

HR Standard 1.18

EXIT INTERVIEWS

PHILOSOPHY

Exit interviews provide an organization with an opportunity to gather critical information from separating personnel. The interviewing process should cover such issues as wages and benefits; working conditions; opportunities for career advancement; the quality and quantity of workload; training that has been provided; and relationships with co-workers and supervisors. Through the interviewing process, it is hoped that more accurate and complete data can be gathered from personnel that can be used by the agency to continuously improve its efforts to recruit and retain qualified and experienced personnel. Exit interviews should be voluntary, yet every effort should be made to have an interview. A number of the factors that cause employees to quit their jobs are controllable. A carefully conducted exit interview can assist to identify :

1. The real reasons for the employee's resignation.
2. Methods to retain a competent employee by exploring the cause of the dissatisfaction and agreeing on possible solutions that could and should be made so as to prevent unnecessary losses in the future.
3. Promote the opportunity to maintain a good relationship with an employee who separates voluntarily or involuntarily.
4. Obtain reliable data on problem areas that affect all employees that can be corrected by management to prevent future unnecessary separations.
5. Identify positive reasons for employee's leaving: pregnancy and the desire to remain at home after child birth, spouse relocation, etc.

OUTCOME

Through a well planned, consistent exit interviewing process, valuable information can be obtained, assessed, and appropriately acted upon by administration to either eliminate deficiencies that contribute to turnover or to reinforce those areas found to be rewarding by the employees.

APPLICATION

1. Whenever a valuable employee expresses a desire to leave the employment of the agency, the employee's supervisor should bring the matter to the attention of the executive director or exit conference interviewer as soon as possible. The employee should be sent to the exit conference interviewer for an informal meeting.
2. The exit conference interviewer should have the ability to evaluate the circumstances that are contributing to the decision to leave the agency and to determine whether an attempt should be made

to retain the employee. This initial interview is an informal process that can be used to ameliorate a situation that is the root cause of the resignation. If this course of action is deemed appropriate, the situation should be addressed as quickly as possible.

3. For those situations that cannot be corrected and the employee remains committed to leaving the agency, the exit interview should be held in two phases. During the first phase, the employee is interviewed by his/her immediate supervisor on the last day of employment. The supervisor should establish an atmosphere of open communication for the purpose of obtaining necessary information that can improve the operation of the supervisor's unit. The supervisor also has the opportunity to collect agency keys and other equipment at that time. When the interview is concluded, the supervisor records the information on the supervisor's section of the exit interview form and provide that information to the person who conducts all exit interviews for the PCSA.

4. During the second phase, the person who conducts all exit interviews for the PCSA, should review all available information concerning the employee's personal history, work history and performance, and any other data that can aid in conducting a comprehensive exit **interview. This review is done prior to phase two of the exit conference.**

Conducting the Exit Interview

1. Informal conversation of general interest - Attempt to establish a friendly rapport. Discuss the employee's position and point out the things that s/he has done to contribute to the success of the agency's mission. Elicit the positive aspects of the position from the employee, the department, and the agency as a whole.

2. The Employee's Own Statement - the employee should be provided the opportunity to identify all reasons for his/her resignation. The interviewer should avoid interruption and any attempt to influence the employee's statement. Careful attention to all remarks is vital for directing the interview to an effective conclusion.

3. Questioning by the Interviewer - When the employee has concluded his/her remarks, the interviewer should probe by asking appropriate questions to elicit the true reasons for the departure. If the employee states something that is not clear, ask him/her to provide the clarity so that a complete understanding can be obtained.

4. Final Stage, Informal Conversation - the closing stages of the interview are important to ensure a mutual understanding of any arrangement that may have been agreed upon and to plan for any follow up action that is required by either party.

5. At the close of the interview, record the information on the Exit Interview Form.

Items for Possible Concern or Caution

1. It is fine to express regret that things did not work out. Likewise, it is appropriate to state that any efforts that were made to assist the employee to meet agency requirements and mission attainment.
2. Other actions have potential to expose the agency to litigation. For instance, do not argue with the employee. At this point, argument is useless, creates bad feelings, and may lead to the agency saying something that it will later regret in court.
3. Do not promise the employee a good evaluation unless the agency is absolutely committed to providing one. A simple statement that any requests for references from a future employer will be provided and adequately reflect the employee's work history and performance while at the agency.
4. The reasons for termination are listed on the ODAS Form ADM 4055. Do not deviate from or embellish the reasons for termination. Simply check the appropriate reason submit the form to the appropriate authorities.
5. If anything unanticipated or troublesome arise such as an employee claim of discrimination or harassment, gather the information the agency needs to thoroughly investigate the accusation and make sure that a thorough investigation takes place within a reasonable amount of time.
6. Complete the Exit Interview Form and file it in the employee's personnel file.

Policy adapted from the Scioto County Children Services Board

TO BE COMPLETED BY EMPLOYER

Name: _____ Department: _____

Job Title: _____ Hire Date: _____ Termination/Resignation Date: _____

Current Mailing Address: _____

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Reason for Termination/Resignation: _____

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When did you begin to look for a new job? _____

EMPLOYEE'S EVALUATION OF THE JOB

	Excellent	Satisfactory	Fair	Poor	Unsatisfactory
Interest in Job Held					
Performance Recognition					
Supervisory Fairness					
Chance for Advancement					
Wages and Benefits					
Rapport with Fellow Workers					
Training Received on Job					
Description of Position Compared to Actual Work					
Communication Between Employees and Management					
General Working Conditions					

Employee's Comments: _____

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TO BE COMPLETED BY SUPERVISOR

Interviewer: _____ Date: _

Interviewer's Comments: _

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Employer's Signature

Date