

***Targeted Benchmarking on  
Exit and Stay Interview Strategies***



CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.



# CAHRS BENCHMARKING | EXIT AND STAY INTERVIEW STRATEGIES

## 1:1 COMPANY INTERVIEWS COMPANY A

### Company Profile: Medical Equipment Industry

- ***What mechanisms is your company using to gather the data?***
- ***Survey? F2F interview? If F2F interview, conducted by whom?***
  - Employee relations within medical equipment industry. ERLR COE, I'm an ER leader for diabetes business. I led the project to implement exit interview program.
  - We looked at a variety of options when we decided to centralize. The Work Institute is the vendor that we now use for our exit interviews. Spent a lot of time with them to learn about their program to customize and fit with the culture. Worked with us to customize set of questions. For our salaried exempt population, they get a phone call from the vendor. Also give them the option to set up the interview.
    - They send them a file every single day. They contact them up to 3 times and dig into some of those questions
    - Typically having the interview after. OUS some give like 2 months' notice. Most people don't feel comfortable conducting it while they're still employed.
    - For our direct labor and hourly employees, we have an online survey that they do. We try to have them complete while they're still on site. Kiosks at the plants. They can also complete after they leave (link sent to personal email address).
    - For both populations, everything goes into a big file. We've integrated our exit data
    - 50% response rate. Industry standard is 55%. We're above that in the US but OUS is tougher. We have it set up in 10-12 different languages... in some countries have opted to only do online. We have it customized
- ***Does your company use 'stay interviews' as part of an engagement strategy for specific populations of employees?***
  - Those have not been harmonized/centralized yet. Probably our next steps. It's currently very ad hoc, some do them others don't. We don't have a formal process.
  - Nothing really formal yet. It varies – have seem some populations be targeted, some with high turnover.
  - Typically conducted by managers and/or HR
- ***Does your company provide a differentiated exit interview for executives?***
  - Our VPs don't go through this process. We have a separate internal process for our VPs. Our ER leaders, head ER leader or CHRO will conduct the exit interview. Questions are different for VPs.
  - We've been putting this data into our database in sitebuilder. Whoever does it, they get it back to us (project coordinator). We have all of the information housed here. Our VP turnover is very low so it's been manageable but we're working to streamline this so that we're being consistent. We haven't been reporting a lot out on this population.
    - We considered using our vendor for this population and ended up landing to keep in internal at least for now. At some point we may shift. We weighed both of those options.
    - We try to have those while they're still with the company. We're made aware that they're leaving sooner. Longer leave times. Logistical questions included as well.

# CAHRS BENCHMARKING | EXIT AND STAY INTERVIEW STRATEGIES

## 1:1 COMPANY INTERVIEWS COMPANY A (CONTINUED)

- ***What are the key content areas that you inquire/ask about?***
  - Why do you leave – probe for a little more for the next level. What specifically about TR (base pay, bonus, benefits?) 10 high level categories and 20-30 sub categories.
  - Also ask about would you recommend the company to friend/family member. Something around their experience with company, manager, peers. How did they get recruited to go somewhere else? Were they actively looking or did someone come to them? Compliance related question – did they observe anything inappropriate that flags for ERLR.
- ***What type of reporting/metrics do you report on? What actions have you taken as a result of exit/stay interview data?***
- ***Is your exit/stay interview approach connected to your diversity strategy? If so, how?***
  - Yes, that's definitely the goal. We are pulling different data to understand why populations are leaving. We want to be able to slice those pieces of information. The same with the stay interview.
  - We've seen some good pieces of data come out from having the data centralized. It's super interesting to see. We haven't put together our action plans to do the 'now what'... definitely takes some time.
- ***How are you creating a culture of transparency, getting folks to opt in?***
- ***Any watch outs that we should be thinking about?***
  - Definitely had our challenges along the way. Did this in phases, pilots in the US and rolled out to larger populations and certain countries. Biggest challenges came OUS in manufacturing sites. DR/Mexico got more challenging with the technology.
  - Once people know that this is out there, they want the data to work through the appropriate processes. It takes time to get the data, it's a voluntary process.
  - Exit process – has been on a similar journey. Used to be all handled by HR, now managers do the processing themselves. Once it is entered, it triggers Workday tasks that the employee has to do. They get an email that says you need to complete exit tasks for both manager and employee. This was in phase 2 or 3 of process redesign.

# CAHRS BENCHMARKING | EXIT AND STAY INTERVIEW STRATEGIES

## 1:1 COMPANY INTERVIEWS COMPANY B

### Company Profile: Pharmaceutical Industry

- ***What mechanisms is your company using to gather the data?***
- ***Survey? F2F interview? If F2F interview, conducted by whom?***
  - Have a blended approach. Standard approach is that we use an exit survey (primarily from a US perspective because varies country by country). Sends an exit survey, within the survey it does ask if they want to speak to an ER specialist. Gives the employee the option to speak to someone live if they want to share more via phone. If we have a specific plant where there is more than normal turnover, we will take on the assignment to launch exit interviews. We moved away from live exit interviewing everyone several years ago. People who take us up on that offer usually are ones who have a concern, anything possible. It's not the only opportunity that a departing employee has to raise concerns. We do remind employees of the terms and conditions of employment that they signed at this pharmaceutical industry company. Gives them another opportunity to state anything is outstanding etc. We may not catch them before they actually leave this pharmaceutical industry company. We have someone who looks at the exit survey responses 2x per month who screens it to see anyone who asks to speak to someone.
    - We ask them to give a personal phone and email
    - We initiate it as soon as we learn that the person has resigned. Largely dependent on the manager. Typically it's a week to go of their 2 week resignation period. They have to complete the survey while their still at the pharmaceutical industry company, we're using an internal survey tool that people can't access outside of this pharmaceutical industry company.
    - For all non-bargaining US employees
    - Not every employee is receiving the exit survey because the process is manual. We struggle with getting our managers to do a workday transaction immediately, then we would be able to automate this further, which is our plan. Just implemented Workday last year so we haven't gone through the whole process mapping. We hope to automate the off boarding process. We'll still have this issue with manager compliance. Generally speaking, we do get 70% get the exit survey, usually a little more than 50% are completing the exit survey.
- ***Does your company use 'stay interviews' as part of an engagement strategy for specific populations of employees?***
  - Would not fall into my scope of responsibilities but have seen this utilized in time as a business partner. It's more done on an ad hoc basis, I think of stay interviews being done by the manager than HR. I don't think that those are happening across the board with key talent, but it's more of an as needed basis. Would be in the talent group.
- ***Does your company provide a differentiated exit interview for executives?***
  - On an executive level, we have a white glove service on the transactional part of the equation... we have specific individuals who do executive support for voluntary terms. An HR generalist or HRBP will likely do an interview.

# CAHRS BENCHMARKING | EXIT AND STAY INTERVIEW STRATEGIES

## 1:1 COMPANY INTERVIEWS COMPANY B (CONTINUED)

- ***What are the key content areas that you inquire/ask about?***
- ***What type of reporting/metrics do you report on? What actions have you taken as a result of exit/stay interview data?***
  - We do prepare metrics. We follow up based on the content that is shared mostly with the individual. Might initiate an investigation. General metrics, we look at all voluntary termination report, what was put in Workday as the reason for voluntary term. We'll contrast that with what the exit survey is saying for the same division or function. We show the top 3 reasons that the employees are saying with what else is said in Workday. We look for discrepancies. The manager puts the reason into workday... the comparison is how we understand why.
- ***Is your exit/stay interview approach connected to your diversity strategy? If so, how?***
  - I wouldn't say that it's formally connected, no.
- ***How are you creating a culture of transparency, getting folks to opt in?***
- ***Any watch outs that we should be thinking about?***
  - Employees have the option to complete anonymously... currently do have that option that is potentially helping people make the decision to complete. This is something that we are looking to change potentially... appreciate the confidentiality aspect but I don't like that people might get their demographics incorrectly. Now the employee has to write in his/her demographic information. Employees categorizing their information incorrectly. I'd like to get some of the basic information hardwired. But have to think about how we can make it safe/comfortable for people to respond without outing entirely.
  - Some organizations are considering doing their exit survey 3 months after an employee has left the company. Some are doing it before and after, some are thinking just do it 3-4 months later. Folks are thinking at the time of exit they're leaving for another opportunity that is going to be 'better'. Only some employees will know who their HRBPs are... most are doing surveys instead of interviews, some companies have outsourced entirely. We are still managing in house.
  - When I was doing the interviews, I would actually change the reason code in the HRIS based on what the employee told me... workday can allow the employee to initiate the resignation and pick the reason code. Manager can still change it so how transparent would the employee be if the manager can see it. Would like the exit survey to be shot off based on that transaction.

# What we've learned: external landscape

## Benchmarking Highlights

- External vendor allows for scalability, with cost
- Companies who do have a process in place focus largely on the non-executive population
- Process has been typically owned by Employee Relations
- Categorizing leaving reasons in four buckets – I was pulled away, I was dissatisfied with the company, personal/family reasons, complete career change – helped to better organize data
- Formal stay interview processes are less common with those whom we benchmarked with
  - One company translated stay interview to retention bonus