

Salt Spring Island Fire Protection District

POLICY MANUAL

Section	Employment
Policy Number	AE-2701-01
Policy Title	Exit Interviews

POLICY OBJECTIVE

The purpose of this policy is to identify workplace, organizational or human resource factors that have contributed to an employee's decision to leave employment. This will enable the Salt Spring Island Fire Protection District (the “*Department*”) to identify any trends requiring attention or any opportunities for improving the Department's ability to respond to employee issues; and to allow the Department to improve and continue to develop recruitment and retention strategies aimed at addressing these issues. When employees leave the Department, they may feel more comfortable sharing experiences they had while working here.

SCOPE

All Fire Rescue personnel. Including, but not limited to, paid-on-call firefighters, career IAFF firefighters, administrative staff, exempt management staff, executive, and the Board of Fire Trustees. Unionized IAFF employees shall adhere to their current Collective Agreement for policies governing Exit Interviews. Where the Collective Agreement is silent, bargaining members shall refer to the contents of this policy. In situations where the directions of this policy cover issues also in the Collective Agreement, the Collective Agreement shall prevail.

In the case of a departing member of Board of Trustees or an executive/exempt management employee, an independent third party will be engaged and contracted to conduct an exit interview.

STATEMENT OF POLICY

Key Principals

Inclusion: Every employee and trustee will have the opportunity to participate in an exit interview or written submission.

Procedure: A management representative will contact the employee in writing, inviting them to attend an exit interview at a mutually convenient time. The exit interview should take place as soon as possible after the confirmed employment end date has been received. The employee will be asked a standard set of questions and given a chance to discuss any concerns about their employment with the Department that they feel would be beneficial for the Department to know.

For a trustee as soon as possible after the end of their term of office or date of resignation, the chair of the board or their designate will contact them and arrange for an independent third party to conduct an interview.

Confidentiality: Departing employees shall not be interviewed by their direct supervisor. In most cases, it will be the responsibility of the Fire Chief or their designate to conduct the interview. An independent third party may be engaged and contracted to conduct an exit interview. In such a case, a confidential executive summary will be provided to the employer with all personal identifying information redacted or omitted. The exit interview is not a matter of public record.

RESPONSIBILITIES

CHAIR OF THE BOARD OF TRUSTEES

- To arrange for timely, in-depth, exit interviews of departing trustees and senior management staff to be conducted by an independent third party.

FIRE CHIEF

- It is the responsibility of the Fire Chief to conduct exit interviews of all paid-on-call firefighters and career members wherever possible, excluding those of the Assistant Fire Chief and Deputy Fire Chief.
- The Fire Chief shall conduct the interview in a timely fashion upon receipt of the end date of employment.
- The Fire Chief will have the discretion to make, where appropriate, accommodation for an independent third party to conduct the exit interview. Where, for example, a conflict of interest arises, as would be the case with an Assistant or Deputy Fire Chief.
- The Fire Chief may also use their discretion if there is a request made by the exiting employee for an independent interview.

EMPLOYEES

- Participation in an exit interview is voluntary.

- If an employee chooses not to participate in a face to face interview, they would be encouraged to hand in a written questionnaire.
- The employee may choose not to participate, with no repercussions from the employer.
- Employees that choose to engage in the exit interview process are encouraged to be open, honest, and constructive.

BOARD DISCRETION

The provisions set out in this policy are subject to revision from time to time at the discretion of the Board of Trustees. The board at its discretion may contract with an independent third party to conduct exit interviews.

RELATED DOCUMENTS

1. Exit interview template for management.
2. Exit interview questionnaire.

APPROVALS

Approval date:	16 November 2020	Approved by:	Board of Trustees
1. Amendment date:		Approved by:	
2. Amendment date:		Approved by:	
3. Amendment date:		Approved by:	



Salt Spring Island Fire Protection District
105 Lower Ganges Road
Salt Spring Island, B.C.
PH: 250-537-2531
FAX: 250-537-2507

Member name:

Date:

Exit Interview Questionnaire for SSIFR Membership

- 1. What prompted you to search for another job?**

- 2. Do you feel your manager gave you what you needed to succeed?**

- 3. What did you like best and least about your job?**

- 4. Do you think your job has changed since you were hired?**

- 5. Did you feel your achievements were recognized throughout your employment?**

- 6. What suggestions do you have for the department? How could we improve?**

- 7. Is there anything that would have changed your mind about leaving?**

- 8. Would you recommend a friend joining this department to a friend?**

9. Did you share any of the concerns we discussed today with the department before deciding to leave?

10. Is there anything you would like the department to know that has not been covered?



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PH: 250-537-2531
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Member name:

Date:

Location:

Name of Interviewer:

Exit Interview Questions for SSIFR Membership

Below is the framework for an exit interview with a departing POC. While the questions are intended to be open ended, please ask for specific examples. If a POC for example says they ‘felt micro-managed’ ask for a specific example of that. The department wants to know what could be done differently, where there is room for improvement and the temperature of the collective culture. Even if an employee is just moving on geographically, they can still be a wealth of information and a potential source of referrals for new members.

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- 5. Did you feel your achievements were recognized throughout your employment?**

- 6. What suggestions do you have for the department? How could we improve?**

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- 8. Would you recommend a friend joining this department to a friend?**

- 9. Did you share any of the concerns we discussed today with the department before deciding to leave?**