

Exit Interview Process

Policy Number: HR-OFF-003 **Effective Date:** January 1, 2020 **Last Updated:** August 1, 2023 **Owner:** People Operations **Applies To:** All departing employees globally

Purpose

Exit interviews provide valuable feedback from departing employees to help NovaTech improve the employee experience, retention, and workplace culture.

Who Participates

Eligible Employees

Exit interviews are offered to all employees leaving NovaTech, including:

- Voluntary resignations
- End of contract
- Retirement
- Mutual separations

Not Typically Conducted

- Terminations for cause (unless requested by employee)
- Layoffs (separate process applies)
- Very short tenure (< 30 days)

Participation is Voluntary

Exit interviews are optional. Employees may decline without consequence.

Exit Interview Format

Options

Departing employees may choose their preferred format:

- **Video call** with HR (30-45 minutes)
- **Phone call** with HR (30-45 minutes)
- **Written questionnaire** (completed online)

Timing

- Scheduled during the last week of employment
- At least 2-3 days before final day
- Allows time for follow-up if needed

Conducted By

Exit interviews are conducted by an HR team member who:

- Is not the employee's direct manager
- Maintains confidentiality
- Has no conflict of interest

Exit Interview Topics

Standard Topics Covered

Overall Experience - What was your overall experience at NovaTech? - What were the best aspects of working here? - What were the most challenging aspects?

Reason for Leaving - What is your primary reason for leaving? - Were there contributing factors? - Was there anything that could have changed your decision?

Role and Work - Did your role match your expectations? - Did you have the resources to do your job effectively? - Were expectations and goals clear?

Management and Leadership - How would you describe your relationship with your manager? - Did you receive adequate feedback and coaching? - How would you describe leadership visibility and communication?

Team and Culture - How would you describe the team culture? - Did you feel included and valued? - How was collaboration with other teams?

Career Development - Did you have growth and development opportunities? - Were promotion criteria clear and fair? - Did you receive support for learning?

Compensation and Benefits - Did you feel fairly compensated? - Were benefits meeting your needs? - Was recognition adequate?

Recommendations - Would you recommend NovaTech as a place to work? - What advice would you give to improve NovaTech? - Would you consider returning in the future?

Confidentiality

How Information is Used

- Feedback is aggregated and anonymized for trends
- Specific feedback may be shared with leaders only with employee permission
- Identifiable feedback is not shared with direct manager without consent
- Used to identify systemic issues and opportunities

What is NOT Shared

- Direct quotes attributed to individuals (unless consented)
- Information that could identify the employee
- Raw interview notes

Exceptions

Employee-consented sharing: - Some employees want their feedback shared specifically - Written consent required - Employee controls what is shared

Exit Interview Process

Before the Interview

HR Actions: 1. Receive resignation notification from manager 2. Send exit interview invitation to departing employee 3. Schedule based on employee preference 4. Send questionnaire (if written format chosen)

Employee Actions: 1. Decide whether to participate 2. Choose format (video, phone, written) 3. Prepare thoughts on feedback to share 4. Complete questionnaire in advance (if applicable)

During the Interview

Structure: 1. Thank employee for participating 2. Explain confidentiality and how feedback is used 3. Work through topics (flexible based on conversation) 4. Ask if there's anything else they want to share 5. Explain next steps

HR Approach: - Listen without being defensive - Ask follow-up questions for clarity - Take notes without judgment - Validate the employee's perspective - Don't make promises that can't be kept

After the Interview

HR Actions: 1. Document key themes and feedback 2. Enter data in exit interview tracking system 3. Flag any urgent concerns for immediate action 4. Aggregate with other exit interviews quarterly 5. Report trends to leadership

What Happens with Feedback

Immediate Action Items

Serious concerns are escalated immediately: - Safety issues - Harassment or discrimination - Legal or compliance concerns - Urgent operational issues

Quarterly Analysis

HR reviews exit interview data quarterly: - Identifies trends and patterns - Compares across departments and locations - Highlights improvement opportunities - Presents findings to leadership

Leadership Reports

Leadership receives: - Aggregated themes (no identifying information) - Department-specific trends (with sufficient sample size) - Recommendations for action - Comparison to previous periods

Action Planning

When patterns emerge: - HR works with relevant leaders - Develops improvement plans - Tracks progress - Communicates changes where appropriate

Special Situations

Manager Feedback

If feedback directly concerns a specific manager: - Aggregated for trends before sharing - May be shared anonymously with manager's leader - Specific feedback requires employee consent - Part of ongoing manager development

Legal or Policy Concerns

If employee raises legal or policy concerns: - HR consults with Legal as needed - May trigger formal investigation - Employee may be contacted for follow-up - Confidentiality maintained within legal requirements

Request for Follow-Up

If employee wants their feedback to result in specific action: - Document the request - Explain what can and cannot be guaranteed - Follow up if appropriate (and requested)

Employee Rights

Voluntary Participation

- No consequences for declining
- Can stop the interview at any time
- Can decline to answer specific questions

Review of Notes

- Employees may request to review interview notes
- Can correct factual errors
- Cannot demand notes be destroyed

Post-Employment Contact

- HR may contact for clarification (with permission)
- Employees can withdraw permission
- Contact only for legitimate follow-up

Written Questionnaire Option

Employees who prefer written feedback receive a secure online questionnaire covering the same topics. Benefits: - Complete at your convenience - Time to reflect on responses - No scheduling required - Same confidentiality protections

Questionnaire sent via email with secure link. Complete within 7 days of departure.

Boomerang Employees

Exit interview feedback is valuable if employees consider returning: - Notes reviewed if re-applying - Issues discussed before rehire - Helps ensure better experience second time

Frequently Asked Questions

Q: Do I have to do an exit interview? A: No, it's completely voluntary.

Q: Will my manager see my feedback? A: Not directly. Aggregated trends may be shared, but not identifying information.

Q: Can I be honest without consequences? A: Yes. Honest feedback is valued. Legal protections exist for truthful statements.

Q: What if I change my mind about something I said? A: Contact HR to clarify or amend your feedback.

Q: Does the exit interview affect my reference? A: No. References follow standard company policy regardless of exit interview content.

Q: Can I do the interview after I leave? A: Ideally during your last week, but accommodations can be made for the first 2 weeks after departure.

Contact

For questions about the exit interview process, contact People Operations at hr@novatech.com.

Related Documents: Resignation Procedures (HR-OFF-001), Final Paycheck Timing (HR-OFF-005), Reference Policy (HR-OFF-010)