



Exit Interview Resource

An exit interview is an opportunity to learn more about how your employees view your organization, and is also a way for you to assuage hurt feelings that could linger for a lifetime. In most cases, you should also consider hosting a send-off get-together and include the entire team. How you treat a departing employee has an impact on your other team members.

Having an HR or legal professional handle the formal exit interview is recommended - a must in situations involving a discharge. Given the history that an employee and you may have working together, with memories of good times or perhaps otherwise, this could get emotional. Have a colleague sit in on the meeting as a witness in case of any dispute later. However, whether an employee is leaving for better prospects, or is resigning due to an unpleasant workplace situation, it is important to keep the meeting respectful, professional, and if appropriate, cordial. You may be the one with hurt feelings, but you should put it aside and set a constructive tone.

Responses can cover a range from objective to rancorous - be prepared to pull the conversation back to the middle. Phrases such as "I'm sorry you took it that way" or "I wish you had communicated this to me earlier" are useful in lowering the temperature. Show great interest in the feedback, and ask follow-up questions - after all, you are genuinely interested in making your organization an excellent workplace.

An exit interview process usually includes a written survey and a verbal (optional) component, encouraging employees to respond to specific topics you are interested in. You could use a combination of questions with rating scales to rate their experience, as well as a open ended ones to capture additional details. The form can be shared ahead of time with the exiting employee, giving them the option of requesting an in-person meeting as well. Unless you truly sense that it may make matters much worse, it is a good idea to press for a meeting.

These are some examples of exit interview questions you could include in your form or discussion:

- What is your primary reason for leaving this position?

Note: Please seek professional/legal advice before meeting with an employee who has been discharged, or has resigned under acrimonious circumstances.

- What do you find attractive about your new job? Salary? Benefits? Time off? Other?
- What does your new employer offer that we don't provide?
- What are some of things you found more rewarding in your position?
- What are some of things you found less rewarding in your position?
- What are some things you would have liked to see changed within your role?
- Was there anything particularly challenging within your role?
- What are some of the ways your supervisor could have supported you better?
- Did you have adequate training to be successful in your role?
- Did you feel you were equipped and supported adequately?
- Did your supervisor give you timely and useful feedback?
- What are your suggestions for changes?
- Would you consider coming back?
- Would you recommend us to prospective employees?
- Are there any other comments or suggestions?

Please share feedback on (or rate) your level of satisfaction with the following:

- Salary
- Benefits
- Paid time off
- Work schedule
- Travel/Commute
- Working conditions
- Location and premises
- Workplace environment
- Relationship with your supervisor
- Relationships with peers
- Relationships with reports
- Relationships with clients
- Training and development
- Tools, software, equipment
- Access to information

An online format of an exit survey is available at:

<http://www.surveymonkey.com/s/exit-interview-template>