

Exit Interviews

Why do them?

The information from the interview is used to provide feedback on why employees are leaving, what they liked about their employment, and what areas of the organization need improvement.

Who should do them?

Manager:

Managers should try to complete an exit interview for all staff leaving their department. Most real time solutions develop when the exiting employee has a face-to-face conversation with the department manager.

Human Resources:

HR should have an exit interview that captures organizational information, including questions on benefits, salary, organizational culture.

Different Styles

In-person:

In person interviews can provide a personal touch to each employee. Using the interview questions as a guide, HR or the manager conducts a face-to-face conversation covering various questions regarding their employment. Benefits of a face-to-face interview include: the ability for HR or the manager to probe for more information on each question leading to a more open and honest dialogue. Pick a neutral place to have this conversation – a small conference room, go for coffee etc.

Telephone:

Some employers find success with interviewing an employee by phone. These interviews are easier to schedule. The manager or HR can still use the same techniques as a face-to-face interview and probe for more information on each question.

Paper & Pencil:

Many employers will choose this route, as it gives the employee several options of when to complete the exit interview survey:

- Employees can complete the exit interview survey during their last week of employment.
- The employee can have the option of completing and mailing the survey back to HR; a self-addressed envelope should accompany the survey.

Online Exit Interview:

Employers who are moving to paperless HR systems may have adopted an online exit survey. This is easy for HR to administer and easy for the employee to complete. Many employees are comfortable completing computer surveys online – simply picking the most appropriate answer. HR gets survey results the same day.

Where to file exit interviews?

Exit interviews are kept in a separate file with other exit interviews, not in the employee's personnel file.

Confidential Exit Survey

Before making your decision to leave, did you investigate other options that would enable you to stay?

☐ Yes ☐ No If "yes", please describe:

Your Relationship with Your Manager (or Supervisor)				
Manager (or Supervisor): _____				
	Almost Always	Sometimes	Never	Comments
Demonstrated fair and equal treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Provided recognition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Developed cooperation and teamwork	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Encouraged/listened to suggestions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Resolved complaints and problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Followed policies and practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Communicated effectively with me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Department/XXX Information					
	Excellent	Good	Fair	Poor	Comments
Cooperation within your department	[]	[]	[]	[]	
Cooperation with other departments	[]	[]	[]	[]	
Communications in your department	[]	[]	[]	[]	
Communications within XXX as a whole	[]	[]	[]	[]	
Morale in your department	[]	[]	[]	[]	
Job satisfaction	[]	[]	[]	[]	
Training you received	[]	[]	[]	[]	
Growth potential	[]	[]	[]	[]	

Was your workload usually:

- [] Too great
- [] Varied, but all right
- [] About right
- [] Too light

How did you feel about your salary and the employee benefits?

	Excellent	Good	Fair	Poor	Comments
Salary	[]	[]	[]	[]	
Medical Plan	[]	[]	[]	[]	
Dental Plan	[]	[]	[]	[]	
Vision Plan	[]	[]	[]	[]	
FSA (Section 125 Plan)	[]	[]	[]	[]	
457 Plans	[]	[]	[]	[]	
Life/LTD/AD&D Insurance	[]	[]	[]	[]	
Voluntary Life	[]	[]	[]	[]	
Voluntary Long Term Care Plan	[]	[]	[]	[]	
Holidays	[]	[]	[]	[]	
Vacation Leave	[]	[]	[]	[]	
Sick Leave	[]	[]	[]	[]	

Are there any other benefits you feel should have been offered?

[] Yes [] No If "Yes", what?

Any other comments on benefits?

How frequently did you get performance feedback?

What were your feelings about the performance review process?

How frequently did you have discussions with your manager about your career goals?

What did you like most about your job and/or XXX?

What did you like least about your job and/or XXX?

If you are going to another job, what does your new job offer that your job with XXX does not?

Do you have any suggestions for improvement? Have you raised them in the past?

Would you recommend XXX to a friend as a place to work?

☐ Yes, without reservations ☐ Yes, with reservations ☐ No

Comments:

Additional comments about your job or XXX: