

Manager Fact Sheet: Employee Exit Interviews

September 2014

Introduction:

This fact sheet provides information and recommended best practices to state human resource professionals and managers conducting employee exit interviews.

An agency's main goal is to retain talented employees and exit interviews can provide metrics to be able to learn how an agency can improve itself and also determine what the agency is doing right.

Information that can be gathered through an effective exit interview include feedback on:

- the degree to which the job met the employee's expectations
- agency culture
- advancement opportunities;
- supervision
- workplace conflict
- training
- benefits
- pay

Considerations:

Exit interviews are generally conducted when an employee is terminating employment but can also be conducted upon an employee's internal transfer.

Exit interview practices vary widely depending on the agency's mission, size, and geographical make-up. Most human resource professionals agree on these three points:

1. The agency should have a formal policy regarding exit interviews.
2. Exit interviews should be reserved for voluntary separations because issues raised

by layoffs and terminations for cause require a special approach.

3. The agency should extend the opportunity to all departing employees.

Who should conduct the interview?

The key to conducting an effective exit interview is to create an environment in which the exiting employee is comfortable providing honest feedback. Usually the employee will feel most comfortable with someone who can provide a non-biased perspective and who will not intimidate or influence the departing employee's responses. For this reason, a member of the agency's HR team is often the best choice. They are the voice of the employees, they have the ability to take immediate action if an important issue arises and they are best suited to analyze the results to look for trends or patterns within the agency, a specific division or within a bureau.

What are the types of exit interviews?

Exit interviews can range from a casual conversation with note-taking to a standardized list of talking points to a questionnaire or any combination of the above. We recommend a conversation with an employee regarding their responses.

We have provided a sample exit interview survey below. In this example the survey would be followed by a conversation with the employee to discuss the results.

Alternative accessible formats of this Fact Sheet will be provided on request. Persons who need an alternative format should contact the State Human Resources Division, Department of Administration, 125 N. Roberts St., PO Box 200127, Helena, MT 59620-0127. Telephone 406-444-3871. Those using a TTY may call through the Montana Relay Service at 711.

EMPLOYEE EXIT SURVEY

We feel it is important to understand the reasons why our employees depart in order to improve the work environment and rate of retention. We appreciate the opportunity to receive your honest and objective opinions regarding your work at this agency. All responses will be treated with confidentiality.

EMPLOYEE INFORMATION

NAME:	EMPL ID:	DIVISION:
DATE:	TERM DATE:	POSITION:

REASON(S) FOR LEAVING YOUR POSITION

Check each applicable factor that influenced your decision to leave your position:

- | | | |
|--|---|---|
| <input type="checkbox"/> Retirement | <input type="checkbox"/> New Career Choice | <input type="checkbox"/> Dissatisfaction with Mgmt. |
| <input type="checkbox"/> More Pay (within state gov.) | <input type="checkbox"/> Career Advancement | <input type="checkbox"/> Dissatisfaction with job |
| <input type="checkbox"/> More Pay (outside state gov.) | <input type="checkbox"/> Relocation | <input type="checkbox"/> Personal Reasons |
| <input type="checkbox"/> Other: | | |

EVALUATION

	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion
My job was challenging...	<input type="checkbox"/>				
My workload was manageable...	<input type="checkbox"/>				
I was able to balance my workload with personal commitments...	<input type="checkbox"/>				
My salary was adequate...	<input type="checkbox"/>				
I was provided access to training and development opportunities...	<input type="checkbox"/>				
Morale in my work area was positive...	<input type="checkbox"/>				
My supervisor and I worked together effectively...	<input type="checkbox"/>				
My work area was well managed...	<input type="checkbox"/>				
My work responsibilities were clearly defined...	<input type="checkbox"/>				
Policies and expectations were clearly communicated...	<input type="checkbox"/>				
My peers worked together as a team...	<input type="checkbox"/>				
I would seek employment with this work area again....	<input type="checkbox"/>				

Thank you for your participation. A member of the Human Resource Office will be contacting you in the next few days to discuss your survey answers.