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Jefferson Co. HR Management Association
Affiliate of the Society for Human Resource Management
Watertown, WI

SAY *HELLO!* TO EXIT INTERVIEWS

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



With Jeff Russell
Co-Director

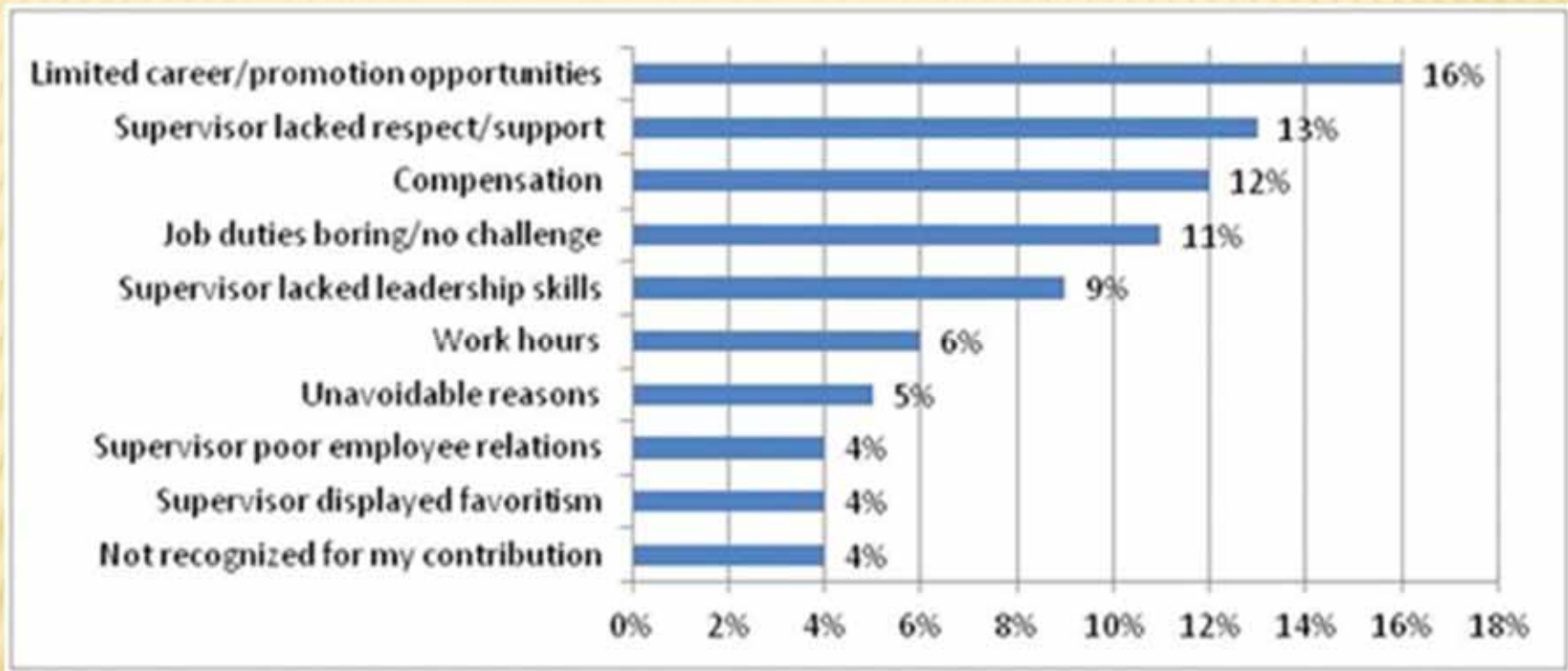
OUR LEARNING AGENDA . . .

- 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
- Share your exit interview forms and questions

WHAT ARE YOUR MAJOR TURNOVER DRIVERS?

- What causes people to leave your company – when you'd prefer that they stay?
- How do you know?

FROM PRICEWATERHOUSECOOPERS . . .



- 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 leaving.
2. Identifying the organization's strengths.
3. Identifying organizational vulnerabilities (affecting performance, safety, employee engagement, customer dissatisfaction, and employee turnover).
4. Examining the effectiveness of HR policies and practices.
5. Identifying external forces influencing turnover behaviors.

WHY CONDUCT THEM?

6. Exploring future employee and leadership development needs.
7. Reducing voluntary separations/turnover.
8. Honoring – and the organization learning from – the employee's experience and insights.
9. Helping the employee leave with a positive impression of the organization.
10. Thanking the employee for his or her service.

YOUR GREATEST EI CHALLENGES . . .

Based upon your experience, what do you see is the **greatest challenge** to an effective exit interview process and practice?



ISSUES AND CHALLENGES . . .

For your assigned issues/challenges

- What is your recommendation for resolving this issue?
- Why? What's your reasoning behind your recommendation?



THE 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

Samish Bay Sunrise, Washington

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

— W. Edwards Deming

EXIT INTERVIEW TOPICS & QUESTIONS

Review the list of topics on page 4 and the RCI's example exit interview form.

Discuss in your small group:

1. Topics: Which topics are the most important to include in your company's exit interview process? Why?
2. Example Form: What questions do you like best of those on this form? Which would you include/exclude when designing your own form?

ENSURING EFFECTIVE EXIT INTERVIEWS

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

- 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?

SHARING YOUR EXIT INTERVIEW EXAMPLES

Share the examples that you brought to today's session and discuss:

- What questions you use/don't use.
- How your process works – who conducts and when?
- How data is collected and used.
- What changes you would make to your form and process based upon today's session.




The truth is more important than
the facts.

-- Frank Lloyd Wright

American architect

b. 1867, d. 1959

A landscape photograph of a green field with a stone wall and a single tree under a cloudy sky. The text is overlaid on the top half of the image.

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

— Oscar Wilde
Irish playwright

Edge of the Burren
County Clare

Lake Minocqua Sunset

Thank you!

The full PPT will be on our website next week.

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