

# EXIT INTERVIEWS, STAY INTERVIEWS, & CLIMATE SURVEYS

## MICHIGAN SCHOOL BUSINESS OFFICIALS 85<sup>TH</sup> ANNUAL CONFERENCE

Amway Grand Plaza  
Thursday, April 25<sup>th</sup>, 2024  
2:00 – 2:30 p.m.  
Room i19

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# AGENDA

- What are they and how are they different?
- What's the purpose and benefit of using them?
- What are typical questions and formats?
- Who should conduct them?
- What do you do with the information and who should it be shared with ?
- Are there risks associated with conducting them?
- A Review of some “Best Practices.”



## GENERAL DEFINITIONS:

- **Exit Interviews** – broad group of questions conducted at or shortly after separation to understand reasons for departure and gather actionable measures to help mitigate future turnover. Usually not anonymous and best done in person.
- **Stay Interviews** – usually brief, informal, focused questions with the purpose of open communication, trust generation, performance enhancement (for both ee and mgr), and ultimately turnover mitigation. Usually not anonymous and may be a combination of written and in person formats.
- **Climate surveys** - Covering topics ranging from quality of supervision and leadership to work environment and benefits. Given regularly to all employees and may be tracked at the total organization level down to department specific level.



EXIT  
INTERVIEW  
FORMAT  
EXAMPLE

Name  Position  Last Day Worked   
Service dates  Was written resignation given?  Yes  No

Why are you leaving?

What is the primary factor listed below:

Location  Salary  Shift  Benefits  Opportunity for professional growth  Other

**WERE YOU SATISFIED WITH...**

Your job: *(fit with interest and abilities, opportunities, work load)*

Supervision and management: *(fairness, competence, supportive open channels of communication)*

Co-Workers: *(helpful, friendly, competent)*

Policies and practices: *(fairness, working environment)*

Salary and employee benefits: *(fairness, working environment)*





# WHAT DO YOU DO WITH THE INFORMATION AND WHO SHOULD IT BE SHARED WITH?

- Take action:
  - Immediately communicate results.
  - Address any areas that involve violation of policy.
  - Investigate and address claims of harassment or other violation of law.
- Who should receive the exit interview results?
  - Direct supervisor
  - Supervisor's supervisor
  - Superintendent/Board
  - Employee file
  - Exit Interview file



# WHAT ARE THE RISKS INVOLVED WITH CONDUCTING EXIT INTERVIEWS?

- Disruption caused by departing employees with a “grudge” toward his/her supervisor or organization.
- False claims.
- Not acting on issues raised or not acting on a timely basis.
- Perception of supervisors that they are not trusted or their authority is being diminished.
- Creating documents that could be used against the organization in legal proceedings.





# TYPICAL STAY INTERVIEW QUESTIONS

- What do you look forward to when you come to work each day?
- What do you like most or least about working here?
- What keeps you working here?
- If you could change something about your job, what would that be?
- What would make your job more satisfying?
- How do you like to be recognized?
- What talents are not being used in your current role?





# TYPICAL CLIMATE SURVEY QUESTIONS

## ○ Organization Wide:

- I have a clear understanding of the mission and vision of the organization.
- The organization cares about me as an employee and I feel valued.
- The organization provides necessary support for me as an employee to accomplish my job.

## ○ Department/Work Group:

- My supervisor provides clear direction about work tasks.
- My supervisor is fair in evaluating my performance.
- My supervisor is responsive to my needs as an employee.
- My work group is effective in completing our work.



# TYPICAL CLIMATE SURVEY QUESTIONS

## ○ Job Satisfaction:

- I am proud to work for the organization.
- I recommend the organization to others who may be seeking employment.
- The organization makes good use of my skills and abilities.
- I feel there are appropriate opportunities to grow my career with the organization.

## ○ Training/Development:

- The organization invests in training the staff on a timely basis.
- I am encouraged to learn new skills and given the support to do so.
- I am trained on important topics needed to do my job.

## BEST PRACTICES

- Administering them to all departing staff members.
- Rapid response to issues raised.
- Communicating results and actions to all stakeholders.
- Tracking, analyzing, and reporting trends over time, turnover by department or position, specific issues or areas of dissatisfaction.
- Including initiatives to improve areas deemed to be weakness.
- Holding supervisors responsible for creating a positive work environment for staff.



# PURPOSE AND POTENTIAL BENEFITS

- Exit Interviews, Stay Interviews, and Climate Studies can:
  - Be an early warning system regarding organizational issues.
  - Provide honest feedback, departing staff “have nothing to lose”.
  - Identify areas of supervisory strength and weakness that can be addressed and developed.
  - Address existing and prevent future issues regarding violations of employment policies, laws, and regulations.

# PURPOSE AND POTENTIAL BENEFITS

- Exit Interviews, Stay Interviews, and Climate Studies can:
  - Evaluate and improve the cultural climate in the organization.
  - Address positions chronic turnover issues for improvement.
  - Validate presumptions about salary and benefits.

# THANK YOU FOR YOUR ATTENTION!

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