

The
Communiqué

...a technical reference bulletin by the Risk Control
Services Department of the Glatfelter Insurance Group

**Exit Interview Procedures –
Management Liability / Employment Practices Risk Management**

Employment termination is a reality for every organization. Exit interviews provide a final opportunity to gather insights about how your employees and volunteers perceived their working experience with your emergency services organization.

Exit interviews provide an organization another opportunity to learn of any workplace wrongdoing that may have occurred during an employee's or volunteer's tenure. Simply asking questions may be enough to encourage an employee or volunteer to come forward with an allegation, rather than hold on to an allegation until a later date. A primary objective is for the organization to learn of alleged workplace wrongdoing, such as harassment or discrimination, thus allowing for a prompt and thorough investigation. By conducting an exit interview, the organization will also strengthen its position that it took every reasonable measure to learn of and rectify workplace wrongdoing.

This Communiqué offers guidelines and sample exit interview questions to enhance your organization's personnel practices. The goal is to strengthen personnel relations, improve working conditions and reduce exposure to litigation.

Preparing For Exit Interviews

Exit interviews are given to departing employees or volunteers, whether their separation is voluntary or involuntary. It is recommended two persons facilitate the oral exit interview with the departing employee or volunteer, which helps clarify what is said during the meeting. Below are additional suggestions for planning the exit interview:

- Interviews can be conducted orally (face to face or over the telephone) or in writing. Oral interviews are preferred because personal interaction is important for the sensitive nature of severing the working relationship. However, employees or volunteers may be asked to complete a written exit interview form or questionnaire if an oral interview cannot be scheduled or it would be more appropriate or comfortable for the individual to answer in written format, on his or her own time schedule.

This is a sample guideline furnished to you by Hospice and Community Care Insurance Services. Your organization should review this guideline and make the necessary modifications to meet your organization's needs. The intent of this guideline is to assist you in reducing exposure to the risk of injury, harm, or damage to personnel, property, and the general public. For additional information on this topic, contact your Hospice and Community Care Insurance Services Representative at (800) 233-1957.



- Carefully select the interviewers. Choose neutral persons the departing employee or volunteer trusts and can keep issues confidential.
- Review the departing individual's personnel file and visit with appropriate supervisors in order to fully understand the known circumstances leading to the separation of the working relationship.
- If applicable, be prepared to reiterate the organization's legitimate reasons for the dismissal.
- Schedule the exit interview session as close as possible to the employee or volunteer's departure from the organization. The meeting may be planned as the member's last official business with the organization.
- Assure the departing employee or volunteer understands that comments made during the exit interview will remain as confidential as possible, while still allowing for a prompt and thorough investigation should allegations of workplace wrongdoing be raised.
- Make assurances the organization does not tolerate retaliation against anyone for making a complaint of workplace wrongdoing or for participating in an investigation.
- Listen to the departing employee or volunteer's comments and diligently document. Don't give personal opinions, but instead remain objective.
- Don't argue with a departing employee or volunteer.
- Expect the unexpected. Don't be surprised if the departing employees or volunteers makes new allegations.
- Never conduct an exit interview alone, particularly if the departing employee or volunteer has ever demonstrated irrational or violent propensities. Before the meeting, review the organization's workplace violence and safety policies and procedures.
- Be prepared to explain the organization's policy on providing references.

Sample Exit Interview Questions

Exit interviews represent a prime opportunity to gain candid information on employment or working conditions within the organization. Not only can an organization gain important feedback on its strengths and weaknesses (as perceived by the individual), but exit interviews may also provide an opportunity for a departing employee or volunteer to bring forward any allegations (i.e., discrimination or harassment) should they exist. This is also an opportunity to cover continuation of health insurance or other benefits the former employee may be eligible for.

1. Specifically, why are you leaving ABC organization (if termination is voluntary)?
2. Do you believe you were treated fairly while with the organization?
3. Did you feel valued as an employee or volunteer?
4. What aspects of your job were most satisfying?
5. What did you like most about your job and / or association with ABC organization?



6. What did you like least about your job and / or association with the organization?
7. Do you have any suggestions for improving work conditions, productivity, or morale?
8. Do you have any recommendations for improving the organization's training and personnel development programs?
9. Please comment on your working relationship with your supervisor.
10. Was your supervisor supportive and communicative with you?
11. Did your supervisor seek your input on issues affecting your work?
12. How frequently did you have discussions with your supervisor(s) about your career goals?
13. How would you evaluate the performance of your supervisor(s)?
14. How would you describe employee / volunteer morale within the organization? What factors influence your answer?
15. Please comment on the employee benefit plans. Did the benefits meet your needs sufficiently? Are there other benefits that could have been offered?
16. Were you ever denied benefits that you thought you were entitled to receive?
17. Do you know of any unreported workplace related accidents, injuries, or illnesses involving yourself or others?
18. Do you presently suffer from an injury that is work-related?
19. During your employment or affiliation, did you understand the organization's policies and reporting procedures / grievance procedures?
20. Did you observe or were you personally subjected to work-related harassment during your employment or affiliation with the organization?
21. During your employment or affiliation with ABC organization, did you ever think that you were discriminated or retaliated against because of your race, color, religion, sex, sexual orientation, religion, age, national origin, veteran status, disability, or for filing a workers' compensation or disability claim? If so, please explain in detail these circumstances.
22. Any additional comments?

How Should You Utilize Information Obtained From Exit Interviews?

All information brought forward by departing employees or volunteers in exit interviews should be retained, analyzed and if necessary, thoroughly investigated.

- Assess any trends such as high turnover or problems with specific coworkers or supervisors.
- Utilize information gathered in exit interviews to improve working conditions, productivity and morale. Share information with those in the organization that can implement change for the better of the organization and its members.



- Follow up immediately on any allegations of workplace risk or wrongdoing. Don't assume the departing employees or volunteers made false allegations because he or she was "walking out the door, had nothing to lose, or is simply a vengeful person". Instead, utilize the organization's internal investigation procedures to discover whether the accusations were valid, and prevent future incidents of workplace wrongdoing.

