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Exit interview analysis template

Employees leaving a company because of retirement or to take another position may ask for exit interviews to discuss their tenure with the company. During the interview, the employee may offer a variety of observations about the company, the quality of its work and how it treats employees. Some employers may make the request for an exit interview. Requesting an interview is usually as simple as contacting the human resources department. Exit interviews during a termination are much different than an exit interview when the employee is leaving voluntarily. An employee can request an exit interview during a termination process, but the meeting is usually short and direct and focuses largely only on written reasons for the termination. The rest of the conversation is usually about health insurance benefits, severance pay, company equipment and access to the building at a later time to collect personal items. In that situation, companies may not agree to a more extended exit interview because the employee may contest the firing by filing a lawsuit or a complaint with the U.S. Equal Employment Opportunity Commission. Employees leaving on their own usually have plenty of time to request an exit interview, and many employers will be eager to hear what the employee has to say. Usually, an employee offers at least a two-week notice. That allows time for an official exit interview with HR and a less formal meeting with the employee's supervisor. An exit interview with HR for an employee voluntarily leaving the company will include important discussions about health benefits, remaining vacation time and departure date. The HR representative may also try to gain insight into the performance of the employee's department and even the effectiveness of the employee's supervisor. The HR person may also ask what type of job the employee is taking, if that is the case, and why the employee prefers the new job rather than the current assignment. An employee seeking an exit interview should make the request in writing as part of a letter of resignation. The employee should email or hand-deliver the letter to her supervisor and provide a copy for human resources. Employees who are happy with their job and leaving on good terms should meet face-to-face with their supervisor to initially deliver the news. The employee should follow up a day or so later in writing. Leer en español Ler em português Given that most people will hold multiple jobs over the course of their professional lives, you may have the opportunity to participate in an exit interview at one or more points during your career. While not all organizations conduct exit interviews, if you do have the opportunity to participate in one, it is a chance to provide helpful feedback to the organization, so that it can learn and continuously improve for current and future employees. Whether you are leaving to pursue a new opportunity, escape a toxic leader or environment, seek better work-life balance, make a career change, or all of the above, you don't want to make the exit interview an emotional venting session. Be calm and constructive, sticking to the facts while being both open and direct in your responses. You'll want to include the following information in your feedback. Your reason for leaving This is fairly straightforward — perhaps you were approached, unsolicited, by an executive recruiter with an exciting new role that was also a step-up in title and pay. Or maybe you are relocating to be closer to family or to support your spouse's new job. Or perhaps you are burned out and need a break to reflect on what you really want in your career and life. This is helpful for the organization to know and can allow the exit interviewer to probe further in the appropriate areas. How well your job was structured and if you had the appropriate tools to succeed To what extent was your job meaningful and motivating, allowing you to do the work you most enjoy? Did your manager create opportunities for you to use your strengths? You'll also want to share the extent to which you felt your manager supported you and helped clear obstacles, and whether you felt like you had had the appropriate resources to do your job well. These include things like budget, people, and other tools, such as the appropriate software to make your job easier. If you had opportunities to learn and grow According to a Gallup study, 32% of people leave their jobs due to lack of career advancement or promotion opportunities. You'll want to share the extent to which you felt that you had a visible career path within the organization and if you were given opportunities to gain new skills and experiences during your tenure, such as stretch assignments or high-stakes projects, that enabled you to grow in your career. You should also share if your manager regularly provided actionable feedback (both positive and improvement feedback) that allowed you to learn continuously and get better at your job. How you feel about your manager and other leaders This is an opportunity to recognize good managers and leaders, highlighting what made them so good, as well as identify toxic ones. If your manager empowered you to make decisions and has shown good emotional intelligence, that's helpful information for the organization. Just as helpful, is knowing about those who may be detracting from a positive working environment or are even a contributing factor to your decision to leave. This may be a boss who demonstrates bullying behavior or manages by instilling fear. In particular, when multiple exit interviews echo the same negative feedback, the organization has even more incentive to act on it. They might provide coaching to the leader in question to help increase their awareness and mitigate unproductive behaviors, or in more extreme cases, launch an investigation that may lead to further action. Rather than thinking of this as "telling on" anyone, consider it as shining a light on a problem to be solved in order to make things better for your soon-to-be former colleagues and the organization's future employees. What you liked most about your job and the company Include positive elements of your experience at the organization — what you liked and appreciated most about the job, your team, and the organization. Just as individuals need to hear positive feedback to know what they should continue doing, so do organizations. This could include specific benefits offered, investments made in your learning and development, or an aspect of the company culture that you most valued. Your top recommendations for improvement Identify the top one or two areas for improvement within the organization. These may also be the factors that would have kept you from leaving (if there are any). These recommendations may include things like more flexible work options, more competitive compensation (data is always useful here if you are able to share this), a culture that is more welcoming of dissenting views, better upward feedback mechanisms, and so on. Taking the time to share the information above can help focus the organization's improvement efforts. Good leaders make things better for others, and the exit interview is a small, but important, way to contribute to this aim. Policy brief & purpose Our employee exit interview policy presents our method of gathering useful information about our company from employees who resign. When employees leave our company, they may feel more comfortable sharing experiences they had while working for us. Specifically, we want to discover: Why an employee is leaving. What an employee liked or disliked about our company. Whether official job descriptions reflect our employees' actual work. What we can improve to make our workplace more efficient and pleasant. Scope This employee exit interview policy refers to employees who leave our company voluntarily. Policy elements What is an exit interview? Exit interviews are discussions with employees who resign aimed at exploring their reasons for leaving our company to discover areas we can improve in. In-person interviews help us gather more granular insight. We may use questionnaires or phone interviews, if employees find those more convenient. HR is responsible for organizing and conducting exit interviews. Occasionally, we may hire external consultants or assign interviews to supervisors of an employee's immediate supervisor. Immediate supervisors will not participate in these interviews. Exit interviews are voluntary There won't be any repercussions for employees who refuse to participate (e.g. references and payouts won't be affected.) HR professionals are responsible for informing employees that their participation is greatly appreciated but optional. To encourage participation, we will offer (gift cards) to employees who agree to participate in an exit interview. How do you conduct exit interviews? As a general rule, these discussions should focus on gathering information from employees and understanding their perspectives. People who conduct exit interviews shouldn't: Negotiate to persuade an employee to stay Get defensive when employees share negative experiences Focus only on getting negative feedback Interview format Interviews may be held in-person, over the phone or through a video platform. The length of each interview may vary, but it should generally last approximately [60 minutes.] HR should close interviews on a positive note, thanking employees for their time and feedback. Sample exit interview questions Exit interview questions may vary depending on each employee's seniority and role. Here are some sample questions for all roles: Please describe your general feelings about working here. If possible, please tell us what prompted your resignation. What did you enjoy most about working here? What would you change about our workplace? How would you rate the availability of guidance and training opportunities here? Do you feel you were recognized for your work? Where there obstacles that prevented you from doing your job efficiently? If so, what were they? HR should use those basic questions in all exit interviews to consolidate results more easily. After employees answer these baseline exit interview questions, HR may encourage an unstructured talk for employees to air whatever they'd like. Serious issues that may be uncovered during exit interviews If interviews unearth serious incidents (e.g. harassment, discrimination, embezzlement), HR should act immediately and according to company policy. They should inform employees that they may have to disclose some of their feedback to legal authorities. Confidentiality Everything discussed during exit interviews must be kept confidential. HR should assure exiting employees that interview records are confidential. HR should tell employees how they'll present results to management (e.g. in aggregate form or anonymous feedback.) Procedure Once an employee submits a notice of resignation, HR may reach out to them to ask for an exit interview, preferably in writing. Employees may choose their interview's format or decline to participate. Ideally, interviews should take place before employees' final week of work. HR should avoid scheduling interviews for an employee's last day unless there's no other opportunity. Alternatively, HR may schedule interviews within [a month] after employees leave. HR is responsible for analyzing data from exit interviews and sharing insights and recommendations with senior management. They may report on results annually, quarterly or more frequently if needed (e.g. if a large number of employees leave within a certain period.) Follow up survey [Six months] after an employee's initial exit interview, we may follow up with an exit survey. This practice can help us confirm employees' initial reasons for leaving, or gain feedback they may have been reluctant to share before. HR should inform employees that they might receive an email survey before sending it. Disclaimer: This policy template is meant to provide general guidelines and should be used as a reference. It may not take into account all relevant local, state or federal laws and is not a legal document. Neither the author nor Workable will assume any legal liability that may arise from the use of this policy. Further reading Making Exit Interviews Count - Harvard Business Review Skip to content How to conduct a final interview A successful hiring decision requires a few stages: resume screening, two or more interview rounds and, in some cases, skills-based assessments. Invite qualified candidates to a final interview to identify the best fit for your organization before you make your job offer. For the final round interview, a shortlist of two or three candidates will usually meet with the CEO. To reach an objective decision, consider getting together a group of interviewers, including the hiring manager, the team leader and the CEO, if they were not involved in previous rounds. When you're inviting candidates, clarify that this is the final round and let them know who they'll meet. Prepare final interview questions that can address the least questions anyone from your team may have. Final interviews help identify long-term partners: people who understand and share your company values. Candidates who have reached this part of hiring process are already qualified for the job. Turn your focus to potential hires who will not only "get the job done," but will provide fresh ideas, be great team players and eventually contribute to your company success. After the candidate you chose accepts your job offer, spend some time reaching out to rejected candidate(s) via email or phone. Sample final interview questions to ask candidates: Now that you've learned the full scope of this position, what are your salary expectations? If hired, how would you want to grow within the company? How do you think you'd do it? What are your interests outside of work? What would make you quit in your first month here? When is the earliest you can begin working for us? Do you have any questions for us? How to assess candidates' answers in the final round interview Even if you have previously discussed potential deal breakers, the final interview is a good chance to review things like salary, how much notice they need to give their current employer and working hours/days. Losing a new hire too soon is both time-consuming and costly. Identify and select candidates whose long-term career goals match your company's objectives. Choosing between two to three qualified candidates can be tough. Try to visualize each candidate working at your company. Who would collaborate better with their team? Who would put their best foot forward to reach goals? Ask questions that reveal whether candidates understand your company's needs and objectives. These people are more likely to adapt quicker and perform better in their new position. Combine information you gathered from the entire process to reach a hiring decision. For example, if you're hiring for an entry-level role, you might want to select a candidate who didn't submit the perfect assignment but shows enthusiasm and is eager to develop. Red flags They have no questions for you. No matter how clear you are about the role, when a candidate asks additional questions about your company, their team and the next steps of the process, they're interested in joining your company and want to gather as much information as possible. They are unprofessional. You may have broken the ice in previous interview rounds, but this doesn't mean they should be arrogant or too casual in their final interview, particularly if they're meeting with the company's CEO. They show inconsistent behavior. If you spot significant differences in a candidate's behavior from their first to their final interview, that's a concerning sign that they mightn't have revealed their true personality. They present last-minute limitations/requests. If candidates choose their final interview to share some limitations they never mentioned before (e.g. "I have to leave work every day at 4 p.m., because of X") or significantly change their salary expectations, these are signs of irresponsibility and red flags for future collaboration. They lack enthusiasm. Candidates who are invited for a final interview are aware that the probability they'll be hired is high. A passive attitude and lack of energy indicate they may have second thoughts about the job or that they're using your company as a stepping stone to pursue a different career. Try to identify how motivated they are, but don't be fast to reject candidates who could be shy or simply inexpressive.

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