When an employee announces his/her intention to resign, or a decision has been made to terminate an employee, a formal exit interview should be scheduled with the employee as soon as possible. During the exit interview, the interviewer should seek to (1) determine the cause or reason for the employee’s resignation/termination and (2) discover any grievances or misunderstandings the employee may have about the department, company, or management in case corrective actions need to be taken. During the exit interview, you may also want to review administrative details with the employee (e.g., final pay, benefits, continuation rights and conversion privileges, and the re-employment policy), as well as arrange for the return of company property.

**THE EXIT INTERVIEW & SURVEY**

Document the reasons behind an employee’s decision to leave. An exit survey is a great way to gather that information in writing straight from the employee. Furthermore, an exit survey – either blank or completed beforehand by the employee – can be used to guide the interview conversation where your focus should be on gathering a deeper understanding of the issues behind the employee’s resignation or termination.

Consider that in some cases it may make sense to have departing employee complete the survey in lieu of an exit interview. Before using the survey, or handing it over to an employee to complete, be sure to review the survey and rephrase or delete items as appropriate to the specific case.

**Employee Exit Survey**

|  |
| --- |
| NAME: |
| JOB TITLE: |
| DEPARTMENT: |
| START DATE: |
| SEPARATION DATE: |
| INTERVIEWER: |

1. What are the reasons for leaving? Please select one or more:

Higher pay

Better benefits

Better career opportunity

Career change

Company instability

Improved work-life balance

Family/personal problems

Closer to home

Conflict with supervisor

Conflict with other employees

Violation of company policy

Laid off

Other (please describe): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Please rate this job on the following dimensions:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Strongly Agree | Agree | Disagree | Strongly Disagree |
| This job was challenging. | [ ] | [ ] | [ ] | [ ] |
| The workload was manageable. | [ ] | [ ] | [ ] | [ ] |
| Sufficient resources and staff were available. | [ ] | [ ] | [ ] | [ ] |
| My skills were effectively used. | [ ] | [ ] | [ ] | [ ] |
| Colleagues listened to and appreciated my suggestions. | [ ] | [ ] | [ ] | [ ] |
| I had access to training and development programs. | [ ] | [ ] | [ ] | [ ] |
| There were sufficient opportunities for advancement. | [ ] | [ ] | [ ] | [ ] |
|  | [ ] | [ ] | [ ] | [ ] |

1. Please rate your supervisor on the following dimensions:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Strongly Agree | Agree | Disagree | Strongly Disagree |
| My supervisor demonstrated fair and equal treatment. | [ ] | [ ] | [ ] | [ ] |
| My supervisor acknowledged my achievements. | [ ] | [ ] | [ ] | [ ] |
| My supervisor fostered cooperation and teamwork. | [ ] | [ ] | [ ] | [ ] |
| My supervisor provided constructive feedback. | [ ] | [ ] | [ ] | [ ] |
| My supervisor listened to my suggestions. | [ ] | [ ] | [ ] | [ ] |
| My supervisor resolved complaints and problems. | [ ] | [ ] | [ ] | [ ] |
| My supervisor followed company policies and practices. | [ ] | [ ] | [ ] | [ ] |

1. Please rate the company on the following dimensions:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Excellent | Good | Fair | Poor |
| Cooperation within my department | [ ] | [ ] | [ ] | [ ] |
| Communication within my department | [ ] | [ ] | [ ] | [ ] |
| Cooperation with other departments | [ ] | [ ] | [ ] | [ ] |
| Communication within the company as a whole | [ ] | [ ] | [ ] | [ ] |
| Development opportunities | [ ] | [ ] | [ ] | [ ] |
| Employee treatment | [ ] | [ ] | [ ] | [ ] |
| Employee comradery | [ ] | [ ] | [ ] | [ ] |
| Employee morale | [ ] | [ ] | [ ] | [ ] |
| Work environment | [ ] | [ ] | [ ] | [ ] |
| Work-life balance | [ ] | [ ] | [ ] | [ ] |

1. Please rate your compensation package on the following dimensions:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Excellent | Good | Fair | Poor |
| Base salary | [ ] | [ ] | [ ] | [ ] |
| Medical plan | [ ] | [ ] | [ ] | [ ] |
| Dental plan | [ ] | [ ] | [ ] | [ ] |
| Vision Plan | [ ] | [ ] | [ ] | [ ] |
| Paid time off | [ ] | [ ] | [ ] | [ ] |
| STD/LTD plan | [ ] | [ ] | [ ] | [ ] |
| Life insurance | [ ] | [ ] | [ ] | [ ] |
| 401(k) plan | [ ] | [ ] | [ ] | [ ] |
| Stock options | [ ] | [ ] | [ ] | [ ] |

*Additional Questions*

|  |
| --- |
| What led you to accept this job? |
| Were the job responsibilities accurately characterized during the interview process and orientation? |
| Did you have clear goals and know what was expected of you in this job? |
| Did you understand and feel a part of the accomplishment of the company mission and goals? |
| Were you given training to perform this job? If yes, what was the quality of that training? What are areas for improvement? |
| How well were your talents and skills used in the completion of projects? |

|  |
| --- |
| Do you feel you had the resources and support necessary to accomplish this job? If not, what was missing? |
| Describe the workplace environment. |
| How would you describe your workload? |
| What did you find most satisfying about this job? |
| What did you find most frustrating about this job? |
| What could have been done to make this job more rewarding? |
| In your opinion, what were the biggest barriers to productivity? |
| What are your suggestions to make this a better place to work? |
| What kind of feedback did you receive from your supervisor and how frequently? |
| How well did your supervisor handle any complaints or grievances you may have had? |
| What could your supervisor do to improve his/her [management style](http://humanresources.about.com/od/delegation/qt/management-styles.htm) and skill? |
| Did management care about and help you accomplish your personal and professional development and career goals? |
| What are your views about management and leadership in the company? |
| What is your experience of [employee morale](http://humanresources.about.com/od/glossarye/g/employee-morale.htm) and motivation in the company? |
| Did you witness any violations of laws or policies? |
| Were you a victim of any type of harassment? |

|  |
| --- |
| Were you asked to do anything unethical? |
| Did you share your concerns with anyone in the company prior to deciding to leave? What was the response? |
| What, if anything, could have been done to prevent you from leaving? |
| Did you find your new job, or were you recruited? |
| How long ago did you begin searching for another position? |
| What are your primary reasons for leaving? |
| What incident or circumstance(s) made you begin looking for another job? |
| What does your new company offer that encouraged you to accept their offer and leave this company? |
| Are there benefits you feel should be offered? |
| Do you have any recommendations regarding our compensation, benefits and other reward and recognition efforts? |
| Would you consider returning to this company in the future? |
| Would you recommend this company as a good place to work to your friends and family? |

I understand that the completion of this Exit Interview form is voluntary and I was given the option to abstain from completing this form if I so desired.

Yes

No

I authorize the placement of this Exit Interview form in my personnel file:

Yes

No

Employee’s Signature and Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Interviewer’s Signature and Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Thank you for completing this form. Your responses will be kept confidential.*