

SOME USEFUL PRINCIPLES FOR PLANNING AN EXIT INTERVIEW OR SURVEY ARE:

- **Universal** - interviewing all voluntary leavers provides a more complete understanding of turnover.
- **Consistent** - using a core set of standardized questions ensures comparability throughout the organization and across time.
- **Comprehensive** - the decision to leave can involve an interaction of several issues and some immediate events along with others' attitudes and perceptions unfolding over time. Including feedback on the culture, attitudes and leadership in addition to immediate reasons for leaving increases usefulness in determining strategies to reduce turnover.
- **Independent and confidential** - Employees may wish the interview to be conducted out of their management chain and to remain confidential. This should not preclude the data from the interview being used anonymously as part of aggregate data for the whole organization.
- **Available** - Make the data provided by exit interviews available to as many people as possible. This will increase the likelihood of the findings being used to inform strategy and planning.
- **Monitored and utilized** - it is not worth doing exit interviews unless the information is used to develop strategies and targets for the reduction of turnover.

GUIDELINES FOR THE EXIT INTERVIEW CONTENT:

- Knowledge transfer - do you need to transfer knowledge from the departing employee to colleagues and managers? If so a process separate from the exit interview should be organized, be it a one to one, team meeting, preparation of handover notes etc.
- Devise a standard set of questions for the interview, allowing the interviewer flexibility to explore in more detail any interesting issues that crop up.
- Do not focus solely on reasons for leaving. Explore other areas such as culture, attitudes, leadership, colleagues, etc. to identify the issues and concerns that may not surface when asking about reasons for leaving
- Use open-ended questions to help employees explore their reasons for leaving and help employees to move beyond the decision itself by asking about more general issues such as job satisfaction, the work culture, communication, management competency, opportunities for advancement, training etc.
- The system of exit interviews needs to be applied consistently and professionally. Interviewers need to be trained and sensitive to the broader issues which might underpin an employee's decision to leave, whilst remaining impartial and not influencing employee's perceptions of past events.
- If the data from exit interviews is not used then they are a waste of resources. The results should be examined and aggregated for the organization and also by levels, by all business functions and job roles, and by all geographical locations.

http://www.bitcdiversity.org.uk/research/the_business_case_for_diversity/enhancing_employer_metrics_for_the_future/exit_interviews.html