EMPLOYEE EXIT INTERVIEW

The Exit Interview is a critical evaluation processed used by the School to assess employee satisfaction and address areas for improvement.

When an employee provides notice, the following procedure should be followed. The exit interviewer should be someone outside of the departing employee’s department.

CHECKLIST

<table>
<thead>
<tr>
<th>STEP</th>
<th>DESCRIPTION</th>
<th>WHO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Employee provides written or verbal notice.</td>
<td>Employee</td>
</tr>
<tr>
<td>2</td>
<td>Schedule time for exit interview with employee. Block one hour for interview. Schedule interview for 2-3 days prior to last day.</td>
<td>HR Analyst</td>
</tr>
<tr>
<td>3</td>
<td>Notify Assistant Dean and HR manager of interview date and time.</td>
<td>HR Analyst</td>
</tr>
<tr>
<td>4</td>
<td>Interview employee. See tips below.</td>
<td>HR Analyst</td>
</tr>
<tr>
<td>5</td>
<td>Submit questions and answers to Assistant Dean.</td>
<td>HR Analyst</td>
</tr>
<tr>
<td>6</td>
<td>Review exit interview to identify areas for improvement or concern and assess needs. Keep information confidential.</td>
<td>Asst Dean/HR Manager</td>
</tr>
<tr>
<td>7</td>
<td>Based on interview feedback, identify next steps.</td>
<td>Asst Dean/HR Manager</td>
</tr>
<tr>
<td>8</td>
<td>If needed, address areas of concern with department/individuals. See tips below.</td>
<td>Asst Dean/HR Manager</td>
</tr>
<tr>
<td>9</td>
<td>Put interview in employee’s HR file.</td>
<td>HR Manager</td>
</tr>
</tbody>
</table>

Conducting the Interview:

Inform employee the exit interview is voluntary and they are not required to answer questions.

Review confidentiality with employee.

- Respect the confidentiality of the employee and the interview, especially if the employee asks you not to share certain information. Acknowledge when an employee asks you not to share information.
- Let the employee know how and with whom the information will be shared.
Let the employee know you are responsible according to University policy for reporting certain concerns (discrimination, sexual harassment) and steps taken if needed (consulting with UCD Human Resources).

Use open-ended questions, such as “what, how and why” rather than closed-ended questions (yes, no).

Avoid asking “who” questions which require an employee to place blame.

Provide a space for the employee to share his or her concerns without fear of judgment or punishment.

Take notes. Ask employee if they are comfortable with you writing notes or taking notes on a computer.

Stay calm. Clarify when you need to further understand what is being said. Use paraphrasing as needed for clarification. Remain neutral. Do not argue with the employee. Do not promise to address or fix situations.

Include time at the end of the interview for general comments and feedback.

**Reviewing the Interview Feedback**

Review feedback from departing employee.

Identify areas of concern to assist in filling the vacant position.

- **Feedback on job duties and organization.**
  - Are there areas for improvement?
  - What suggestions can be reasonably incorporated to make positive change?
    - Should the position description be re-written?
    - Is the position relevant within the existing structure? Should job duties be re-evaluated?

- **Feedback on climate and environment.**
  - Are there areas for improvement?
  - Are there areas for concern from an HR perspective? Hostile environment? At-risk environment?
    - If so, it is critical to develop a plan to evaluate and address possible risks.
  - Are there areas of concern with employees in the department?
    - If so, evaluate based on history and feedback whether the climate within employees needs to be addressed.

- **Feedback on supervision.**
  - Are there areas for improvement?
  - Is management/supervision a deciding factor in the employee’s departure?
    - If so, is there a history of employees leaving due to management/supervision?
    - If so, identify a plan to address supervision issues.
      - Training opportunities for supervisor.
      - Mentoring opportunities for supervisor.
• Feedback on general School issues.
  o Are there areas for improvement?

Develop an Action Plan

After reviewing feedback, if there are areas for concern, the leadership team should make an action plan to address any areas noted.

• Confidentiality should be honored in sharing or addressing concerns with supervisors and/or employees.
• The interview should not be shared directly with anyone outside of the senior leadership team.
• Indirect feedback, based on the interview, can be shared as part of a process improvement plan with supervisors and employees, if needed.