



Template

Use Exit Interviews as a Valuable Source of Data

50+ Questions That Work

master[™]
VALUE PEOPLE

Exit Interview Template

The Exit Interview as a Data Source

An exit interview is a valuable source of data if you'll be recruiting to fill the role left behind by the departure. That makes the departure the first step in the recruitment process.

And even if you won't be recruiting, the exit interview still gives the organisation relevant knowledge: after all, who knows the role better than the person who's held it? So it's simply a matter of collecting and using the data here.

Choose 10-15 Questions - and Make Them Your Own

This isn't a traditional template. It's inspiration for questions you can ask. Choose 15 questions for an online survey and 10 for a personal interview.

Asking more questions doesn't get you better data. Pick the ones that make sense for you, and structure your process so you can quantify the data afterwards.

The method is also up to you. Whether it's personal interviews or surveys (online or offline) is your choice. That's also why some of the questions come with answer options, which opens the door to quantitative data. As a result, you'll end up with a mix of closed and open questions.

The most important thing when working with data is doing it in a structured way: asking everyone the same questions, in the same way and under the same conditions. Only then will you get valid data.

Throughout the template, you'll find blue boxes with tips on how to use the data, for example in relation to specific KPIs or parts of the recruitment process.

Exit Interview Template

Considerations Around Integrity, Trust and Situation

It's clear that this is subjective data, since it comes from the departing employee, but it's unique feedback.

If you choose to hold the interview face to face, as a personal interview, that's also a somewhat particular situation that calls for integrity from the interviewer. The interview needs to be built on trust.

You'll also need to decide for yourselves whether you'll only ask employees who leave voluntarily, or also those who are let go. There are considerations on both sides, but if you do choose to also ask those who've been let go, there are naturally special factors to weigh: timing, method, and the employee's emotional state.

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General Questions About the Departure

Why are you leaving your job with us?

- ☐ It was a fixed-term position
- ☐ I was headhunted for a new job
- ☐ I sought a new job myself
- ☐ I was laid off

What was decisive in your decision to leave?

I received an attractive offer regarding:

- ☐ Salary and benefits
- ☐ Better conditions
- ☐ Responsibility
- ☐ Tasks
- ☐ A more attractive workplace

I was dissatisfied with my job because of:

- ☐ The Organisation
- ☐ The Department
- ☐ The Team
- ☐ The Manager
- ☐ The Role

TIP

This answer feeds data into the Job Offer Acceptance Rate, Turnover Rate and Retention Rate KPIs.

TIP

This answer feeds data into the job analysis and the job profile.

General Questions About the Departure

Would you consider returning?

☐

Yes

☐

No

☐

Maybe

Please elaborate:

Would you recommend others to apply for a job with us?

☐

Yes, also in my department

☐

Yes, but elsewhere in the organisation

☐

No

☐

Maybe

Please elaborate:

Describe a day when you felt particularly satisfied. Why?

General Questions About the Departure

Describe a day when you felt particularly dissatisfied. Why?

Is there anything we could have done to change your decision?

☐ Yes

☐ No

Please elaborate:

TIP

This question isn't relevant if the role is a fixed-term position, or if the employee has been let go.

Questions About the Organisation

What is your overall impression of the company?

☐ Very positive

☐ Positive

☐ Negative

☐ Very negative

What do you think the organisation does well?

What do you think the organisation does not do so well?

Do you have any suggestions for improvements?

Questions About the Organisation

Are you familiar with our values, purpose or employer value proposition?

☐ Yes

☐ No

If yes, have you seen these values put into practice?

☐ Yes

☐ No

☐ Maybe

Please elaborate:

How would you describe the working culture in the organisation?

Questions About the Organisation

How was communication between departments?

- ☐ Good
- ☐ Less good
- ☐ Neutral

Please elaborate:

How was collaboration between departments?

- ☐ Good
- ☐ Less good
- ☐ Neutral

Please elaborate:

TIP

These answers feed data into the Job Offer Acceptance Rate, Turnover Rate and Retention Rate KPIs, as well as how your employer brand is perceived.

Questions About the Department and Team

How do you think the department functions overall?

☐ Good

☐ Less good

☐ Poor

Please elaborate:

How would you describe collaboration in your team?

What are the team's strengths?

Questions About the Department and Team

What are the team's weaknesses?

Is there anything you've wondered about regarding the team?

TIP

These answers feed data into the job analysis and the job profile.

Questions About the Immediate Manager

What is your overall impression of your manager?

☐ Good

☐ Reasonable

☐ Less good

How would you describe their leadership style?

Did you receive sufficient support?

☐ Yes

☐ No

Please elaborate (preferably with an example):

Questions About the Immediate Manager

Did you receive sufficient feedback?

☐ Yes

☐ No

Please elaborate (preferably with an example):

Did you receive sufficient training or development to succeed in your job?

☐ Yes

☐ No

Please elaborate (did you ask for training or development yourself?):

What does your manager do well in terms of leadership?

Questions About the Immediate Manager

What does your manager do less well in terms of leadership?

What advice would you give a new employee about your manager?

TIP

These answers feed data into the job analysis and the job profile.

Questions About the Job

How satisfied were you overall with your job?

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Dissatisfied
- ☐ Very dissatisfied

What was your engagement, on a scale from 1 to 10, during the first two to six months?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

What was your engagement, on a scale from 1 to 10, during the last year?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

What affected your rating?

Questions About the Job

How was your onboarding?

☐

Good

☐

Less good

☐

Neutral

Please elaborate:

Did you have clear goals and success criteria? (Was it clear to you what it took to be considered successful in this position?)

Did you feel recognised for your results and successes?

Questions About the Job

What was attractive about the job?

What was least attractive about the job?

What would you have liked to change, if you could?

TIP

These answers feed data into the job analysis and the job profile, as well as the Quality of Hire KPI.

Questions About the Job Description

Is your title representative of the actual job content?

☐ Yes

☐ No

Please elaborate:

What job titles exist for the same role at other companies?

Did the number of hours in your contract match what you actually worked?

☐ Yes

☐ No

Please elaborate:

Questions About the Job Description

How much travel did you have per month?

Did that match your expectations?

Who did you work most closely with?

Questions About the Job Description

What were your secondary work tasks?

Did you have sufficient responsibility?

☐ Yes

☐ No

Please elaborate:

Were you satisfied with your development and advancement opportunities?

☐ Yes

☐ No

Please elaborate:

Questions About the Job Description

Were there tasks that fell outside your area of responsibility?

☐ Yes

☐ No

Please elaborate:

Are there tasks that others in the team or organisation could take on?

Which tasks were most motivating? Please explain why.

Questions About the Job Description

What professional or educational background do you have? Could other backgrounds suit this role?

Did you feel you had sufficient competencies to do your work?

☐ Yes

☐ No

Please elaborate:

In your assessment, what are the critical competencies for success in this job?

☐ Professional

☐ Personal

Please elaborate:

Questions About the Job Description

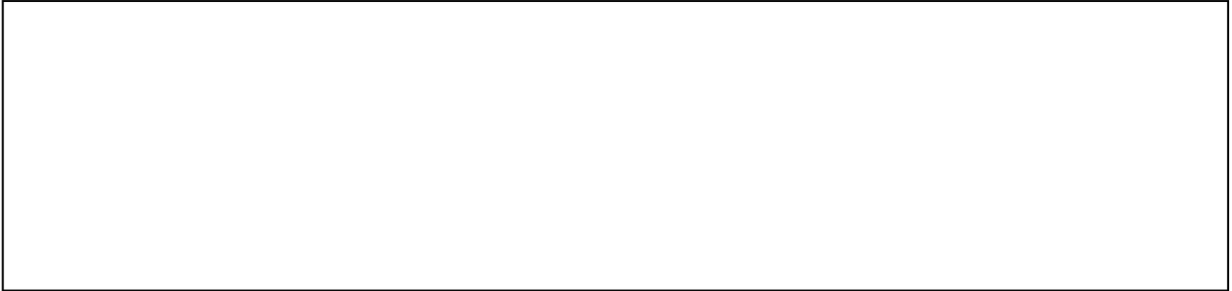
Do you have suggestions for changes to the job description?

TIP

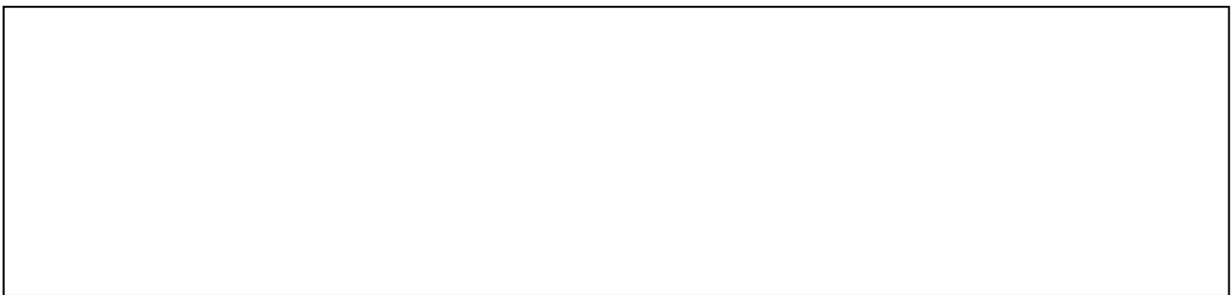
These answers feed data into the job profile, as well as the Quality of Hire KPI.

Closing Questions

Is there anything we haven't discussed?

A large, empty rectangular box with a thin black border, intended for a written response to the question above.

Is there anything else you'd like to mention?

A large, empty rectangular box with a thin black border, intended for a written response to the question above.



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