

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 provided with an email with a link and token for the Exit Survey. It is intended that the questions will be answered with respect to the most recent position held by the employee. The employee or HR Manager may elect to also conduct an exit interview.

3.02 The following guidelines should be followed:

- The interviewer should possess strong interpersonal skills and have credibility within the department.
- The employee's direct supervisor or manager shall not conduct the interview.
- The interview is to be conducted in a respectful and confidential manner.
- The information must be handled and shared in a sensitive manner (i.e. 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 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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3.03 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 provides the employee with an email which includes direction on completing the exit survey including the survey token required to complete the survey.

If the HR Managers chooses to complete an exit interview, they will also schedule 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 hard copy questionnaire on his or her own and is asked to bring a copy to the interview.
- Set aside at least one hour to move through the Exit Interview Questionnaire (see attachments 5.01 Exit Interview Questionnaire).
- 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.
- Employees should be advised that specific information from the interview may be shared if they are in agreement, otherwise the information will only be shared at the aggregate level. Approval for sharing of data should be received in written form and attached to Exit Interview documentation.

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- 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.
- (a) On an annual basis, provide department with general exit survey reporting. Reporting should only include data at the aggregate level and must ensure that specific employee data cannot be identified.
- 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.
- 4.07 Ensure any exit interview notes or materials are filed in a secure location separate from the employee personnel file.

5. ATTACHMENTS

- 5:01 Exit Survey Questionnaire Template

CIVIL SERVICE
EXIT INTERVIEW QUESTIONNAIRE – Template

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

Department/ Agency: _____

Division: _____

Present Position: _____

Gender _____

Departure Date: _____ (Month/Year only)

Length of Service (Position): _____

Total Length of Service: _____

Age

- 25 years and under
- 26 - 35 years
- 36 - 45 years
- 46 - 55 years
- 56 - 65 years
- 66 years and above

Diversity_*(optional): Please indicate which of the following group(s) you self-identify with. You may self-identify with more than one group.

Aboriginal Person

Visible Minority

Person with a Disability

Person in a non- traditional occupation for your gender

Woman in Leadership and Management

1. What was satisfying about the job? Please rate on a scale of 1-5 with 1 being least satisfactory and 5 being most satisfactory.

1 2 3 4 5

My Level of responsibility

Hours of Work

Opportunities for advancement

Opportunities to learn new skills

Salary and Benefits

Management

Contact with clients

Peers/ Coworkers

Opportunity to Work Independently (Autonomy)

Variety of Duties

Sense of Accomplishment

Level of Authority

Level of Resources

Level of Planning

Workload

Sense of being valued

Communication

Technology

Clear Work Expectations

Level Of teamwork

2. Did your job give you an opportunity to participate and/or be involved in the decision making process?

Yes

Limited

No

No Expectation

In relation to your work?

In relation to services you provided?

In relation to Divisional Activities?

In relation to Departmental Activities?

CAREER/PERSONAL DEVELOPMENT

3. How would you rate the support you received in terms of your career/personal development and training (for example, was appropriate training provided)? Please rate on a scale of 1-5 with 1 being poor and 5 being excellent.

1 2 3 4 5

4. To what extent were you encouraged to take on additional responsibilities within your work unit?

Scale 1- 5

1- Never

2 - Seldom

3- Occasionally

4- Often

5 - Always

WORK ENVIRONMENT

5. Please rate the following in relation to your work environment.

Poor Needs Improvement Good Very Good Excellent

Professional

Communications

Work location

Training and development opportunities

Planning

Reward and recognition

Fairness/ Equity

Communications - Work Unit

Communications – Department

Respectful

6. Please rate your work environment. Please rate on a scale of 1-5.

Space
Air Quality
Atmosphere
Other:

Comments:

SUPERVISOR

7. Describe your relationship with your supervisor. Please rate on a scale of 1-5 with 1 being poor and 5 being excellent.

1 2 3 4 5

8. A) Did you and your supervisor regularly (i.e. annual/ Bi-annual) complete a performance development plan (PDP)?

Yes
 No

B) Did you receive regular feedback from your supervisor?

Yes
 No

9. The feedback I received was productive. Please rate on a scale of 1-5 with 1 being strongly disagree and 5 being strongly agree.

1 2 3 4 5

DEPARTURE

10. Please share your reasons for leaving. If necessary, check more than one.

- Promotion within Government (or Health PEI)
- Job with other Government organization (eg federal, Agency/ Crown Corporation)
- Similar Position with Government (or Health PEI)
- Job outside with Private Sector
- Retirement
- Personal reasons- non job related
- Personal reasons- Job related
- Unfair treatment
- Discontent
- Health
- Better Pay
- Assignment / Job Ended
- Leaving Province
- Other: _____

11. Would you recommend this workplace to others?

- Yes
- No

Please Explain:

Additional information/comments:
