

# THE CITY OF GREATER SUDBURY POLICIES AND PROCEDURES

## DEPARTMENTS:

All Departments

## SECTION:

All Sections

## TITLE:

Exit Interview Policy and Procedure

## APPROVED BY:

Senior Management Team (SMT)

## DATE:

September 5th, 2012

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### 1.0 CONTEXT AND NEED FOR A POLICY

The City of Greater Sudbury (CGS) is committed to attracting and retaining high quality Employees for its workforce, and creating a great workplace experience which we believe leads to a great citizen experience and great numbers. In support of this Policy, voluntary exit interviews will be conducted with Employees who terminate their employment with CGS. This Policy is established to provide a consistent manner in which to identify opportunities to enhance CGS's employment practices.

### 2.0 SCOPE

This Policy applies to all Permanent Full Time Employees who voluntarily leave employment with CGS. This Policy applies to resignations, excluding selected retirements.

### 3.0 POLICY

- 3.1** All Employees covered under the scope of the Policy are requested to participate in an exit interview process.
- 3.2** The Human Resources and Organizational Development Division (HR&OD) submits an Exit Interview Report to the Senior Management Team (SMT) on an annual basis. This Report includes the following:
- a) Appropriate statistical information regarding the number and distribution of Employee departures during the preceding year and the reasons for leaving;
  - b) An analysis and discussion of any trends or common themes which are suggested by the exit interview feedback;
  - c) A summary of any actions or interventions taken during the year on the basis of exit interview information; and

- d) Any actions the Division feels are required in order to address any concerns or opportunities which are identified through exit interview feedback.

### 4.0 **PROCEDURE**

- 4.1 Upon becoming aware that an Employee will be terminating his/her employment with CGS, his or her Supervisor will notify the HR&OD Division, and a designated member of this Division will contact him/her to request their participation in the exit interview process, preferably before the Employee's departure date.
- 4.2 The exit interview process to be followed is dependent on the departing Employee's position and status. The following indicates which Employees are offered the opportunity to participate in exit interviews and complete Exit Interview Questionnaires:
  - a) **Chief Administrative Officer and Senior Management Team members:**  
Employees leaving these positions will have the opportunity to meet with the Director of Human Resources and Organizational Development (HR&OD) for a semi-structured discussion of their work experience with CGS;
  - b) **Director of Human Resources and Organizational Development Division:**  
An Employee leaving this position will have the opportunity to meet with the Chief Administrative Officer for a semi-structured discussion of his/her work experience with CGS;
  - c) **Non Union, Permanent Full Time Employees:**  
All other Permanent, Full Time Non Union Employees will have the opportunity to voluntarily meet with a designated member of the HR&OD Division. They have the option of simply filling out an Exit Interview Questionnaire and returning the completed questionnaire to the HR&OD Division;
  - d) **Unionized, Permanent Full Time Employees:**  
These Employees will be asked by the HR&OD Division to voluntarily fill out an Exit Interview Questionnaire, and to return the completed questionnaire to this Division. Questionnaires will be distributed to Employees via inter-office or lettermail as the circumstances dictate.

### 5.0 **CONFIDENTIALITY**

- 5.1 In accordance with Section 14 of the *Municipal Freedom of Information and Protection of Privacy Act*, exit interview notes and completed questionnaires will be considered confidential except as provided for in this Section.
- 5.2 Exit interview notes and completed Exit Interview Questionnaires will be stored in an

Exit Interview File housed in the Office of the Director of HR&OD.

- 5.3** Any document that identifies a concern or problem with a particular Employee shall not be disclosed without the Employee's consent.
- 5.4** Any document that can associate a concern or problem raised in the course of this process with a particular Employee shall not be disclosed to anyone outside the HR&OD Division without the Employee's consent.

## **6.0 USE OF EXIT INTERVIEW INFORMATION**

- 6.1** Where an in-person exit interview has not been conducted, if an Exit Interview Questionnaire reveals a significant issue, the HR&OD Division will request an interview with the departing Employee. Departing Employees may also request an interview.
- 6.2** If the Director of HR&OD, or his/her designate, identifies an issue that suggests a breach of any CGS Policy (such as Health and Safety, Harassment and Discrimination, Code of Conduct) or any law, it will be investigated immediately.
- 6.3** If the Director of HR&OD, identifies an issue that could be addressed, to improve the departing Employee's perception of CGS, or dissuade him or her from leaving, this will be raised with the Employee's immediate Manager forthwith.
- 6.4** The Director of HR&OD will report generally on data collected through the exit interview process, using statistical and summary data that cannot be attributed to any one individual.
- 6.5** Where consent is obtained, the Director of HR&OD, or his/her designate, will follow up with the Employee's Manager-once-Removed (MoR) to address or investigate specific issues in the MoR's area.

## **7.0 RESPONSIBILITIES OF THE VARIOUS PARTIES**

- 7.1** Supervisors and Managers are responsible for notifying the HR&OD Division of any notices of resignation given by those Employees covered under the scope of the Exit Interview Policy.
- 7.2** The HR&OD Division is responsible for the administration of the process; ensuring that exit interviews and questionnaires are conducted in a timely manner; and producing an annual summary of exit interview findings identifying trends, opportunities, actions taken and recommending any further action.
- 7.3** The Director of HR&OD is responsible for safeguarding the confidentiality of the exit interview material, and taking corrective action, with discretion, as required.