
Exit Interview Policy

Emory College • 2006

Purpose:

The purpose of Emory College's Exit Interview Policy is to provide a structure that enables the College to elicit valuable information regarding the experience of employees who are leaving the organization. The College will seek to discover the reasons behind the employee's decision to depart and what could be improved with respect to the College's basic operations, systems, workload, management and supervision. The information will be analyzed to highlight areas of the College's performance that could be enhanced, to increase employee's job satisfaction, and to create retention strategies.

Linkages to Existing Policies & Emory's Vision Statement:

In his Vision Statement, the President of Emory University states that his ambition is for Emory to become a Destination University, recognized for its "diverse community" and capable of "attracting and developing the best staff". Emory College will use information obtained from exit interviews to help Emory achieve this vision by ensuring the College maintains a diverse workforce and improves its ability to attract and retain the most qualified staff.

Exit interviews will also be used as a tool to enhance the recruitment process for the position being vacated and to assess compensation policies.

Implementation:

All departing, permanent employees should be asked to participate in an exit interview. Exit interviews will also be conducted with employees who are transferring between College departments or to another division of Emory University.

Employees should be given the choice to either take part in a face-to-face interview, lasting approximately 60 minutes, or to complete a written questionnaire. In the instances where the employee opts for the in-person interview, the interviewee will be given a list of questions that

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the interview will cover 1 week prior to the interview so that he/she will know what to expect and will have some time to gather his/her thoughts. In both cases, the employee must be given this Exit Interview Policy when asked to take part in the exit interview process.

The interview should be conducted during the final week of employment, but not on the final day. The Senior Director of Operations and/or the Human Resources Manager of the College will conduct every exit interview with departing College employees. Another individual may attend (e.g. to take notes or provide support to the interviewer), but the employee's direct supervisor will not be present. At least one of the interviewers must take detailed notes during the session, and the exit interview questionnaire must be used to guide the interview in order to ensure consistency of information gathered in each interview.

There may be instances where individuals who should be invited to participate in an exit interview are overlooked, e.g. individuals who leave after a maternity leave, a sabbatical, a leave of absence, disability leave, etc. Managers and the College's Human Resources Department will need to be vigilant to ensure that these opportunities to gain valuable information are not missed.

Utilizing the Information:

The information gathered during the interview will be stored and carefully analyzed by the Senior Director of Operations, Human Resources Manager, and related support staff. Any issues or concerns that arise out of the meeting will be addressed with the appropriate Dean(s) and/or manager(s).

Relevant outcomes, suggestions, trends and issues will be summarized and presented to the following groups:

- College Deans & administrators during a Roundtable session in late Spring
- Executive Board of the College Staff Consortium on an annual basis
- College Staff Consortium on a semiannual basis at the Spring and Fall lunches
- Emory's Central Human Resources Department on an annual basis
- Department Chairs on an annual basis at the Annual Chairs Retreat in August

Confidentiality:

The College will make a great effort to keep all information confidential wherever possible. All attempts will be made to provide information to departments, managers, and supervisors in aggregate form, although in small offices or where specific situations exist, it may not always be

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possible to keep the information anonymous. Information that relates to harassment, discrimination, or illegal activity will be acted upon immediately and it will not be possible to keep the source of this information confidential.