

STAFF EXIT INTERVIEW GUIDELINES

Purpose of Exit Interview

Discuss with the staff member the purpose of the exit interview:

The purpose of an exit interview meeting is:

- To provide a vehicle of transition and closure for the individual by giving an opportunity for confidential feedback.
- To give the organization a chance to listen and learn about what is being done well and what might make the organization more productive and appealing as a place in which to work.
- To identify important trends that are impacting staff retention.

How Information is Used

Discuss with the staff member how information shared in the exit interview will be used:

- Overall themes may be shared with top management in such a way as to support anonymity while offering feedback on ways in which we can improve.
- Discovered activities prohibited by law or policy are acted on immediately – to correct the situation for those who remain in the workplace and to mitigate organizational and institutional liability. If any such activities are reported during the exit interview process, the manager or person conducting the exit interview should follow up with their school/center Human Resources professional and/or the Executive Director or Associate Director of Staff and Labor Relations in the Division of Human Resources (215-898-6093).
- Confidentiality is respected as much as possible, except in the case of information about activities prohibited by law or policy. Since it may be difficult to obscure the source of information that is specific to a particular job, interviewees should be asked if there is specific information he/she prefers not to be shared, and why.

Focus of the Interview

The focus is based on the Seven Factors of Engagement identified by Hewitt Associates. The Seven Factors of Engagement are:

Opportunity	Growth/Development, Advancement, Interaction
Culture and Purpose	Sense of Purpose, Organizational Values and Behaviors
Total Compensation	Pay/Benefits, Recognition, Work Activities
Impact	Challenge/Interest, Status/Pride
Relationships	Co-Workers, Managers
Leadership	Credibility, Trust
Quality of Worklife	Physical Environment, Time Off, Work Life Balance

Exit Interview Questionnaire

Part 1: Background Information

Staff Member's Name	Date of Interview:
Job Title	Department/School/Center
Reports To	How Long With Current Supervisor
Years in Department	Years at Penn
Leaving Penn? Yes No	Date Leaving Current Position
Company	If transfer, new Penn dept./school/center:
Industry	
Interviewer Name	

Part 2: Evaluation of Your Position

1. Were the job expectations communicated clearly when you were hired?

2. Were you doing what you thought you would be doing?

3. Did your job description accurately reflect your job responsibilities?

4. Did you receive sufficient training to meet the job expectations?

5. Did you have access to the necessary computer technology and other resources to get your job done in an efficient, effective manner?

6. Did you get accurate and timely answers to policy questions?

7. What did you like most about your job?

8. What did you like least about your position?

9. How challenging was your position?

10. Did you have the opportunity to enhance your job skills? How

11. Were you progressing as you expected?

12. What suggestions or priorities would you propose for your replacement?

Part 3: Evaluation of Your Department
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1. What suggestions do you have for overall improvements for your department?

2. How would you describe the morale in your department?

3. What do you attribute that climate to?

4. Did you have a clear understanding of your department's mission and its role within the strategic plan?

5. How would you assess the management within your organization?

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Undecided
Staff is treated fairly:					
Management is available to discuss job related issues:					
Management welcomes feedback and suggestions:					
Policies and practices are applied consistently within department:					
Management recognizes achievements:					
Management encourages a cooperative atmosphere:					

Part 4: Evaluation of the Organization

1. What is your understanding of the mission?
2. What suggestions do you have for training programs within the organization?
3. If you were given the responsibility to train our supervisors, what would you want them to be taught?

Part 5: Factors Influencing Departure

1. Why did you decide to leave your position?
2. Did you look for another position at your school/center or at Penn? Why not?

3. What makes your new job more attractive than your position?

4. Would you consider returning to the University? Under what circumstances?

5. Rate how much the following factors influenced your decision to look for new employment?

	Strong Influence to Stay	Slight Influence to Stay	No Effect	Slight Influence to Leave	Strong Influence to Leave
Workload:					
Relationship with co-workers:					
Quality of supervision:					
Salary:					
Benefits:					
Geographic location of Penn:					
Commute:					
Family responsibilities:					
Non work related personal life:					

6. Did you observe any illegal or improper conduct in your department or the school?

Remind exiting staff that they are required to return all University property to their BA or department head. This includes, but is not limited to, their Penn ID, Purchasing Card, TAC Card, keys, computer/laptop, paper and electronic files, flash and hard drives, etc.