# DOAS/Human Resources Administration

Exit Interview Process

The State of Georgia is committed to the retention of its workforce. To support this commitment, the Georgia Department of Administrative Services, Human Resources Administration Division has developed this Exit Interview process and questionnaire assist agencies with learning why employees are leaving their organization. Your ability to tell your turnover story will enable data driven decision making.

The goal is to identify trends and implement talent management solutions to retain, attract, and develop quality talent in an efficient manner to enhance organizational performance.

**Procedures**

**Step 1. Designate an Administrator**

An HR representative should be designated to administer the process, collect feedback and analyze data and provide reports/recommendations to agency leadership.

**Step 2**. **Initiate the Exit Interview Process**

Upon receipt of the resignation notice, the Administrator should initiate the exit interview process. The supervisor should provide the employee’s name, contact information and last date of employment and a copy of resignation letter if possible.

**Step 3. Extend the Invite for Participation**

The Administrator will contact the employee and ask them to participate in the exit interview process. If the employee agrees to participate, there are a few ways the interview can be conducted.

1. Face-to-face
2. Electronic form – distributed by email or kiosk.
3. Paper form – hand delivered or mailed to employee

Employees participating in a face-to-face interview should also complete the exit interview questionnaire themselves.

Employees who terminate employment before being contacted will receive an invitation to participate by email or mail with a copy of the form attached.

**Guidelines**

1. The Administrator will attempt to conduct exit interviews for all employees who voluntarily separate from employment.

2. The employee’s immediate supervisor should not conduct the exit interview. An impartial HR Administrator may increase the employee’s comfort level and facilitate direct and honest feedback. For employees not comfortable in participating in a face-to-face interview, electronic and paper options are also available as described above.

3. Exit interviews are confidential and will be used to identify trends contributing to turnover and opportunities for changes in employment practices to improve employee retention statewide.

**Best Practices**

1. Take steps to incorporate exit interviews into your off boarding process.
2. Throughout the exit interview process, treat your departing employees with professional courtesy and respect.
   1. Be very clear with your employees that the information provided in your exit interview will not result in any repercussions. Comments made in exit interviews should never be used to prevent any employee’s opportunity to be re-hired. There should never be any sense among your employees that their exit survey answers could be used against them.
   2. Encourage all voluntarily departing employees to complete an exit interview, so you can be sure that you’re getting a full picture of the reasons for leaving. Dissatisfied and/or angry employees often appreciate the opportunity to share their concerns in a safe environment and these findings can help point to changes needed within your organization to resolve any chronic problems leading to voluntary turnover.
   3. Conduct your employee exit interview in a consistent manner, following an established protocol.
      1. [See attached exit questionnaire form](Exit%20Interview%20Electronic%20Questionnaire%206%2017%2015.3.docx) with standardized questions.
      2. You should incorporate these questions for each interview, however you may supplement as needed to provide a more precise reason if not available on the form.
      3. These questions are tied to the HCM Teamworks action reason codes.
   4. To get the highest level of participation, conduct the exit interview ***before***the employee leaves the organization. The employee responses can inform the proper action reason code used for entry in HCM Teamworks. Also, you’ll still get accurate information while avoiding the severe drop-off in participation that occurs after employees are gone.
   5. Share exit interview data with hiring managers at a summary level. [See attached sample summary report](Exit%20Interveiw%20Summary%206.18.15.1.xlsx). Encourage hiring managers not to take the results from the employee exit interviews personally and not to try to “explain away” any of the negative findings that they may get. You and the hiring managers should use this information to identify opportunities for changes within your organization to improve the work environment for your current and future employees.
3. Conduct annual employee surveys (ex: employee engagement, employee satisfaction) and use those results to get a clear understanding of risk areas that may lead to preventable voluntary turnover and to determine how much is non-preventable. [See attached sample survey questions](Employee%20Engagement.docx).
4. You should not only commit to collecting employee exit survey information in a systematic way but you must also carefully analyze the information collected to determine what action you can take to address the main reasons why employees are leaving. It is essential to act on the results and use the information to gain insights into your corporate culture and what opportunities there are to retain your “top talent.” Creating a strategic Action Plan based on this information should help you reduce employee voluntary turnover within your organization over time.

Use the exit information to:

* 1. Identify trends to determine what you can influence.
  2. Develop a strategic plan to reduce voluntary terminations. This will inform how to focus your efforts and resources in future years.

***Example:***

***Benchmark Information:***

*Voluntary turnover is 30% due to commute/family issues*

***Objective:***

*Reduce voluntary turnover due to commute/family issues from 30% to 28% in FY16*

***Strategy:***

*Increase utilization of flexible work schedules*

*Increase % of telework opportunities*

1. When you implement changes within your organization because of employee exit interview findings, **tell your employees why you are making these changes**. Knowing that your organization takes exit findings seriously will not only encourage future participation but will help enforce the knowledge that your organization listens to employees and finds it important for these surveys to become a part of the overall employee experience. This important action will ensure that you’ll get lots of open and honest ideas, suggestions and critiques from your employee exit process.
2. Evaluate and Measure whether strategic actions influenced your objectives. If results are positive, continue with the plan for another year. If no positive results, revisit strategic plan to determine if changes are necessary.
3. Report exit interview findings to HRA.

HRA will utilize enterprise exit interview data to determine which future enterprise talent management solutions/tools are needed to effect enterprise efficiencies and enhanced organization performance.