# Checklist for line managers conducting exit interviews

**Setting up the interview**

Send a standard meeting invite to the employee setting out that you wish to meet and conduct an exit interview, setting the date and time for the meeting.

Book a meeting room.

Read the employee’s resignation letter and identify any reasons within the letter for the resignation.

Bring the standard questionnaire and a copy of the resignation letter to the interview.

**Opening the interview**

Open the interview. You may need to adjust your tone based on the reasons for the resignation, and depending on whether, on the day, the employee is anxious, agitated, edgy or disinterested.

Confirm the exit interview gives the employee an opportunity to formally provide feedback.

Confirm the exit interviews allows the opportunity for the Company and the employee to part on good terms and address any underlying issues.

Explain that any handover requirements will be discussed and agreed.

Explain that the answers given will help the Company decide whether to recruit a new employee for the role.

Confirm how their answers will be used by the Company and reassure them that any information disclosed will remain confidential.

Confirm that you will run through the Company’s standard exit interview questions.

**Asking questions**

Run through the questions in the exit interview questionnaire.

**Interview guidelines**

Asking the questions set out in the exit interview questionnaire ensures a consistent approach and helps the Company analyse the answers given. Be aware that, depending on the reasons for termination and the attitude of the employee during the opening stages of the interview, it may be difficult for the employee to answer the questions. The employee may not want to answer. Do not press for answers where the employee refuses to cooperate.

Try to avoid leading questions and answering questions for the employee. Ask open questions and prompt for additional information if necessary. You may need to ask a follow up question. Maintain regular eye contact with the employee to show you are listening to their answers.

Avoid any defensive responses to any of the comments being made by the employee. They may be negative and you may wish to adjourn the interview if it becomes too difficult to continue. Do not make assumptions about what the employee is saying.

**Ending the interview**

Ask an open question – does the employee have anything further to add beyond the standard questions?

Repeat any of the action points set out in the interview, confirming what will happen next.

Confirm how certain information may be anonymised and used to help the Company in the future.

Confirm whether the employee gives their consent to the Company providing employment references in the future. Consent will be needed to ensure compliance with current data protection legislation

Thank the employee for their feedback and wish them all the best in their new position.

**Post-interview actions**

Review the answers given in the questionnaire, as there may be points that require a change of approach in the induction, training or job specification for a replacement employee. There may be issues with the working practices, working environment and training needs that may need addressing.

Forward the exit interview questionnaire to the HR department.

Ensure the employee’s consent to providing references is recorded.