EXIT INTERVIEWS Fact Sheet no.1 – **Management**

**Why?** Employee engagement continues to be a vital area of development for any organisation. Getting good employees and more importantly retaining their knowledge and skills is key to delivering excellence in the field of expertise. Proper exit interviews allow the opportunity for the manager and organisation to gain valuable insights to their strengths and weaknesses and aid improvement and development. This information can then be utilised to help understand and develop strategies in how best to satisfy and retain valued employees.

There is an art and science to saying goodbye. Striking the right balance ensures that organisations can gain the data they need to rectify problem areas and that the departing employee can achieve positive “closure” on the employment relationship.

**Who?** This very much depends on the individual circumstances of the employee leaving. The manager should be the first in line to complete the exit interview. However, some individuals may feel slightly uncomfortable speaking honestly and openly to their direct line manager. In this instance they can request a meeting with a local HR colleague. Alternatively, one of the Organisational Development team will complete the interview if the HR colleague is unavailable.

Please find contact details for all:

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<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Department</th>
<th>Email Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert Blake</td>
<td>Senior OD Manager</td>
<td>Organisational Development</td>
<td><a href="mailto:Robert.blake2@wales.nhs.uk">Robert.blake2@wales.nhs.uk</a></td>
</tr>
<tr>
<td>Jackie Wright</td>
<td>OD Project Support Manager</td>
<td>Organisational Development</td>
<td><a href="mailto:Jackie.Wright@wales.nhs.uk">Jackie.Wright@wales.nhs.uk</a></td>
</tr>
<tr>
<td>Ceri Williams</td>
<td>Head of Workforce (East)</td>
<td>Workforce (Carms)</td>
<td><a href="mailto:Ceri.Williams10@wales.nhs.uk">Ceri.Williams10@wales.nhs.uk</a></td>
</tr>
<tr>
<td>Kim Warlow</td>
<td>County Head Of Workforce (Pembs &amp; Ceredigion)</td>
<td>Workforce (Pembs &amp; Ceredigion)</td>
<td><a href="mailto:Kim.warlow@wales.nhs.uk">Kim.warlow@wales.nhs.uk</a></td>
</tr>
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**When?** Employee participation should always be voluntary and protection must be put in place to guarantee confidentiality. The ideal time for any exit interview is in the last few weeks of employment. It should be stressed that the interview is an opportunity to ask for the employee’s honest opinion on aspects of the organisation and to seek their advice on areas that could be improved.
**How?** Exit interviews can be completed in a number of ways. It is entirely the leaver’s choice to complete the questionnaire, have a telephone interview or seek a face to face with any of the options cited in this fact sheet earlier. The organisation has also implemented this questionnaire on survey monkey so the leaver can complete it at home, if they feel this would be suitable: [Staff Exit Interview Questionnaire Survey](#)

If a face to face meeting is required then a date and location should be set up where there will be no interruptions; the meeting should be held on a one to one basis and should be a positive experience. The person conducting the meeting should;

- take the opportunity to thank the employee for their service and wish them well for their future.
- explain the purpose of the meeting.
- explain the confidential nature of the meeting.

There is now an updated exit interview questionnaire [Forms Library](#) to be completed as part of the meeting. The process can be relatively brief and focused on the specific areas listed in the questionnaire. Remember that this time can be emotional for the employee as they reflect on the time and effort they have expended on a career with the organisation. The manager should be sensitive at all times, especially with those employees’ citing personal reasons for leaving. These employees’ are often reluctant to give the true reasons for leaving due to fear of repercussions (i.e. obtaining good references). Once the meeting is concluded the employee should be assured that all information will be used anonymously and no permanent record kept.

The completed questionnaire should be forwarded to the generic email address to be collated and an analysis reported on periodically to relevant parties’ [exitinterview.HR.HDD@wales.nhs.uk](mailto:exitinterview.HR.HDD@wales.nhs.uk)

**Conclusion:** The way an employee’s departure is handled can have a lasting impact on their perceptions of the organisation. A sensitively managed exit can also ensure that alumni become brand ambassadors who will speak highly of their former employer in the talent marketplace.

The need to keep quality staff is imperative in the battle for talent retention. It reduces the detrimental impact on the service of having to recruit consistently and keeps the workforce effective and efficient. Managers should realise how vital it is to gain information from employees leaving and never underestimate its importance in organisational development and progression.

**Future development:** Hywel Dda University Health Board are currently reviewing the process to enable these interviews to be triggered through ESR when a manager confirms the employee as a leaver and enters a leaving date on the system. The questionnaire can then be completed via self service and a face to face meeting only held at the employee’s request. It is the intention for exit Interviews to be included as part of the Managers’ Passport Programme to enable them to conduct a meaningful exit interview and to ensure a consistent approach throughout the organisation. We will keep managers’ aware of these developments and communicate when it is available.

For more information on any aspect of this factsheet please contact Rob Blake at [Robert.blake2@wales.nhs.uk](mailto:Robert.blake2@wales.nhs.uk).