

## Exit Interviews – Effective tool for understanding high employee turnover

Many companies have to deal with high staff turnover rates nowadays, in a talent-short market. Reasons for talent leaving an organization can be diverse and have multiple facets. How can companies profit from employees who leave voluntarily?

Retaining top talent has become one of the key issues being discussed in board rooms, and it is clear that organizations with a well-designed retention strategy will have greater chances to succeed in the market place.

JR Cape has experience in retention audits and implementation of workable talent management solutions, to help clients gain an advantage in human capital management and become the employer of choice in a most competitive international market environment.

It is common practice that HR departments or line managers conduct exit interviews with leaving employees. However, very few companies take a systematic approach on using these interviews as a powerful tool in order to find out the real „why’s“ underlying the leaver’s decision. Identifying and understanding the real internal and external drivers of staff turnover – often being comprised of a multitude of factors – can be effectively utilized to (re)design retention strategies and carry out targeted interventions.

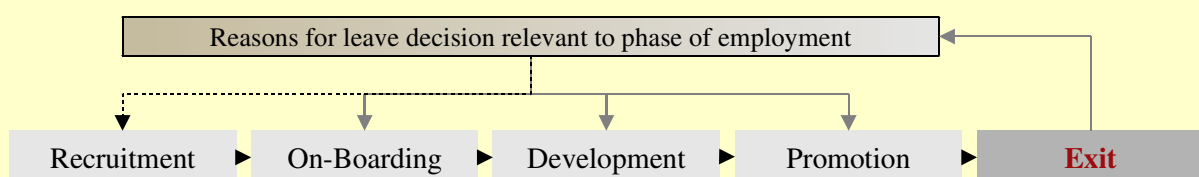
What are reasons for companies not seriously considering exit interviews as part of their retention strategy? First of all, the majority of companies do not have such strategy in place, which undoubtedly would contribute to a more sophisticated risk management.

HR practices have widely been focusing on many other matters of interest. Secondly, resources are not made available, or a lack of executive management buy-in to proactively involve in this issue hinders commitment to a more strategic approach.

All of these are without doubt understandable reasons in a tough business environment where other operational tasks preoccupy company top management teams.

Lastly, it is obvious that exit interviews being carried out by either the leaving employee’s manager or the internal HR department might create an awkward situation where the leaver may rather choose not to disclose all detail having led to the decision, than unveiling the full truth.

*„Leaving a job can have multiple reasons; push factors from within the organization can be traced back to different employment phases.“*



Internal exit interviews will usually trigger more universal feedback as „higher salary“ and „good advancement opportunity“ as the key catalysts for exit. But there will be more – and more important – reasons for the employee’s departure from the company which need to be assessed. Capturing this kind of valuable information creates a competitive advantage for any business.

Directly being referred back to the management, corrective action can be taken by applying useful interventions,

eliminating key reasons for loss of talent. Consequently, an optimized and contemporary talent management strategy will result in a higher retention of the most crucial investment: an organization’s human capital. However, internal exit interviews in general are not reliable nor objective enough to collect all the available feedback from the first hand source, necessary for significant post-action.

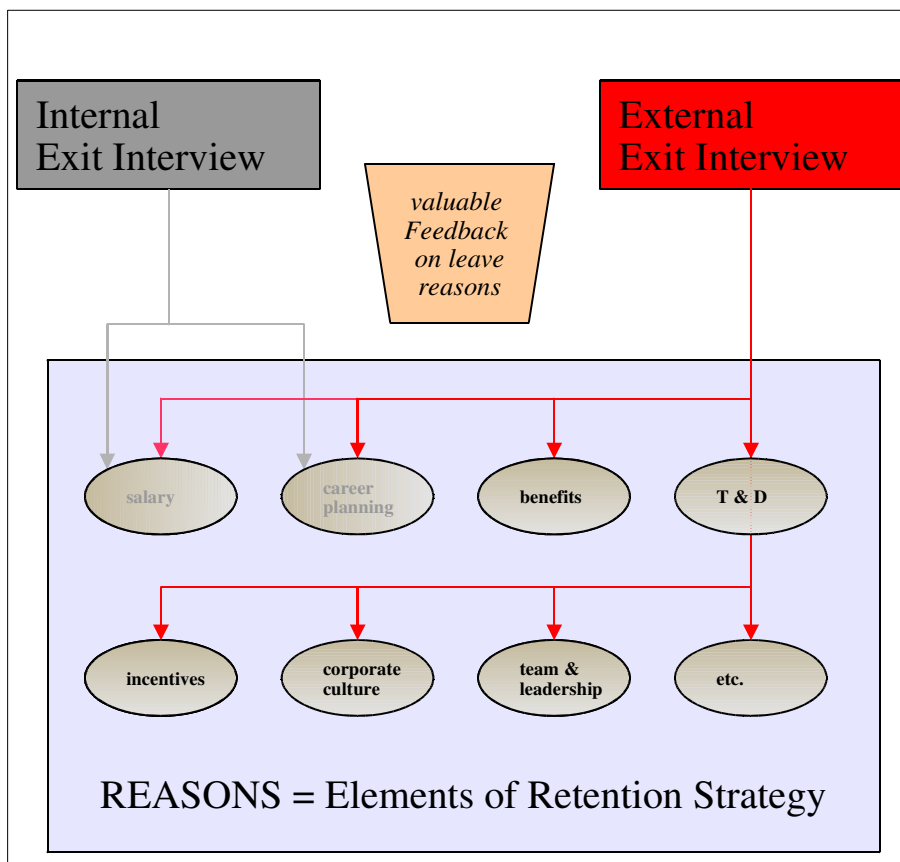
A more efficient procedure to gather the required *hidden* information is to involve an

external consultant to interview the leaving employee. This will provide for a more relaxed atmosphere where the employee can and will open up; different to a situation where talking to „members of the family“ he or she is about to leave creates tension.

JR Cape offers a professional approach to implementing a comprehensive exit interview process, supporting clients in finding solutions to overcome the pressing concern of elevated staff turnover levels.

With a structured interview to be developed in the first place we build the basis for objectively gathering essential leaver’s feedback and information on push and pull factors influencing the leave decision.

Interview content and its result is to be utilized, following a dedicated process, to categorize exit reasons and find human resource relevant metrics. Such metrics will help the company management to make decisions on how to make interventions. Internal processes can be adjusted and finetuned in order to best contribute to a successful future retention strategy, ultimately reaching the goal of less voluntary employee turnover.



## How can JR Cape help you benefit from leaving talent?

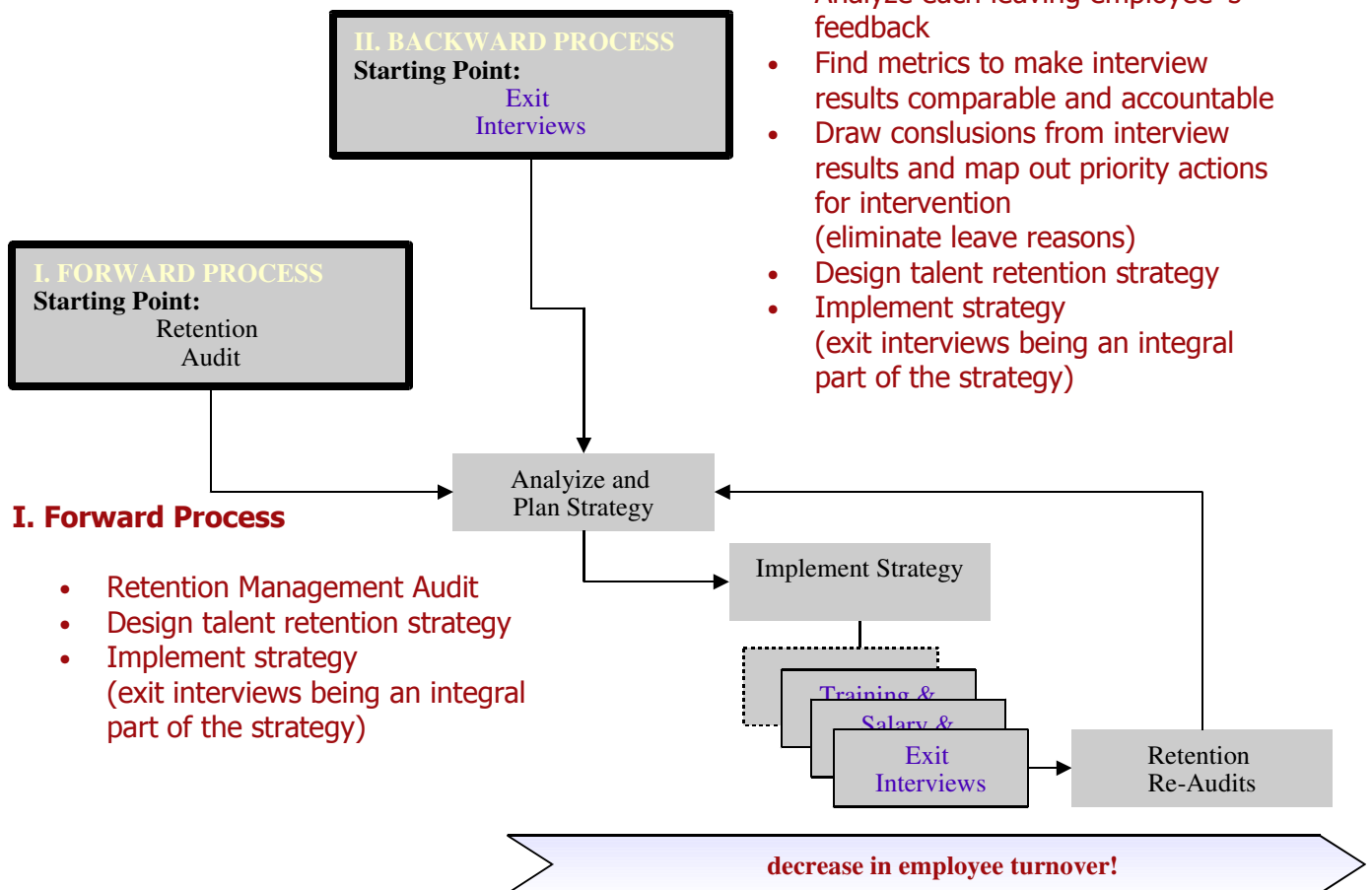
- Firstly, our client needs to decide on structured exit interviews.
- Have JR Cape design the interview format.
- JR Cape consultants interview the leaving employee.
- JR Cape elaborates clear reports mapping out relevant information with emphasis on push and pull factors underlying the leave decision.

*„JR Cape takes care of the exit interview process to uncover hidden information from leavers“*

## Additional JR Cape services in the scope of talent retention strategy:

### II. Backward Process

- Analyze each leaving employee’s feedback
- Find metrics to make interview results comparable and accountable
- Draw conclusions from interview results and map out priority actions for intervention (eliminate leave reasons)
- Design talent retention strategy
- Implement strategy (exit interviews being an integral part of the strategy)



For more information on JR Cape and our professional services please visit our website at <http://www.jr-cape.com> or contact us directly in one of JR Cape`s regional offices:

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