WI SHRM 2016 STATE CONFERENCE

BACK TO THE FUTURE

Celebrating 30 Years of WI SHRM

SAY *HELLO!* TO EXIT INTERVIEWS

Techniques for Leveraging the Value from an Employee's Parting Thoughts

Russell consulting, inc.

With Jeff Russell
Co-Director

You never really understand a person until you consider things from his point of view, until you climb inside of his skin and walk around in it.
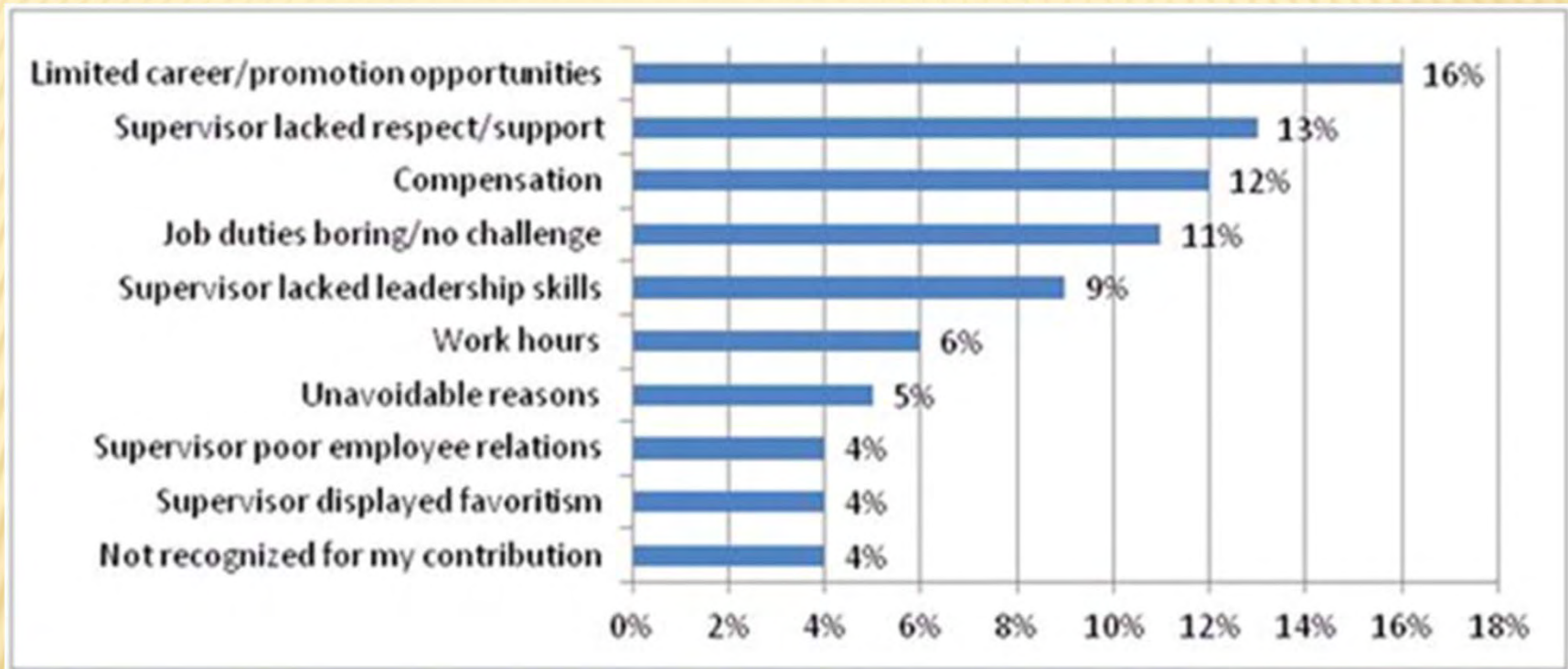— Atticus Finch
To Kill a Mockingbird (1962)
by Harper Lee

OUR LEARNING AGENDA . . .

- Define the purpose of exit interviews

- Explore key exit interview issues and challenges

- Identify common topics and example questions

- Identify effective practices for successful exit interviews

- Discuss what a "stay" interview is and why you should consider conducting these as well

FROM PRICEWATERHOUSECOOPERS . . .

Reason	Percentage
Limited career/promotion opportunities	16%
Supervisor lacked respect/support	13%
Compensation	12%
Job duties boring/no challenge	11%
Supervisor lacked leadership skills	9%
Work hours	6%
Unavoidable reasons	5%
Supervisor poor employee relations	4%
Supervisor displayed favoritism	4%
Not recognized for my contribution	4%

- Based upon 19,000+ exit interviews conducted by PricewaterhouseCoopers (PwC)
- Summarized in *The 7 Hidden Reasons Why Employees Leave*, by Leigh Branham (2005)

WHAT IS AN EXIT INTERVIEW?

An exit interview is an assessment conducted by an organization with an individual who is separating from the organization.

Can take the form of:

- ❑ a survey (online or paper)

- ❑ a face-to-face interview

- ❑ a phone interview

WHY CONDUCT THEM?

1. Identifying the reasons why someone is <u>leaving</u>.

2. Identifying the organization's <u>strengths</u>.

3. Identifying organizational <u>vulnerabilities</u> (affecting performance, safety, employee engagement, customer dissatisfaction, and employee turnover).

4. Examining the effectiveness of HR <u>policies</u> and practices.

5. Identifying <u>external</u> forces influencing turnover behaviors.

WHY CONDUCT THEM?

6. Exploring <u>future</u> employee and leadership development needs.

7. Reducing <u>voluntary</u> separations/turnover.

8. Honoring – and the organization learning from – the employee's <u>experience</u> and insights.

9. Helping the employee leave with a <u>positive</u> impression of the organization.

10. <u>Thanking</u> the employee for his or her service.

YOUR GREATEST EI CHALLENGES . . .

Bottom of Page 2: *Greatest Challenge*

Turn to a neighbor discuss what you see is the greatest challenge to an effective exit interview process and practice . . .

You have 90 seconds!

KEY EXIT INTERVIEW ISSUES/CHALLENGES

- Timing
- Mandatory vs. Voluntary
- All Employees vs. a Few
- Survey vs. Interview (or both!)
- Who
- Anonymity and Confidentiality
- Compiling/Reporting the Results
- Taking Corrective Action

TIMING – WHEN SHOULD THEY BE DONE?

- When are they best done? Last week, last day, after departure?

MANDATORY OR VOLUNTARY?

- Should we require people to participate? What if they say "no?"
- What are the up/downsides of *requiring* people to provide their parting thoughts?

ALL EMPLOYEES VS. A FEW?

- Should they be done for all employees? Just star performers? With those we terminate due to performance issues?

- What are the up/downsides of doing <u>all</u> or only a <u>few</u> exiting employees?
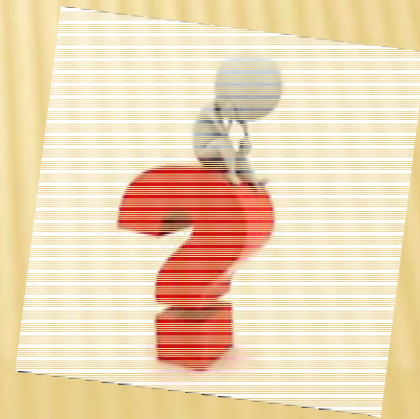
SURVEY OR INTERVIEW?

- Should the assessment be done via paper or online surveys or via an actual face-to-face or phone interview?

- What is the up and downside of each approach?

- Should we do <u>both</u> survey and interview? Why or why not?

WHO CONDUCTS?

- Who should conduct them? The employee's supervisor, a neutral supervisor or manager, HR, someone the employee trusts, or an objective third-party?

- What's the argument for/against HR doing them? The employee's supervisor doing them?

ANONYMITY AND CONFIDENTIALITY

- "Confidential" means that the data from the interview won't be shared with anyone. "Anonymity" means that the data will be stripped of identifying information and shared in a way that protects the person's identity.
- What is the argument for/against confidential? Anonymous?
- Should the exit interview process offer both?

COMPILING/REPORTING THE RESULTS

- How will the results be compiled to ensure validity and shared to protect both the exiting employee and those he/she may identify as a problem that the organization needs to "fix"?

- What is the best reporting strategy? After each interview? After every 5th, 10th, etc.?

- What are the up/downside issues related to frequency?

TAKING CORRECTIVE ACTION

- When and how should an organization act upon the results from exit interviews?

- How many exiting data points are sufficient to suggest a need to respond to an issue?

- What if safety violations, discrimination, or illegal activity is identified by an exiting employee? Do we respond immediately or wait for more data?

Samish Bay Sunrise, Washington

Quality is impossible if people are afraid to tell the truth.

— W. Edwards Deming

ENSURING EFFECTIVE EXIT INTERVIEWS

My thoughts on effective practices – you may disagree (and that's okay – just have a *reason!*)

1. Develop an Exit Interview Policy and Practice.

2. Let All Employees Know that You Conduct them.

3. Use a Standardized Form and Process.

4. Train Objective/Independent Interviewers.

5. Ensure Anonymity.

ENSURING EFFECTIVE EXIT INTERVIEWS

6. Conduct with All *Voluntary* Departures.

7. Report Summary Trends/Patterns and Findings to Management.

8. Use the Findings to Drive Additional Inquiry.

9. Combine Findings with Other Organizational Data.

10. Hold Leaders and Managers Accountable for Taking Action.

SORRY, IT'S TOO LATE! (I'M GONE ALREADY!)

Conducting a "stay" interview is a more powerful way to reduce turnover . . . by identifying issues *before* they result in a valued employee leaving.

Conduct stay interviews with . . .
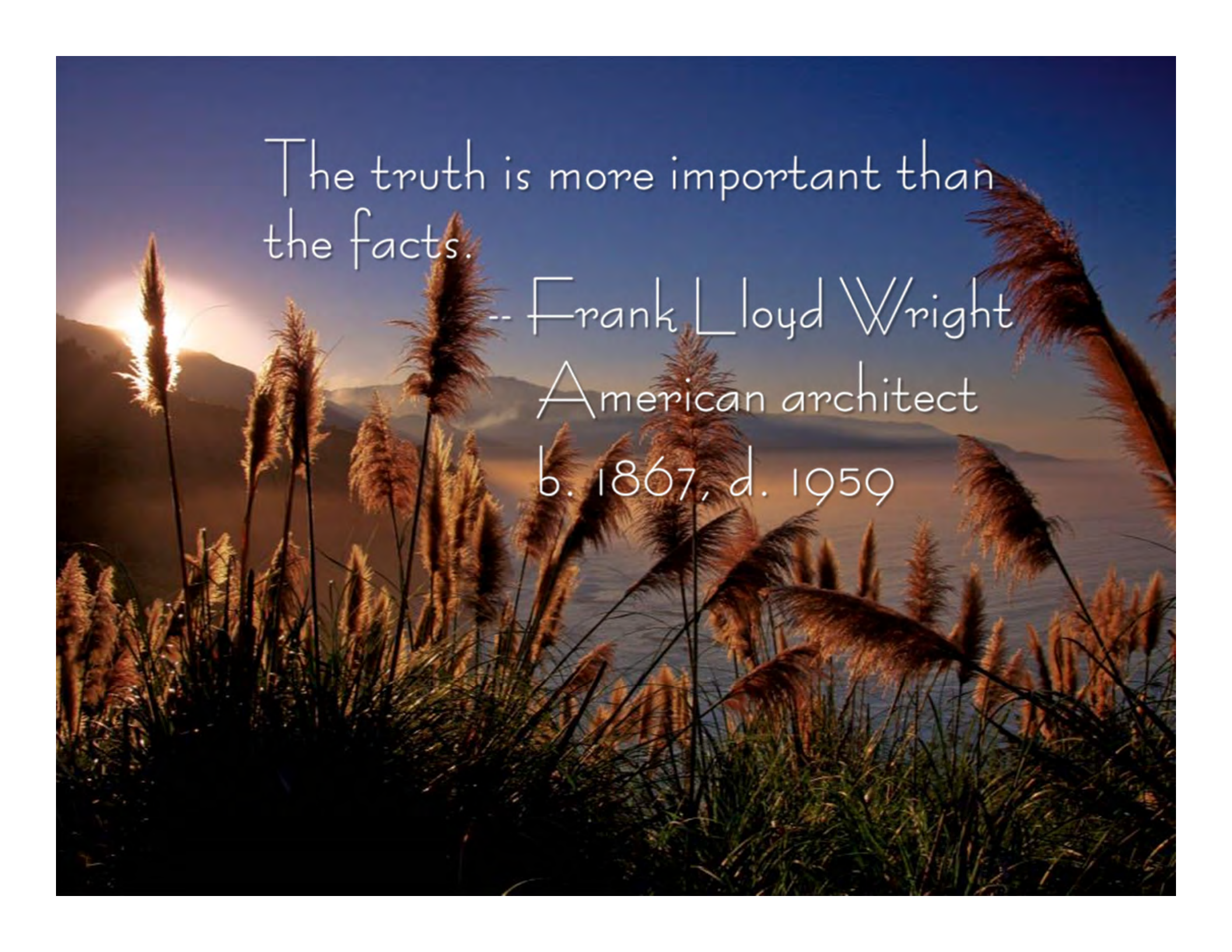
➢ Star performers

➢ People with essential knowledge/experience

➢ Employees identified as high potentials

➢ Individuals whose departure might cause others to leave

➢ People identified in the succession plan

STAY INTERVIEW TOPICS

In your small group . . . .

Reflect upon the *stay* interview topics listed on page 6.

1. Differences: How are these topics different from the more traditional exit interview?

2. Topics: Which topics might you include in a stay interview process?

3. Questions: What questions do you have about making a Stay Interview process work in your company?

The truth is more important than the facts.

-- Frank Lloyd Wright

American architect

b. 1867, d. 1959

Some cause happiness wherever they go . . .
others, *whenever* they go.

— Oscar Wilde
Irish playwright
b. 1854, d. 1900

Edge of the Burren
County Clare

Lake Minocqua Sunset

Thank you!

The full PPT of this presentation will be on our website next week.

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