

EXIT INTERVIEWS

Employers have the best chance to gather information from an employee who is leaving through an exit interview given during their last week at work (but not on the last day). Typically, exit interviews are conducted by a member of the Human Resources staff. The interview can be an formal interview where the HR representative collects information on a prepared form through a dialogue of questions and answers. Or, the interview may consist of the employee filling out a form with the HR representative only asking a few questions before and/or afterwards. A prepared form that the employee fill out is useful as a source document in gathering data about the company. In some instances, the exit interview form can also be used in post-employment situations, such as in processing unemployment insurance claims.

While there is good advice available on the protocols of exit interviewing, keep in mind that it is easier to interview an employee who has resigned or is otherwise leaving on their own accord. If the separation is involuntary, using the exit interview process should be a matter of judgement, and is a situation when giving the employee an exit interview questionnaire to fill out, rather than meeting in an enclosed room, is prudent. If the separation is involuntary and is the result of an adversarial process, or if it is an "angry" quit, the use of exit interviews should be discretionary. Such situations should be covered in the employer's workplace violence program.

Human resources practitioners are sometimes skeptical of the information provided by employees in exit interviews, even though most collect it. Most people do not want to burn bridges when they leave, nor do they want to create problems for former colleagues who remain. Those that "tell it like it is" sometimes have an axe to grind with a particular supervisor, manager or the company in general. Still, an exit interview is one useful tool that an employer can use to get feedback about the company, its practices and systems.

Dr. John Sullivan, an expert on recruitment and retention, suggests an alternative approach to exit interviews. He suggests that a company will get better information from former employees if it conducts post-exit interviews about six months after they leave. The former employee should, by then, no longer have inhibitions for providing an honest, straightforward evaluation of their work experience at your company. If you follow this suggestion, the chance for a response will probably increase if you include some payment for the time and effort (and include a stamped return envelope). Finally, if they are not satisfied with their new place of employment, your follow-up contact may be the first step in rehiring them!



ESI has attached an Exit Interview Form that an employer can modify to fit their own needs and situations. You can use it when the employee is leaving, or take Dr. Sullivan's approach and mail it out three to six months later.

Thank you for taking time to respond to the "Exit Interview". Your comments are very important in helping us in improving processes and enhancing the quality of working here.

Exit Interview Form

Name _____ Title _____

Supervisor _____ Division _____ Office _____

Type of Separation: Resignation Unassigned Discharge

Was your decision to leave influenced by any of the following? Include all that are applicable:

- Better Job Opportunity Family Circumstances Type of Work
 Self Employment Salary and/or Bonus Illness
 Commuting Distance Quality of Supervision Other (Explain)

Have you been actively seeking another job? Yes No

If you have another job, what type of work will you be doing?

What does your new job offer you that your job at the Company did not (check all that apply):

- Better Advancement Better Working Conditions
Better Hours Less Strenuous Work
Better Training More Recognition
Higher Pay Better Benefits

Other comments:

Discuss the aspects of your job which you enjoyed most:

Discuss the aspects of your job which you least enjoyed:



What was it that most took you by surprise when you first came to work for the Company?

How would you rate your immediate supervisor in the following areas?

Table with 5 columns: Always, Usually, Sometimes, Never and 6 rows of supervisor evaluation items with checkboxes.

What recommendations would you make for improvement within your department?

What is your evaluation of the cooperation between departments?

What is your evaluation of your opportunities to advance within the Company?

Did you receive adequate training while at the Company?

Please evaluate the Company's benefit package:

Would you recommend the Company to others who are seeking employment? Yes ± No ±

Please make any suggestions you have to make the Company a better place to work:



The Company wants to thank you again for completing this form. We appreciate your input as it is very important to the future success of our Enterprise. We invite you to call and make an appointment to discuss your comments with Human Resources.