

Exit Interview Form

1. Purpose

1.1. The purpose of this form is to ensure that employees leaving Human Resources Focus ('HR Focus') are interviewed (where possible) about their experience with the business. This feedback will enable the [DepartmentName] to identify any key areas requiring attention or any opportunities for improvement in our ability to respond to employment related issues and in turn retain high performing employees.

2. Responsibility for implementation

2.1. It is the responsibility of [DepartmentName] to coordinate and implement the exit interview process with employees who are leaving HR Focus.

2.2. Managers/Supervisors are also responsible for supporting the exit interview process and where necessary providing their employees with the adequate time to complete this process during working hours.

2.3. The departing employee is invited to participate in the exit interview process, however it is not compulsory.

3. Procedure

3.1. Following an employee's notice of resignation, the [ResponsiblePartyTitle] will make contact with the employee within [ContactTimeFrame] via email or telephone, and invite them to participate in the exit interview process.

3.2. The exit interview should take place as soon as possible after HR Focus has received the confirmed termination date.

3.3. The interview involves a discussion, preferably during working hours, whereby the [ResponsiblePartyTitle] takes the departing employee through a series of exit interview questions, as per the attached questionnaire. Alternatively, the employee can be given the form to complete during their work hours. The completed form should be returned to [ResponsiblePartyTitle].

3.4. If the exit interview is conducted face to face then the [ResponsiblePartyTitle] will take notes during the meeting. Upon request, the employee may review and/or take a copy of the exit interview notes.

3.5. If the employee has already departed from the organisation, the [ResponsiblePartyTitle] will attempt to contact them via telephone to conduct the exit interview process. However if this is not viable, the documentation will be sent to the employee's home address and they will be asked to return their response via a provided reply-paid envelope.

3.6. If the employee raises a serious matter(s) during the exit interview process, the [ResponsiblePartyTitle] will liaise with the employee's supervisor, manager or director, with the intention of having the issue(s) resolved.

3.7. Exit interview documentation will be placed on the relevant employee's personnel file for future access.

Exit Interview Questionnaire

Name: [Fragment.HRA Employee Lookup.FullName]	Start date:
Department:	Location:
Job title: [Fragment.HRA Employee Lookup.Role]	Final day of service:
Reporting to:	Date: 11/07/2019 12:00:00 AM

We welcome information regarding your future plans and feedback concerning your position and time spent with HR Focus. We ask that you use this form to record any suggestions and or recommendations for improvement within HR Focus that you may have identified during your employment. Your input will assist HR Focus to analyse exit trends and to develop appropriate retention strategies.

Please complete and return the form to the [ResponsiblePartyTitle] immediately following completion.

1. Reason for leaving

1.1 From the factors listed below, please select the most important factors that contributed to your reason(s) for leaving. Please indicate the primary factor with the number '1'. If other factors were involved, indicate them in order of importance with '2' the next most important factor and '3' with the next most important factor, etc.

- | | |
|-----------------------------------|-------------------------------------|
| Better career opportunity | Workload too heavy |
| Better salary | Workload too light |
| Better benefits | Work not challenging |
| Career change | Travelling |
| Spouse relocation | Working conditions |
| Relocation, other personal reason | Lack of training |
| Return to Tertiary Studies | Lack of recognition/appreciation |
| Family responsibilities | Dissatisfaction with firm |
| Health reasons | Dissatisfaction with supervisor/mgr |

Child or other dependent care

Dissatisfaction with co-workers

Transportation problems

Retirement

Self-employment

Other _____

Dislike work

1.2 Please comment on the primary factor(s) affecting your decision to leave HR Focus:

1.3 After leaving HR Focus, will you be:

☐ Employed full-time

☐ Not employed, seeking employment

☐ Employed part-time

☐ Not employed, not seeking employment

☐ Employed on a temporary basis

☐ Other _____

☐ Self-employed

1.4 Does your new position offer (select one in each category):

☐ Lower salary

☐ Less responsibility

☐ Less potential for advancement

☐ Similar salary

☐ Similar responsibility

☐ Similar potential for advancement

☐ Higher salary

☐ Greater responsibility

☐ Greater potential for advancement

1.5 How did you hear about your new role?

☐ Via an employment agency

☐ Approached directly by the company

☐ Applied to an advertisement

☐ Word of mouth recommendation

☐ Approached by member company

☐ Other _____

2. Working conditions

2.1 During your employment with HR Focus what problems/benefits did you experience?

- | | |
|---|--|
| <input type="checkbox"/> Support from my team members | <input type="checkbox"/> Lack of support from my team |
| <input type="checkbox"/> Thorough performance reviews and ability to influence my own goals | <input type="checkbox"/> Poor performance reviews and little involvement in goal setting |
| <input type="checkbox"/> Learning new skills | <input type="checkbox"/> Few learning opportunities |
| <input type="checkbox"/> Receiving regular performance feedback and recognition | <input type="checkbox"/> Lack of recognition for improved performance |
| <input type="checkbox"/> Equitable remuneration | <input type="checkbox"/> Inequitable remuneration |
| <input type="checkbox"/> Clear communication channels | <input type="checkbox"/> Little communication/interaction |
| <input type="checkbox"/> Working with professional people | <input type="checkbox"/> Working long hours (unable to balance work and family) |
| <input type="checkbox"/> Challenging and varied work load | <input type="checkbox"/> Routine workload, often boring |
| <input type="checkbox"/> Clear and challenging responsibilities | <input type="checkbox"/> Unclear responsibilities |
| <input type="checkbox"/> Good leadership and management from my manager | <input type="checkbox"/> Poor leadership and management from my manager |

2.2 For the following questions, please select the most appropriate rating from poor, fair, average, good or excellent. Please feel free to provide further comments if you wish.

Question	Poor	Fair	Average	Good	Excellent
How do you rate your remuneration and benefits?					
How do you rate your working hours arrangement?					
How do you rate your work/life balance while working here?					
How do you rate the physical working conditions, ie office, factory, work station, amenities, etc?					
How do you rate employee morale in your work section?					

How do you rate working relationships with your co-workers?					
How do you rate the working relationship with your manager/supervisor?					
How do you rate the support you received from your team members					
Did you receive regular feedback from management about your job performance?					
Was feedback concerning your job constructive?					
How do you rate the standard of leadership and senior management within HR Focus generally?					
How do you rate your manager/supervisor as a coach or mentor?					
How do you rate the standard of professionalism within HR Focus generally?					
How do you rate your access to learning and development opportunities while employed here?					
How do you rate the quality of training, learning and development opportunities you received?					
How do you rate the level of customer service provided by HR Focus?					
How do you rate HR Focus's commitment to equal employment opportunity?					

How do you rate HR Focus's commitment to occupational health and safety?					
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3. Job content and opportunities

3.1 What does HR Focus do well?

- | | |
|---|---|
| <input type="checkbox"/> Attitude to continuous improvement | <input type="checkbox"/> Clear communication at all levels |
| <input type="checkbox"/> Commitment to training | <input type="checkbox"/> Encourages team environment |
| <input type="checkbox"/> Good IT systems | <input type="checkbox"/> Educational assistance and support |
| <input type="checkbox"/> Provides opportunities for personal and career development | <input type="checkbox"/> Provides opportunity to balance work and family responsibilities |
| <input type="checkbox"/> Offers professional services to our members and clients | <input type="checkbox"/> Promotes clear strategic direction and vision |
| <input type="checkbox"/> Rewards/recognition | <input type="checkbox"/> Other _____ |

3.2 What could HR Focus have done to prevent your resignation?

- | | |
|--|--|
| <input type="checkbox"/> Increased salary | <input type="checkbox"/> Improved communication |
| <input type="checkbox"/> Better career planning | <input type="checkbox"/> Flexible work opportunities |
| <input type="checkbox"/> More variety | <input type="checkbox"/> More recognition |
| <input type="checkbox"/> Opportunities for promotion | <input type="checkbox"/> Other _____ |

3.3 Please comment on the following aspects of your job:

- (a) Workload
- (b) Work deadlines/pressures
- (c) Work content and level of interest
- (d) Work variety
- (e) Work systems and procedures

- (f) Resources provided to perform the job
 - (g) Did you receive adequate training to perform the job?
 - (h) Did you receive clear expectations about how you were expected to perform the job?
 - (i) Please comment on your manager's management style
 - (j) How can management generally within the company be improved?
 - (k) What things does HR Focus do well?
 - (l) What things does HR Focus do badly?
- 3.4 Would you recommend HR Focus as a good employer to work for? (please circle)
- Yes No Unsure
- 3.5 Would you consider re-employment with HR Focus? (please circle)
- Yes No Unsure
- 3.6 If 'yes', what are the circumstances under which you would return?
- 3.7 If you have suggestions on how to make HR Focus a better place to work, please list:

I agree for this information to be shared with my Manager and their Manager.

Name: _____

Sign: _____