkbox"/> Career Advancement <input type="checkbox"/> Change in Career Choice <input type="checkbox"/> Work Environment <input type="checkbox"/> Work Location

(If applicable) What does your new Employer offer that encouraged you to accept their offer?
I have the following general suggestion(s) to make Haldimand County a better place to work:

Please respond to the questions below based on your work expectations and actual work experience at Haldimand County. Each of statements 1. through 28. reflects an aspect that is important for work life satisfaction. Please insert your suggestions and comments, if you so choose.

<p>Each of these questions identifies an aspect that is important for worklife satisfaction. Please choose one response to indicate the level of satisfaction you experienced while working at Haldimand County →</p>	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree	No answer
1. I was satisfied with the interaction I experienced with my co-workers.								
2. I was satisfied with my pay.								
3. I was satisfied with my benefits.								
4. I was satisfied with the training opportunities provided.								
5. I was satisfied with career advancement opportunities.								
6. I was satisfied with the resources provided to do my job.								
7. I was satisfied with the level of cooperation between work groups, divisions and departments.								
8. I was satisfied with my physical work environment.								
9. I was satisfied with my supervisor.								
10. I was satisfied with the leadership (Supervisors, Managers, General								

Managers, and Chief Administrative Officer).								
11. I was satisfied with quality improvement practices.								
12. I was satisfied with corporate communications.								
13. I was satisfied with the communications within my work group.								
14. I was satisfied with the way individual work is recognized and rewarded.								
15. I was satisfied with the recognition and reward provided to teams that work well.								
16. I had control over my daily work (job activities).								
17. My workload was manageable.								
18. My job was not stressful on my personal life.								
Each of these questions identifies an aspect that is important for worklife satisfaction. Please choose one response to indicate the level of satisfaction you experienced while working at Haldimand County →	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree	No answer
19. I was satisfied with my level of involvement in decision-making.								
20. I was clear about what was expected of me in my job.								
21. I was satisfied with this organization as an Employer.								
22. I was treated fairly and with respect.								
23. I was satisfied with the work I did.								
24. I felt personally involved (i.e. committed) to Haldimand County.								

25. I was satisfied with Customer Service practices (customer meaning those external and internal to the organization to whom you provide service).								
26. My non-union Supervisor / Manager did a good job of managing people's work performance.								
27. I was satisfied with health and safety practices in place.								
28. I was informed about decisions made by Council and how those decisions affected my work.								
Completing this Questionnaire is not meant to replace the Exit Interview process. Would you like to meet with your Manager and / or a representative from Human Resources for an Exit Interview?	<input type="checkbox"/> YES <input type="checkbox"/> NO							
The contents of this Questionnaire may be shared with my Manager.	<input type="checkbox"/> YES <input type="checkbox"/> NO							
To enable us to further understand the reasons for your response, would you agree to further discuss your responses in this Questionnaire with a representative from Human Resources?	<input type="checkbox"/> YES <input type="checkbox"/> NO							

Thank you for completing this form.

The information you have provided will help Haldimand County become a better Employer in our community.

We appreciate your service to Haldimand County and wish you all the best in your new venture!

Employment Exit Questionnaire 2013 May Hard Copy