Slay Exit Interviews with ◎ ExitPro

Automate & Centralize Exit Surveys in 4 Minutes *(or we'll do it for you)*

Focus on your people, ExitPro does the rest.

Exit Interviews + Automation + Predictive Analytics

With more than **95,000 hours** of expertise performing exit interviews across **56 countries** in **18 languages** over **19 years**.

Companies that use ExitPro UNLOCK their workforce data to:

1 Retain top talent

2 Protect employer brand

3 Gain insights to take action

4 Benchmark against the industry

5 Motivate current staff

6 Predict employee turnover

Small Business
Fast & Easy

Mid-market
Flexible & Robust

Enterprise
Integrated & Secure

It's time to get PREDICTIVE, because RIGHT NOW:

8 out of 10 Managers were completely unaware that their last departing employee was seeking another job
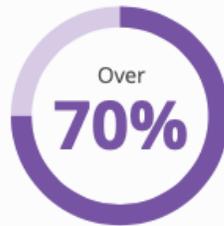
Over **70%** Employees respond to competitors' offers during work hours, while you pay them

Signup in 60 seconds for
10 FREE Exit Interviews
www.exitpro.com

Exit Interview Program FAQs

1. How effective are employee exit interviews?

To reduce turnover and increase loyalty, employee exit interviews are extremely effective. They <u>do not</u> accurately determine why employees *join*, or *stay*, as well as why they choose to *quit*. No other instrument is more effective at achieving this goal, and in fact it's nearly impossible to keep people from leaving, unless you know <u>why they leave</u>. Exit Interviews also prioritize responses to increase morale and decrease absenteeism.

2. Why do companies invest in employee exits...they are already gone?

High-performing employers care to know why employees leave because selection, recruitment and training are time-consuming and costly. Specifically, replacing a single <u>employee costs 25-250% of their annual salary</u>. Once themes for resignation are established, organizations can target precisely where to best invest effort and time to reduce the cycle of staff attrition.

3. How do exit interview surveys affect employee retention?

Employee exit interviews are an integral component of a talent retention strategy. Exit interviews become a **preventative measure** for employees that remain. They allow the employer that is losing employees to gain **actionable data** on why key staff leaves and make action plans to better retain the top talent that remains.
    Are employees leaving because they are unhappy with the work environment?
    Do they lack opportunities to develop and grow?
    Is the company hiring the wrong people?
A company can find the answers to these questions through exit interviews, and ultimately shift focus toward the effort with heist impact to decrease turnover.

4. When is the best time to conduct an employee exit interview?

For best results, the time to conduct employee exit interviews are two weeks prior or two weeks after the separation date.
After as little as 30 days of the separation, perceptions of the experience change and less accurately represent the feelings and choices made in the moment to resign. Employee exit interviews conducted *after 90 days* are called "Post-Exit Interviews" and have a different purpose and benefits.

5. What is a Post-Exit Interview? Why conduct those?

Post-exit interviews are typically live interviews conducted 90 days or more from the separation date. These can be beneficial when employers intend to hire "boomerang employees" (staff who is re-hired). In addition, they also help strengthen alumni relations and measure an employer's brand.

6. How do employee exit interviews reduce workforce costs?

The U.S. Bureau of Labor Statistics measures average U.S. voluntary turnover rate at 23.4% annually. Extensive research supports that
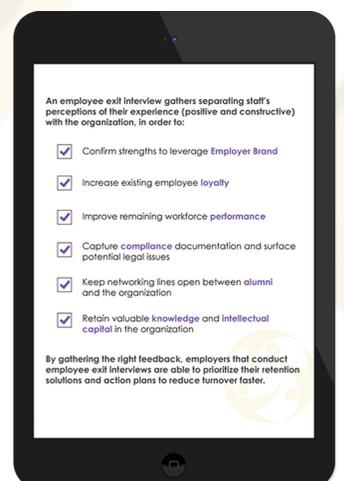
rehiring and replacing an employee costs thousands to tens of thousands of dollars per employee. These can be **Direct Costs** like candidate interviews, employment advertising, pre-hire testing, and new hire orientation and training. And also harder to measure **Indirect Costs** like lost customers, equipment damage, mistakes, etc. You can find more information to calculate cost of employee turnover here.

7. Who should see employee exit interview responses?

Individual and aggregate employee exit interview answers are best seen by the managers of the teams / departments from which they came. Those people are more likely to change the behaviors and actions needed to motivate and retain those that remain.

The human resource / talent management department would get reports at the same time. Then reviewed before distributing summary reports to organization's leadership. If managed by third party exit interview software you should expect monthly, quarterly, or semi-annual reports that analyze the exit interview data collected. This report would show trends in both negative and positive feedback.

8. Which employees should we include in the exit interview process? (Like employees who left voluntarily, involuntarily, part-time and transfers get an exit interview?)

It is most critical to conduct employee exit interviews for employees who left **Voluntarily**., both *part-time* and full-time. *Part-time* employees are critical to include because they have a different commitment to the organization. They may have different perspectives of the organization.

To keep the data well segmented, remember to keep exit interviews for **Retirees** separate. For additional insight, then exit survey staff who are **Involuntary**, which can be helpful to pinpoint predictive factors to avoid during recruiting/selection. Many exit survey during a RIF/layoff as a channel to receive frustration. Involuntary separations can inform and prevent the reasons an employee does not succeed in his or her position:

> Was the employee unmotivated?
> Were they unhappy?
> Why was it a bad hire?
> How can we adjust our recruiting process to reduce repeating these hires?

Finally, exit interview **Transfers**. This allows the organization to gain diverse perspectives of employees' experience and positions. Transfers can inform the organization of why employees were unfulfilled in their positions. Transfers are unique in employee exit interviews because they are a specific group of individuals who, though frustrated by the situation, show deep commitment to the organization.

9. Are there legal issues to consider when conducting employee exit interviews?

In order to avoid legal issues, it is critical to be clear about local government policies regarding anonymity, confidentiality, and recording. Some organizations conduct exit interviews as individual conversations with managers or department heads. While very

personal this does not allow any claim of confidentiality. This is another reason many organizations use a [third-party exit interview vendor](#). It is also important for the exit interview service provider to red flag and report to HR potential serious matters that need to be directly addressed.

10. What are some sample employee exit interview questions?

Just like there is no one kind of organization, a one-size-fits-all exit interview form or exit interview template is hard to find. That said, there are exit interview questions to ask in every exit interview:

    a.   *What did you like most about (Organization)?*
    b.   *What did you like least about (Organization)?*
    c.   *Why did you choose to leave (Organization)?*
    d.   *What are your recommendations for improvement at (Organization)?*

11. Should employee exit interviews be conducted using a structured or unstructured format?

Each interview is a combination of **open-ended** (depth) questions and structured **closed-ended** questions (forced-choice single select or multiple choice options). Some of the structured questions are required and the others are selected from an exit interview template based on *industry* (like healthcare or manufacturing) or *position* (like sales or custom-facing).

The most effective employee exit interviews are conducted in a structured format in order to facilitate quantifying and comparing employees' answers across departments, positions, locations and demographics. For this, both open-ended and closed-ended questions are beneficial. Open-ended questions allow for more freedom to provide nuanced answers. Closed-ended questions on the employee exit form are beneficial when coding data and determining significant trends in exit interviews.

12. What is a good response rate for employee exit interviews?

For **Voluntary** separations, employee exit interviews are completed by about 50-90% of employees. [Exit Interview completion rate](#) is higher among professionals who are regularly online (75%+). It is lower among workers in manufacturing, mining, retail, warehouse or restaurant/hospitality (50 - 60%), To achieve the highest possible response rate, multi-mode approaches: online, SMS text, and telephone employee exit interviews, should be used.

13. Who should conduct Live (voice-based) exit interviews?

An employee's direct manager is the last person to conduct a formal employee exit interview. For strongly *positive* or *negative* relationships, honest and candid feedback is unlikely. Some organization use exit interview software for the majority of the questions, then follow-up with an HR contact conversation (*See question 15 below*). For a live component, the most accurate responses come from trained individuals at a third-party exit interview vendor who can provide a non-biased perspective. Look for one who trains staff to avoid intimidating or influencing the departing employee's responses.

14. *How long should an employee exit interview be?*

The length varies depending on the goals, method, and exit interview questions. Live voice-based exit interviews typically take 10-30 minutes, as people talk much more than they type. Using online exit interview software takes typically 6-12 minutes, and <u>ideally under 10 minutes</u>. The specific length of the interview varies depending on the employee's reasons for departing, and his or her position and experience.

15. *What common mistakes are made when we conduct employee exit interviews? What are areas to avoid while conducting exit interviews?*

Common mistakes made during employee exit interviews that should be avoided include:
- Asking loaded questions
- Asking leading questions
- Asking double-barreled questions
- (Live) Showing strong emotion or opinion while asking questions
- (Live) Getting defensive when seeing/hearing the answers
- (Live) Emphasizing specific questions or certain answer choices

16. *Should employee exit interviews be confidential?*

All employee feedback is more accurate when confidential. However, exit interviews, more than any other employee survey tool, have the greatest benefit when the recipient is known. There is an acceptable trade-off to be able to directly **address the situation** on a team, in a department, or with a manager, noted by a separating employee.

In order to decrease concern or bias (intentional or otherwise) an independent third parties are often used. The more distant the employee feels the exit interview is, the more honest and accurate information staff exits will provide. This reduces desirability bias, the tendency of respondents to reply in a manner that will be viewed favorably by others. For certain situations such as claims of legal misconduct, disclosure may be unavoidable.

If an in-person exit interview must occur, always conduct in a private office or other setting where the employees' responses cannot be overheard. All phone interviews are also best conducted when the employee is in a confidential and private location.

17. *How do employers use the information gained from employee exit interviews?*

The goal is to translate exit data into action. Well-constructed exit interview forms support that outcome. The information gained from an employee exit interview will highlight what is working, and what is not, related to company culture, manager relationships, peer relationships, benefits, compensation, workplace, or the job itself.

With enough responses over time, exit interview data is used to track and analyze trends across the company, or identity changes in specific departments or teams of a division. Once trends are identified companies can communicate the employee feedback to appropriate parties and prioritize the issues identified by employees.

18. Why would departing employees be honest in employee exit interviews?

Even though employees may not benefit directly from participating in an employee exit interview, most separating staff have unsaid thoughts and feeling they want known. They often want to focus on constructive comments to help make the work situation better for those friends and colleagues that remain. Ultimately exiting employees can find a sense of closure by voicing their opinion about their previous experience. Give them a chance to be heard.