

UNCT-SWAP PERFORMANCE INDICATOR 4.2

Virtual Toolkit Resource



What?

Template for Exit Surveys (UN Women, 2020)



Why?

Exit Surveys are recommended as mandatory for use for personnel of every category and level, to understand the reasons why personnel leave the organization, to support efforts to improve the enabling work environment within the UN, and advance system-wide gender parity.

This template is based on the Chief Executives Board (CEB) Exit Interview Questionnaire approved by the CEB in 2009 and includes questions which integrate a gender equality perspective into the survey, and 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.

It is recommended that such surveys are mandatory for UN personnel, prior to separation. The promotion of this practice together with other related guidance, can be instrumental to meeting the minimum requirements PI 4.2 and 4.3 respectively.



Performance Indicator 4.2 Organizational Culture

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| Approaches Minimum Requirements | Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 50-64 percent. |
| Meets Minimum Requirements | Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 65-80 percent. |
| Exceeds Minimum Requirements | Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of over 80 percent. |

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.

PART 1 – PERSONAL RELATED INFORMATION

| | |
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| 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

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| 1. | 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. |
| | 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 ¹ |
| | 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 |

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

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

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| 3. | 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: |
| | 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 |

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| 4. | While in your post, were you aware of any form of discrimination, harassment, including sexual harassment, or abuse of authority in your organization? |
| | 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.

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| 5. | 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? |
| | Yes <input type="checkbox"/> No <input type="checkbox"/> |

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| 6. | If you were aware of discrimination, harassment, including sexual harassment or abuse of authority, would you like to share more information about the cases? |
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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

| 7. | Please rate the following aspects of the <u>position you are leaving</u>. Use the 1–5 scale below. | | | | | |
|-----------|---|-----------|-----------|-------------------|----------------|--|
| | 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 | | | | | |

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| Mentoring and career management support | | | | | |
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| 8. Please rate the following aspects related to working conditions of the <u>position you are leaving</u>. Use the 1–5 scale below. | | | | | | |
|--|-----------|-----------|-----------|----------------|----------------|--|
| | 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 | | | | | | |

| 9. 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 | |
| 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 | | | | | | |

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|--|---|--|--|--|--|--|
| | 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 ² | | | | | |
| | 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 | | | | | |

² 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>

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| | 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) | | | | | |

| 11. Please rate your supervisor on the following factors. Use the 1–5 scale below. | | | | | | |
|---|--|------------|-------------|------------|--------------|-------------|
| | | 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 | | | | | |

| 12. Please rate HR/management support on the following factors. Use the 1–5 scale below. | | | | | | |
|---|--|-----------|-----------|-----------|-------------------|----------------|
| | | 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 | | | | | |

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| 13. Did you have a mentor? |
| 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.

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| 14. How did you find the process of finding a mentor within the organization? |
| Easy |
| Moderate |
| Hard |

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

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| 15. If you found it hard to find a mentor within the organization, was this a factor in your decision to leave? |
| 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.

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| 22. | If the opportunity arose in the future, would you work again in this organization? |
| | Yes |
| | No |

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

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|------------|---|
| 24. | Would you recommend this organization to a family member or a friend as a place to work? |
| | 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).