





Nonprofit  
Risk Management  
Center  
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## Last Call: Effective Exit Interviews

Presented by:

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## Agenda

- Exit Interview Basics
- Conducting the Interview
  - The Approach
  - Possible Questions
- Receiving the Interview
- Board Member Exit Interviews

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## The Basics

What is the purpose of an exit interview?



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## POLL

How often do you conduct exit interviews?  
 For **all** departing employees  
 Only for employees who depart **voluntarily** (NOT for terminated employees)  
 We do some exit interviews, but we are inconsistent  
 We never conduct exit interviews

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**The Basics**

Who should receive an exit interview?




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**The Basics**

When do exit interviews take place?




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**The Basics**

Who facilitates the meeting?



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**The Basics:  
Interview Channel**

- Paper-and-pencil exit interviews provide the lowest participation rates at 25-35%.
- Online exit interviews have a participation rate of 65%.

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**Conducting the Exit Interview**



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<b>Problem-solving</b>	<b>Appreciative Inquiry</b>
<ul style="list-style-type: none"> <li>• “Traditional” exit interview strategy</li> <li>• Focuses on collecting constructive criticism</li> <li>• Generally negative</li> <li>• “Dig for dirt” approach</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on what the organization did well</li> <li>• More positive experience for both parties</li> <li>• Improve quality of data collected</li> </ul>

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<b>Problem-solving</b>	<b>Appreciative Inquiry</b>
Is there anything we should consider changing to keep employees like you?	What is the single most important thing this organization has contributed to your life?

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<b>Problem-solving</b>	<b>Appreciative Inquiry</b>
How would you describe the quality of the supervision that you received during your tenure here?	Describe two or three things that your supervisor did to support, inspire, or empower you.

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## Sample Template

**Exit Interview Questionnaire**  
This questionnaire is a guide for exit interviews. The completed form will be retained in the departing employee's personnel file.

Employee Name			
Job Title			
Department			
Date of Hire			
Date of Separation			
Exit Interview Conducted By			

Reason for Exit	Reason for Exit	Reason for Exit
Resignation	Termination	Retirement
Death	Disability	Other

Questions	Comments
How would you rate the quality of supervision you received while working at the Center?	
How would you rate the quality of teamwork and culture at the Center?	
What makes the NP special/competitive?	
What advice if any did you receive from the Center?	
Is there anything else you'd like to add or share about your job or experience working at the Center?	

Exit Interview Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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## Conducting the Interview

General topics to cover:

1. Job satisfaction
2. Supervision and support
3. Teamwork and culture
4. What makes the NP special/competitive

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**POLL/type in chat box**

In a moment, we will discuss possible questions to use during an exit interview... if you want, use your chat box to submit a question that you have asked/been asked in an exit interview that has had good results.

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 **Sample Questions**

- How did the job match your expectations?
- Did you feel the work you were doing aligned with your personal goals and interests?
- Did you have the tools and resources you needed to effectively do your job?
- Would you recommend this as a place for a friend to work?
- How would you describe the culture of our company?
- If you could change anything about your job or the company, what would it be?
- During your period of employment, did you ever experience OR witness illegal harassment or discrimination? (If yes, please explain.)

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 **Risk Tip #1**

- Always end the interview on a high note

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 **Risk Tip #2**

- Have every interview conducted by someone other than the employee's immediate supervisor

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### Risk Tip #3

- Develop different exit interview strategies depending on the position of the departing person.

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### Risk Tip #4

- Do not put the responsibility of scheduling the interview on the departing employee.

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### Risk Tip #5

- Integrate the exit interview into the Separation from Employment form

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## Risk Tip #6

Prime employees  
prior to their exit  
interviews

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## Managing a Difficult Situation

- Awkwardness
- Overwhelming emotion

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## Poll/chat box

Have you ever experienced an exit interview that did not go well, and if so why?

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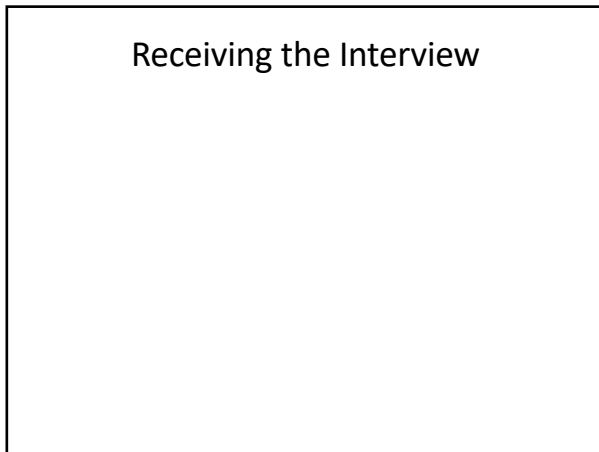
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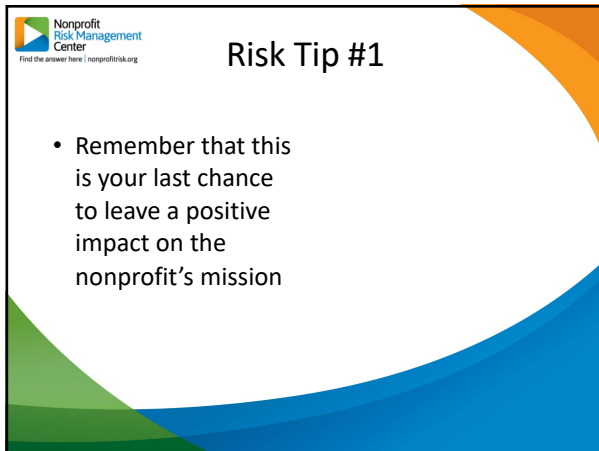
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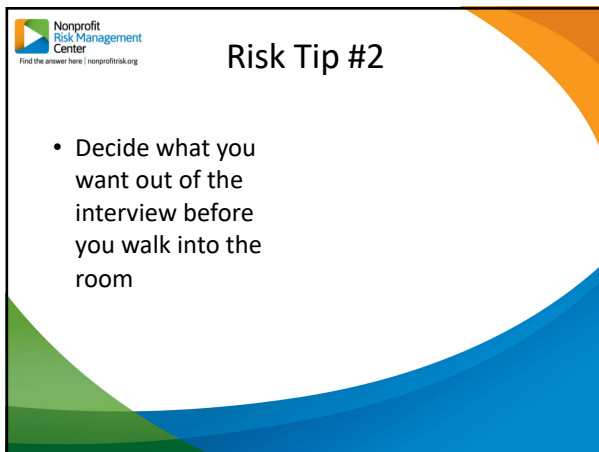
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## Risk Tip #3

- Prepare for the exit interview as much as you would for a job interview

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## Questions?

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