

## TEMPLATE FOR EXIT SURVEYS

The following sample survey is initially based on the CEB Exit Interview Questionnaire approved by the CEB in 2009. Some of the questions were expanded to both better integrate a gender equality perspective into the survey and include good practices developed by the UN system to improve data collection on personnel satisfaction and reasons to leave. This template also includes further updates that consider the diverse situations of UN personnel and the range of possible reasons to leave the organization.

Knowing the reasons why personnel leaves the organization is crucial for the UN to be able to improve an enabling work environment and strengthen the organization as well as to advance the Secretary-General’s system-wide Strategy on Gender Parity.

For this reason, you are kindly requested to complete this Exit Questionnaire as a part of the administrative clearance procedures. If you have difficulties in accessing the survey in its current format, please contact your organization’s HR Team.

None of the questions are mandatory. All information, including identity, is strictly confidential. Please take a few minutes to respond to this questionnaire. Thank you very much for your time and cooperation.

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### PART 1 – PERSONAL RELATED INFORMATION

Gender:	Drop down options of “Male”; “Female”; “Trans”; “Gender non-conforming”; “None”; “Prefer not to say”; “I self-identify as...”; <i>(multiple options possible)</i>
Age:	Drop down options, of “under 30”, “30-40”, “41-55” and “55+”, “prefer not to say”
Country of Origin:	Drop down list of countries; “prefer not to say”
Category of Employment:	Drop down options of “IP”, “NO”, “JPO”, “GS”, “FS”, “SC”, “ICA”, “UNV”, “Consultant”, “Intern”, “Other – specify”, “prefer not to say”
Grade:	Drop down list, “prefer not to say”
Type of Contract:	Drop down list, “FTA”; “TA”; “PM”; “CS”; “prefer not to say” <i>(please include contract types as relevant in your entity)</i>
Length of Service with Organization	
Duty Station:	Drop down list, “prefer not to say”

**PART II – PRIMARY REASONS FOR LEAVING THE ORGANIZATION**

<b>1.</b>	<b>Please rank up to five reasons (with 1 being the primary and 5 being the least relevant reason) that contributed to your decision to leave your current position.</b>
	Have been offered and accepted a new position
	Position was temporary
	Personal health issues
	Mental health issues
	Health or mental health issues of another, for whom I have care responsibilities
	Pursuing further education
	Retirement
	Withdrawing from paid employment due to family reasons
	Inadequate support for work-life integration or harmony
	Few career advancement options
	Heavy workload
	Unrewarding work
	Misaligned personal and organizational values
	Poor job fit
	Workplace discrimination, harassment, including sexual harassment, and abuse of authority <sup>1</sup>
	Bullying
	Management style of supervisor
	Conflict with supervisor
	Conflict with colleagues
	Inadequate pay
	Inadequate benefits
	Hostile work environment due to intolerance related to, for example, sex, race, sexual orientation, gender identity, (dis)ability, educational attainment, marital status, age, color, religion, national origin, contract type, financial status etc.
	Non-renewal of contract
	Location
	Commute
	Personal safety and security
	Relocation of partner
	Birth of a child
	Sense of isolation
	Other – please specify

<sup>1</sup> See the definition [SGB/2019/8](#) “Addressing discrimination, harassment, including sexual harassment, and abuse of authority”

<b>2.</b>	<b>If you are separating because of a job offer, please identify what type of organization you are joining. Please select one of the below:</b>
	Other UN Entity
	Other international organization
	Private sector
	NGO
	National Government
	Self-employment
	Other – please specify

<b>3.</b>	<b>If you are separating for family or caring related reasons, please indicate whether any of the following contributed to your decision. Please select up to three options below:</b>
	Lack of employment opportunities for partner in duty station
	Partner offered employment elsewhere
	Concerns about quality of children’s education at duty station
	Concerns about cost of children’s education at duty station
	Inadequate provision or facilities - medical
	Inadequate provision or facilities - child care
	Inadequate facilities – breastfeeding / bottle-feeding
	Inadequate provision or facilities - elder care
	Inadequate provision or facilities - disability services
	Inadequate work-life balance policies (e.g. parental leave, flexible working arrangements)
	Inadequate health insurance
	Prolonged separation from family
	Heavy travel expectations
	Safety concerns for persons for whom I have caring responsibilities
	Safety concerns for my partner and/or family based on gender identity or sexual orientation
	No visa for partner or dependents
	Other – please specify

<b>4.</b>	<b>While in your post, were you aware of any form of discrimination, harassment, including sexual harassment, or abuse of authority in your organization?</b>
	Discrimination Yes <input type="checkbox"/> No <input type="checkbox"/>
	Harassment Yes <input type="checkbox"/> No <input type="checkbox"/>
	Sexual harassment Yes <input type="checkbox"/> No <input type="checkbox"/>
	Abuse of authority Yes <input type="checkbox"/> No <input type="checkbox"/>

If you answered “no” in question 4, please go to question 7.

<b>5.</b>	<b>If you answered “yes” to question 4, did your awareness of discrimination, harassment, including sexual harassment, or abuse of authority contribute to your decision to leave the organization?</b>
	Yes <input type="checkbox"/> No <input type="checkbox"/>

<b>6.</b>	<b>If you were aware of discrimination, harassment, including sexual harassment or abuse of authority, would you like to share more information about the cases?</b>
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\* Entities are suggested to signpost here contact details of their internal complaints and support mechanisms.

### PART III – INFORMATION ABOUT YOUR EMPLOYMENT

<b>7.</b>	<b>Please rate the following aspects of the <u>position you are leaving</u>. Use the 1–5 scale below.</b>					
	1 Poor	2 Fair	3 Good	4 Very good	5 Excellent	
	Stimulating and challenging work opportunities					
	Heaviness of workload					
	Fairness of workload distribution					
	Possibilities for work-life integration or harmony					
	Fairness in how rules and regulations were applied					
	Opportunities to use knowledge/skills/competencies					
	Opportunities to develop knowledge/skills/competencies					
	Physical work conditions (space/location/ergonomics, comfort)					
	Tools and equipment provided					
	Salary					
	Benefits and entitlements (other than leave)					
	Leave entitlements					
	Learning opportunities offered					
	Training received					
	Quality of supervision received					
	Level of input into decisions that affected you					
	Working relations with colleagues					
	Working relations with supervisor/manager					
	Colleague(s) contributions into common outputs					
	Sense of belonging					
	Opportunities for promotion/career advancement					

Mentoring and career management support					
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<b>8. Please rate the following aspects related to working conditions of the <u>position you are leaving</u>. Use the 1–5 scale below.</b>						
	1 Poor	2 Fair	3 Good	4 Very good	5 Excellent	
Impact your work had on your personal life						
Impact your work had on your health						
Impact your work had on your mental health						
Impact your work had on your spouse's/partner's life and career progression						
Impact your work had on your family and children						
Support provided by the organization to manage stress						
Support provided by the organization to accommodate for health issues						

<b>9. Please rate the following aspects of the <u>organization</u> overall. Use the 1–5 scale below.</b>						
	1 Poor	2 Fair	3 Good	4 Very good	5 Excellent	
Opportunities for promotion/career advancement						
Information provided concerning career advancement opportunities						
Opportunities for mentorship and career management support						
Degree to which personal circumstances are taken into consideration for job changes and lateral/upward moves						

	Opportunities to use your knowledge/skills/competencies					
	Opportunities to develop innovative approaches in your work					
	Learning opportunities					

10.	Please rate the following aspects of the <u>organization</u> overall. Use the 1–5 scale below.	1 Poor	2 Fair	3 Good	4 Very good	5 Excellent
	Overall enabling work environment <sup>2</sup>					
	Recruitment process					
	New employee orientation/onboarding					
	Workforce morale					
	Fair treatment of personnel					
	Championing workforce diversity					
	Recognition for a job well done					
	Performance management					
	Support of work-life integration/harmony					
	Implementation of flexible working arrangements					
	Collaboration within the organization					
	Communication between management and personnel					
	Performance and development planning and evaluation					
	Interest and investment in personnel					
	Commitment to organizational mission					
	Concern for delivery of results and value for money					
	Administrative policies/procedures					
	Social activities organized by the					

<sup>2</sup> An enabling environment promotes diversity and inclusion through fostering a safe, discrimination-free and supportive workplace in which employees have an equal opportunity to both serve and contribute to the UN mandate, and to advance careers and balance personal and professional commitments. For more information, see the Enabling Environment Guidelines: <https://www.unwomen.org/en/digital-library/publications/2019/02/supplementary-guidance-on-the-enabling-environment-guidelines-for-the-united-nations-system>

	office or management					
	Respect for standards of conduct					
	Dealing with all forms of discrimination, harassment, including sexual harassment, and abuse of authority					
	Dealing with bullying					
	Other (please specify)					

<b>11. Please rate your supervisor on the following factors. Use the 1–5 scale below.</b>						
		1 Never	2 Seldom	3 Often	4 Usually	5 Always
	Displayed emotional intelligence					
	Gave constructive performance feedback					
	Provided opportunity to give mutual feedback (from personnel to manager and from manager to personnel)					
	Recognized accomplishments					
	Was trustworthy					
	Delegated effectively					
	Clearly communicated expectations					
	Treated you fairly and respectfully					
	Coached you professionally					
	Provided leadership					
	Encouraged teamwork and collaboration					
	Resolved conflicts effectively and promptly					
	Addressed concerns effectively and promptly					
	Requested, listened and responded to suggestions and feedback					
	Kept personnel informed					
	Supported work life integration/harmony					
	Provided appropriate and challenging assignments					
	Provided support to manage stress					

<b>12. Please rate HR/management support on the following factors. Use the 1–5 scale below.</b>						
		1 Poor	2 Fair	3 Good	4 Very Good	5 Excellent
	Design and usefulness of administrative procedures					
	Recruitment process					
	Ease of access to information related to entitlements					
	Ease of accessing entitlements					
	Assistance provided to address conflicts that arose with my supervisor					
	Support for teamwork and collaboration					
	Addressed requests promptly					
	Listened to suggestions and feedback					
	Kept personnel informed on relevant human resources related matters					
	Supported work life integration/harmony					

<b>13. Did you have a mentor?</b>
Yes – if yes, were you satisfied with the relationship?
No – if no, why not?

If you answered “No” in question 13, please go to question 16.

<b>14. How did you find the process of finding a mentor within the organization?</b>
Easy
Moderate
Hard

If you answered ‘Hard’ in question 14, please also answer to question 15.

<b>15. If you found it hard to find a mentor within the organization, was this a factor in your decision to leave?</b>
Yes
No

**16. What did you enjoy most about this organization?**

**17. What did you enjoy least about this organization?**

**18. What did you enjoy most about the position you are about to leave?**

**19. What did you enjoy least about the position you are about to leave?**

**20. How was the organization or position different from what you expected?**

**21. If you have accepted another position, please describe how the position and organization differs from the position and organization you are about to leave.**

<b>22.</b>	<b>If the opportunity arose in the future, would you work again in this organization?</b>
	Yes
	No

<b>23.</b>	<b>If the opportunity arose in the future, would you work again at another UN entity?</b>
	Yes
	No

<b>24.</b>	<b>Would you recommend this organization to a family member or a friend as a place to work?</b>
	Yes
	No

**25. What could this organization have done to keep you within its workforce?**

**26. Do you have additional comments or suggestions to make this organization a better place to work?**

## Annex

# Top Tips: How to conduct Inclusive Exit Interviews and Surveys

The [Secretary-General's System-wide Strategy on Gender Parity](#) recommends exit questionnaires and/or interviews to be mandatory across the system, regardless of category or level. A recommendation from the [Supplementary Guidance on the Enabling Environment Guidelines for the United Nations System](#) is to “formalize succession planning to include mandatory exit interviews and handover notes for staff prior to separation”. Implementing these recommendations and understanding the reasons why personnel leaves the organization is crucial for the UN to improve an enabling work environment and advance system-wide gender parity. To advance this goal, based on the CEB Exit Interview Questionnaire, UN Women has produced an inclusive and gender-sensitive Model Template for Exit Surveys. Important aspects to incorporate in meaningful exit interviews and surveys include:

### **Preparation**

- Provide an in-person exit interview option, as far as feasible as a complement to an anonymous online survey.
- Ensure the exit survey is comprehensive in covering a range of topics regarding the reasons for leaving, including issues related to an enabling work environment or lack thereof.
- Include open-ended questions to allow qualitative and comprehensive information.
- Ensure accessibility of online surveys to persons with a diverse range of physical, mental, intellectual or sensory impairments.

### **Implementation**

- Conduct exit surveys for all outgoing personnel regardless of category, level or duration of contract.
- Highlight that none of the questions are mandatory to allow colleagues to choose the information they wish to share.
- Include a confidentiality statement and ensure confidentiality of exit interviews and survey data.
- Share the aggregate results of exit surveys on a yearly basis transparently across the entity.
- Follow up with accountability mechanisms to address patterns or trends that emerge from the exit surveys to help guide policy and management practices (especially around work environment, reports of bullying, harassment and/or abuse of authority).