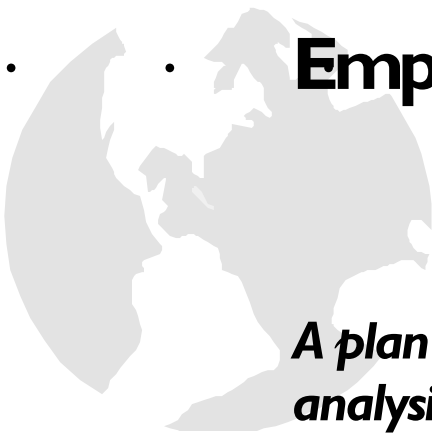


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Office of Personnel Services  
State Capitol Complex  
Bldg. 3, Room 568  
Charleston, West Virginia  
25305

# **WV Department of Health and Human Resources, Office of Personnel Services**

## **Employee Exit Interviews**



*A plan for efficient and timely  
analysis and reporting of exit  
interview data*

Submitted by:  
Susan K. Hutchison  
February 15, 2003

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# MEMORANDUM

**To:** *DHHR Administrative Staff*

**From:** *Philip Lynch, Deputy Secretary*

**Date:** *February 9, 2003*

**Re:** *Employee Exit Interview Process Revisions*

The DHHR Employee Exit Interview process revisions are now available on the DHHR Intranet. Please note that some forms have been deleted and procedures have changed. Departing employees are to be asked to submit their exit interview questionnaires on-line via the DHHR Intranet. If the departing employee does not have access to a computer terminal with which to complete the questionnaire, please make one available to him/her. All forms can be viewed and copied on the DHHR Intranet under "Employee Forms" by looking up "Employee Exit Interview Forms."

The Employee Exit Interview is an important tool in assessing attitudes, policies, operations, and supervisory issues. Please encourage all departing employees to complete these forms. Any questions may be directed to Susan Hutchison in the Office of Personnel Services at (304)558-7049 or at [susanhutchison@wvdhhr.org](mailto:susanhutchison@wvdhhr.org).

## Employee Exit Interviews

### *Guidelines for Interviewing Departing Employees*

#### **Why Conduct Exit Interviews ?**

When an employee chooses to leave employment with the Department, an exit interview provides the departing employee with the opportunity to give a frank appraisal of his/her employment experience. This assessment can help managers and supervisors identify training and development needs, ascertain reasons for problems, gather diagnostic

and strategic information, identify areas needing change, and identify issues which deal specifically with organizational concerns. The exit interview can facilitate a positive transition for the exiting employee from departing employee to external advocate, if we were to view this from a public relations perspective. An employee who leaves under a cloud of negative feelings will not make a strong advocate for the Department. However, if a genuine effort is made to encourage the individual to express his/her frustrations, successes, and concerns, that person may become a positive advocate for the Department after he/she has left.

### ***This is why we do it...***

In addition to the above-mentioned reasons, the worth of exit interviews is measured by how the data is perceived and used. The exit interview allows us to take a hard look at how our agency is perceived. It can help us improve individual units, identify problems, and identify opportunities. Some reasons why exit interview processes succeed are:

- Helps managers maintain a competitive work force by identifying retiring employees who are interested in continued part-time or temporary work.
- Helps assess the value of specific programs and benefits.
- Alerts management to possible discrimination problems.
- Identifies strong points in recruiting and retaining employees.
- Managers use the information to improve problem areas.

Some reasons why exit interview processes fail include:

- Managers and supervisors are not held accountable for retaining their employees.
- Promotion has become a reactive, not planned, transaction.
- The value of the exit interview is either misunderstood or undervalued by managers.
- The departing employee feels that there is no real incentive to his/her completing the questionnaire.
- The departing employee does not want to discuss uncomfortable material.

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- The departing employee believes that the interviewer may exact retribution on remaining employees based on the information.

### How we will collect and report the exit interview data

The current exit interview process has only one document for the departing employee to complete privately: an exit interview questionnaire form which is completed online. This document is sent to the Office of Personnel Services. As of February 15, 2003, the following procedures will be followed for the exit interview process:

- Only one form will be submitted to the Office of Personnel Services: the “Employee Exit Questionnaire”(OPS-7A). The “Employee Exit Interview Guidelines (OPS-7) provides information regarding the process.
- Each manager, director, or administrator will define the exit interview process for her/his particular location. It is recommended that one individual, if possible, be designated at each work location to arrange the exit interviews. The interview should never be conducted by the departing employee’s immediate supervisor.
- The exit interview will be conducted, insofar as possible, for employees who leave the service of the agency in the following employment status: probationary, provisional or permanent, whether the separation is voluntary or involuntary. The completion of the interview will be optional for temporary employees.
- Each month, the numbers of questionnaires submitted will be matched with numbers of WV-11’s filed with the Office of Personnel. Each bureau commissioner will receive quarterly and annual reports that include monthly numbers of questionnaires submitted compared to numbers of WV-11’s.

### The Exit Interview Process

- As soon as possible after an employee tenders his/her resignation/retirement/transfer, the designated exit interviewer will ask the departing employee to complete the online exit interview questionnaire at least one week prior to his/her departure date. The only identifying information on this form will be the date, the employee’s bureau, and job classification. The employee has the option of including his/her name.

*Respondents are less likely to distort responses when their input is anonymous. This form is available on the DHHR Intranet under "Employee Forms" and will be listed as the "Employee Exit Questionnaire"(OPS-7A). The completed form will be electronically sent to the Recruiting Coordinator in the Office of Personnel Services. Quarterly and annual reports will be sent to each bureau commissioner; additional reports based on specific queries for information relative to a specific bureau may be made available on request.*

*Your questions and suggestions are appreciated. Please contact the Recruiting Coordinator in the Office of Personnel Services at:*

*Phone:(304) 558-7049*

*Fax: (304) 558-1253*

*E-mail [susanhutchison@wvdhhr.org](mailto:susanhutchison@wvdhhr.org)*