Exit interview

A conversation with a leaver, and a form they can fill in themselves · meeting 30–40 minutes

01 HOW TO USE THIS FORM

1. Who runs it: someone from HR or the manager's manager, not the leaver's own line manager.
2. When: one to two weeks before the last day, not on the last day. Offer the form instead of a meeting if the person prefers. A short follow-up three to six months later is optional.
3. Say up front that it's voluntary, that any question can be skipped, and that it won't affect references or final pay.
4. Keep the answers apart from the personnel file. Handover of work belongs in the offboarding checklist, not here.
5. When to stop: if the person raises harassment, discrimination, safety or a breach of the law, pause, explain that this part has to go to [grievance procedure or reporting channel], and follow that process. Employers with 50 or more workers in the EU must have a reporting channel.

02 OPENING AND PRIVACY

Read or share this before the first question.

Why we ask

We want to understand why people leave and what we should change. Your answers help us, not your file.

Taking part

Voluntary. You can skip any question, and saying no has no effect on references or final pay. We rely on our legitimate interest in learning why people leave, not on your consent.

Who sees your answers

HR only. Leadership sees a summary without names; results for a team appear only once at least five people have left it. This is confidential, not anonymous: we know who we spoke to.

How long we keep them

[period, e.g. 12 months], then deleted. You can ask for a copy and for mistakes to be corrected.

What not to share

Please don't tell us about your health or other sensitive matters unless you want them recorded.

How we may use your words

Quote me in my own words / Only in a summary without my name / Keep it within HR

03 ABOUT THE ROLE

Use ranges, not exact dates: the summary should not point to one person.

Name (optional, never in summaries)	
Team	
Role family	
Length of service	Under 1 year / 1–2 years / 2–5 years / Over 5 years
Country	

Way of working	Office / Hybrid / Remote
Type of leaving	Resignation / End of contract / Redundancy / Dismissal / Retirement
Interviewer	HR / Manager's manager / External

04 REASON CODES

Use these codes for the main reason and up to two contributing reasons, so answers add up across leavers.

Code	Reason	Covers
PAY	Pay and benefits	Salary, bonus, pension, benefits, pay clarity
GROW	Growth and career	Promotion, skills, learning, career path
MGR	Manager relationship or support	Feedback, fairness, recognition, support
ROLE	Role and workload	Scope, workload, how the job matched its description
CULT	Culture and inclusion	Belonging, respect, team dynamics
FLEX	Flexibility and location	Hours, remote or office, commute
TOOL	Tools and processes	Systems, bureaucracy, ways of working
DIR	Company direction	Strategy, stability, leadership decisions
PERS	Personal	Family, health, study, relocation
INV	Involuntary	Redundancy, end of contract, dismissal
RET	Retirement	
OTH	Other	Describe in the notes

05 REASON FOR LEAVING

What is the main reason you decided to leave? (one code)

Did anything else play a part? (up to two codes)

How long had you been thinking about leaving?

Under a month / 1–3 months / 3–6 months / Over 6 months

Did you talk to anyone here about it before deciding?

Did you look at ways to stay, such as a move to another team?

06 ABOUT YOUR TIME HERE

Two questions per theme, one idea in each. Skip what doesn't apply.

Role: did the job match how it was described when you joined?

Workload: how was it?

Too light / About right / Too heavy / Uneven

Manager: what did your manager do that helped you most?

Manager: what could they have done differently?

Growth: did you have real conversations about your development?

Growth: did you know about internal openings?

Pay: how did your pay compare with the market?

Above / About the same / Below / Don't know

Pay: was it clear how your pay was set and how it could grow?

Culture: did you ever feel excluded or overlooked?

Tools and processes: which tool or process would you drop first?

07 HOW MUCH DO YOU AGREE?

1 = strongly disagree, 5 = strongly agree, N/A = doesn't apply. The theme code lets you average answers across leavers.

Statement	Theme	Rating
My role matched what I was told when I was hired.	ROLE	
My workload was manageable.	ROLE	
My manager gave me regular, useful feedback.	MGR	
My manager treated me fairly.	MGR	
I had real opportunities to grow here.	GROW	

I understood how my pay was set.	PAY	
My pay was fair for my role.	PAY	
I felt included in my team.	CULT	
I had the tools I needed to do my job.	TOOL	
The company's direction was clear to me.	DIR	
I would have stayed if my main reason had been addressed.	—	

08 RECOMMEND AND RETURN

How likely are you to recommend us as an employer? (0–10)

0 1 2 3 4 5 6 7 8 9 10

What is the main reason for that score?

Would you consider coming back?

Yes / Maybe / No

What would need to change?

09 KEEP AND CHANGE

Three things we should keep

Three things we should change

One change that would have kept you

10 INTERVIEWER NOTES (HR ONLY)

Codes confirmed

Main: ____ Contributing: ____

Could we have prevented it?

Yes / Partly / No

Do we regret this loss?

Yes / No

Follow-up: what, who, by when

Escalation

None / Grievance procedure / Reporting channel

Summary read back to the person, and how their words may be used

11 SUMMARISING ACROSS LEAVERS

1. Every quarter, report the share of each main reason, the share that could have been prevented, regretted losses, average agreement by theme and the recommend score.
2. Show results for a team or a manager only when at least five people have left it; otherwise combine teams.
3. Paraphrase quotes and remove details that could point to a person.
4. Use the answers for changes that affect everyone, never for decisions about one person, and don't keep lists of who took part.
5. Compute the recommend score only from ten or more answers: the share of 9–10 minus the share of 0–6. With fewer, show the spread.
6. Read it next to engagement survey results and turnover figures.