



COMPILATION OF EXIT INTERVIEW FORMATS

July 2017

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An exit interview is a wrap-up meeting, which in business are focused on employees that are leaving a company or when employees have completed a significant project. The purpose of this exit interview is to glean feedback from employees in order to improve aspects of the organization, better retain employees, and reduce turnover.

They add value to an organization and helps in tackling employee engagement and retention. This is an essential part for the growth of any organization. It prepares to preserve talent by finding out why staff leave and how these reasons compare to other organizations using benchmark exit interviews.

Benchmarking is another important element to resolve issues related to employee attrition. In simple terms, benchmark refers to “find” and then to “implement”. Without benchmarking, exit employee data survey can be misleading.

In order to tackle these issues, Forum came up with an initiative to gather Exit Interview formats of member as well as other organizations. The main intent behind this is to conduct a joint study on Exit Interview Benchmark. This will help organizations to test, measure and refine improvement initiatives.



COMPILTION OF EXIT INTERVIEW FORMATS

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Questionnaire on Exit Interview in DVC:-

We are committed to increasing employees' interest in continued employment at our organization and to improving working conditions. Your opinions about your employment here are very important to this effort. Your answers are kept strictly confidential and will in no way affect your employment here or elsewhere.

Name of Employee:

Present Designation:

Age:

Total Length of Service:

1. How satisfied are you with your overall experience of working at the DVC?

1. VERY SATISFIED

2. SATISFIED

3. NEITHER SATISFIED NOR DISSATISFIED

4. DISSATISFIED

5. VERY DISSATISFIED

2. As a new employee at the DVC, did you receive orientation training?

1. YES

2. NO

3. Indicate the extent to which you were informed about the following items during your employment at the DVC: (Please put a tick mark)

Sl No	Reasons	Not Informed	Somewhat Informed	Informed	Very Informed	Don't Recall
1	Leave Policy (CL+ Medical Leave/HPL+ EOL)					
2	Accommodation Facility					
3	Maternity Leave+ Child Care Leave (for women employees)+ Paternity Leaves					
4	Medical Benefits (self+ dependents+ post retirement)					
5	Retirement Benefits					
6	Promotional Prospects					
7	Grievance Redressal Cell					
8	Sexual Harassment Cell					
9	OFSS (Open Forum Suggestion Scheme)					

4. How satisfied were you with your job?

1. VERY SATISFIED

2. SATISFIED

3. NEITHER SATISFIED NOR DISSATISFIED

4. DISSATISFIED

5. VERY DISSATISFIED

5. To what extent did annual performance appraisals measure your job success?

1. TO A GREAT EXTENT

2. TO SOME EXTENT

3. TO A SMALL EXTENT

4. TO NO EXTENT

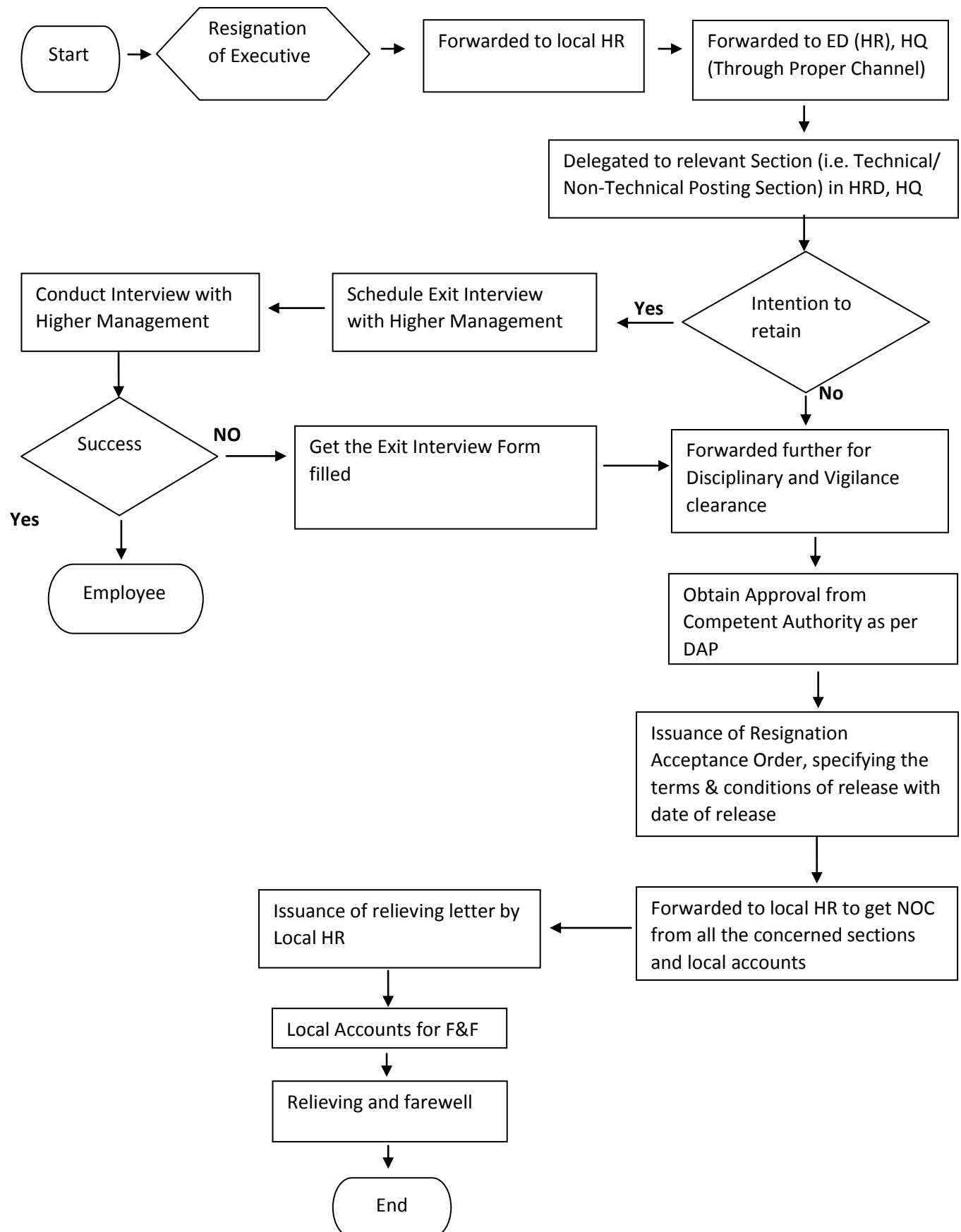
6. To what extent did the following conditions at DVC contribute to your decision to leave?
(Please put a tick mark)

S.No.	Reasons	No Extent	Small Extent	Some Extent	Great Extent	Doesn't Apply
1	Superiors					
2	Job Description					
3	Job Location					
4	Family Obligations					
5	Formal Education					
6	Medical Reasons					
7	Work Life Balance					
8	Corporation Policy					

7. Any Suggestions to improve life at DVC?

8. Please sum up your employability time at DVC?

Exit Interview Process Flow Chart





**EXIT INTERVIEW
(QUESTIONNAIRE)**

Dear Sir / Ma'am,

At this time when you plan to leave NHPC, we believe that after serving the organisation for a considerable period of time, you have a unique perspective on the strengths and weaknesses of the Company.

Your effort in providing free & frank feedback on NHPC Work environment is crucial and can still make a difference in improving the working environment for your friends / colleagues at NHPC. Going by this belief we would appreciate if you could please take out few minutes and share your thoughts to complete this questionnaire.

The information you furnish would be kept confidential and would be used only as means to identify and analyse the trends in work environment at NHPC. This procedure would require you to fill this Form and submit it to the concerned HR representative. The inputs would be used by the concerned divisions to undertake necessary strategic HR interventions.

Read each question carefully and express your own opinion independently. If there is any particular item to which you do not feel comfortable responding, leave it blank and go on to next item.

Thank you for your time and effort. We value your inputs.

HUMAN RESOURCE DIVISION.

SECTION I : Personal Information

Name		Employee N0.	
Project/Power Station/Unit		Contact Tel. Ph.No.	
Designation/Grade		Date of Joining NHPC	
Department		Date of Leaving	
Personal e-mail		Marital Status	

SECTION II : Reasons for Separation.

Please tick (✓) against the reason for leaving

1. Resignation 2. Superannuation 3. VRS 4.Repatriation

SECTION III : Organizational Environment..

Q1: Please rate NHPC on following aspects. Put tick (✓) in appropriate cell.

S.No	Parameter	Excellent	Good	Average	Poor
1	Career growth opportunities				
2	Training and Development opportunities				
3	Maintenance of welfare infrastructure like Townships / Medical/School facilities.				
4	Ethical practices				
5	Communication system				
6	Company policies and procedures				
7	HR service and policies				
8	Empowerment levels				
9	Transparency and fairness				
10	Quality of Leadership				
11	Total pay and benefit program				
12	Organization culture				
13	Interpersonal relationships				
14	Concern for employees				
15	Performance oriented systems				
16	Giving challenging assignments				

(We value your inputs)

Q 2: What did you enjoy the most about your employment with NHPC? Rank top 5 factors from 1 to 5, with rank 1 to highest ranking aspect.

S.No.	Areas	Rank	S.No	Areas	Rank
1	Learning opportunities		7	Relationship with Co-workers	
2	Career growth Opportunities.		8	Compensation & Benefits	
3	Job Security		9	Recognition of work	
4	Job Content		10	Relationship with Supervisor	
5	Organization culture		11	Physical Working conditions	
6	Location of office / projects				

Q 3 : How do you rate the following facilities in the scale below. Please tick the relevant area.

S.No	Areas	Excellent	Good	Average	Poor
1	Townships / Accommodation facilities.				
2	Medical facilities at Projects/Power Stations/Units				
3	School facilities				
4	Other welfare activities				

Q 4 : You may elaborate on the areas above to give your inputs (optional).

Q 5: Please select the Areas that attracted you to join NHPC by putting tick (-/) in column B. You may select more than one area. In column C, please tick against the relevant areas.

Areas	Area (s) that attracted you to NHPC (Tick)	Met Expectations	Met Expectations to some extent	Not met Expectations
A	B	C		
Career growth Opportunities				
Training & Development				
Organisational Culture				
Compensation & Benefits				
Working Conditions				
Job Security				
NHPC Brand				
Location of offices/projects				
Work-life Balance				
Others (Please Specify)				

(We value your inputs)

Section IV: Job Environment

Q 1: How do you rate the following aspects in respect of NHPC. Please tick (-/) appropriate cell.

S.No	Parameter	Excellent	Good	Average	Poor
1	Involvement in the decision making process				
2	Existence of adequate Reward & Recognition Schemes				
3	Utilization of skills, knowledge and experience.				
4	Training & Development				
5	Hours of work/ Work schedule				
6	Workload/ reasonable overtime demands				
7	Physical working conditions				
8	Convenient location				
9	Adequate materials/ resources to do work (tools, computers, phone etc.)				
10	Relationship with co-workers/ Cooperation within department				
11	Adequate guidance in resolving work related or personal problem				
12	Holidays				
13	Clear job description				
14	Job satisfaction/Content				
15	Cooperation with other departments				

Q 2: While in NHPC, did you feel your efforts made an important contribution to your department/organisation? Tick

Almost Always	Often	Can't Say	Rarely	Never

Q 3: If Yes, Were your contribution/achievement made were adequately recognized?

Almost Always	Often	Can't Say	Rarely	Never

(We sincerely thank for your patience & time for filling up this form. We further request you to devote few more minutes to answer an important area of this exercise which follows below:)

Section V: Reasons for Leaving (to be filled in case of RESIGNATION only)

Q 1: What do you plan after resigning? Tick the relevant area.

Taking a job with another PSU in Power Sector.		Seeking other employment	
Taking a job with any other PSU		Relocating to a convenient location.	
Taking a job with Central/State Govt.		Planning to work on part-time basis	
Taking a job with Private Sector		Not planning to work.	

Q 2: In case you are resigning to work somewhere else, what makes your future employer position more attractive than your current employer/ position? Rate each employment aspect on the following scale

S. No.	Areas	High	Medium	Low
1	Compensation & Benefits			
2	Convenient Location			
3	Opportunity to learn			
4	Career growth opportunities			
5	Higher position/ responsibility			
6	Brand Image			
7	Utilization of skills, knowledge and experience			
8	Better Work culture			
9	Flexible work schedule			
10	Better physical working conditions			

Q 3 In view of the above Areas, how do you rate each employment aspects in context to NHPC. Rate each employment aspect on the following scale.

S. No.	Areas	High	Medium	Low
1	Compensation & Benefits			
2	Convenient Location			
3	Opportunity to learn			
4	Career growth opportunities			
5	Higher position/ responsibility			
6	Brand Image			
7	Utilization of skills, knowledge and experience			
8	Better Work culture			
9	Flexible work schedule			
10	Better physical working conditions			

Q 4: What triggered your decision to leave? OR What motivated you to look for a new job? (Check (./) all that apply)

S. No.	Reasons	Please Tick
1	Some unpleasant episode	
2	Unresolved complaint	
3	Experienced harassment	
4	Dissatisfaction with management	
5	Dissatisfaction with company policies	
6	Severed relationship with boss	
7	Posting to inconvenient location	
8	Non-involvement in business decision making process	
9	Dissatisfaction with career growth	
10	Lack of job responsibilities/enrichment in commensurate to your position	
11	Poor township/accommodation/Medical/School/Welfare facilities.	
12	Attractive job market	
13	Received an employment offer without actively seeking another job	
14	Personal reasons completely unrelated to NHPC	
15	Other (please <u>specify</u>)	

Please elaborate your response to Q 4.

Q 5: Could any decision on the part of the Management prevent your departure.

Q 6 : What will you miss when not in NHPC.

Q 7 : What has been the most memorable moment in NHPC.

Q 8 : Have you considered whether your leaving would harm the present project assignment.

Q 9 : Anything else you would like us know.

(We value your inputs)

Section VI: Suggestions for improvement

Q 1: What areas would you like to see changed in NHPC?

Q 2: Given the opportunity, what would be the first thing you would change at your workplace?

Section VII : Closure

Q 1: How do you generally feel about NHPC. Put tick (v) anyone.

Highly Satisfied	Satisfied	Indifferent	Dissatisfied	Highly Dissatisfied

Q 2 : Would you recommend NHPC to family/friends? Please tick () any one.

Yes	
No	
Uncertain	

Date:

(Employee Signature)

(We sincerely thank you for your inputs and assure you of necessary interventions to make it more satisfying for the employees.)

PART II (To be filled by the designated HR Representative at C.O.)

Personal / Telephonic conversation by the designated HR Representative at Corporate Office:

This process is designed for ensuring a personal approach towards the employee willing to resign from the services of NHPC the moment a resignation letter is received from him/her either through a personal meeting or a telephonic conversation to ascertain the employee's general reasons for leaving and in what way things could be made better (within the management's limit).

This would also prove to be a good gesture/HR approach towards the employee to make him/her feel that he/she is valued in the organisation.

At the end of the personal meeting/telephonic conversation with the concerned employee, the designated HR representative would submit a brief report on the inputs shared by the employee to the HR Head.

General Guidelines for all HR Official at Projects/Power Stations/Units

- Intimation on Resignation cases to be sent immediately to the designated HR Representatives at Corporate Office (List of designated HR Representatives enclosed at Annexure-I), the moment any resignation letter is received in the concerned office.
- Effort to be made for arranging of compulsory filling of the Exit Interview Form by the concerned employee only at the time of handing him/her the Relieving Letter from NHPC in order to help him/her express their free opinion.

Interview Questions

1. What are you going to do after leaving NHPC?
2. Have there been any unpleasant experiences in NHPC?
3. What changes do you feel should be brought about in your Unit/Workplace to make it a more desirable place to work?
4. What have you enjoyed the most about your employment with NHPC?
5. What can NHPC do in future to retain employees?

Date:

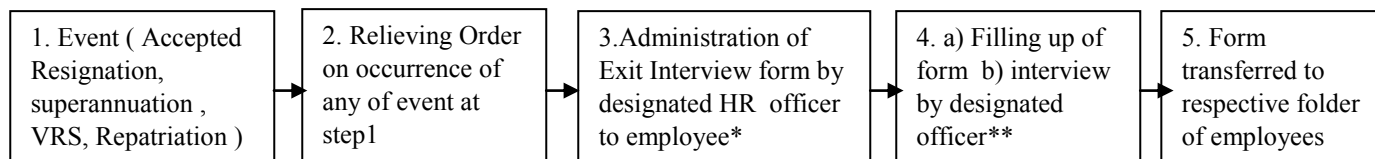
(Interviewer's Signature)*

Name & Designation

* Responsibility for completion of Part II

1. Non Executives - Not below Manager in HR
2. Executives upto E5 - Not below Sr. Manager in HR
3. Executives from E6 – E8 - Not below GM (HR)

FLOW CHART OF EXIT INTERVIEW PROCESS OF NHPC



* Form administered to all employees (Executives & Supervisory Categories)

** Responsibility for completion of PART II (Interview) by designated officer level wise.



EXIT INTERVIEW QUESTIONNAIRE PART – I (To be filled by Employee)

Dear Sir / Ma'am,

As you leave NTPC, you have a unique perspective on the strengths and weakness of the Company. Please take 10 minutes or so which will be required to complete the questionnaire. Read each question carefully. Also, please work independently and express your own opinion.

The information you furnish is confidential and will be used in summary form as means to identify patterns or trends in the work environment at NTPC. As per the procedure, the form will be discussed between you and your HR manager. Thereafter it will be sent confidentially to the Corporate HRD for analysis through a senior management representative. If there is particular item to which you do not feel comfortable responding, leave it blank and go on the next item.

Thank you for your time and effort

Section 1: Personal Information

Name		Emp No.	
Unit/Project/Office		Deptt.	
Designation		Date of Joining NTPC	
Personal e-mail		Date of Leaving NTPC	
Contact Tele		Marital Status	

Section 2: Reason for Separation

Please tick (✓) against the reason for leaving

Reasons		Please Select (✓)
a	Resignation	
b	Superannuation	
c	Voluntary Retirement	
d	Repatriation	
e	Other (Please Specify _____)	

Section 3: Company Environment

Q 1: Please rate NTPC of following aspects. Put tick (✓) in appropriate cell.

S.No	Parameter	Excellent	Good	Fair	Poor	V. Poor
1	Ethical Practices					
2	Training and Development Environment					
3	Communication System					
4	Company Policies and Procedures					
5	HR Services and Policies					
6	Empowerment Level					
7	Transparency and Fairness					
8	Quality of Leadership					
9	Total Pay and Benefit Program					
10	Organisation Culture					
11	Career growth opportunities					
12	Concern for Employees					
13	Performance oriented system					
14	Vision/Goal Clarity					
15	Interpersonal Relationships					
16	Maintenance of welfare infrastructure					
17	Giving Challenging assignments					

Q 2: What did you enjoy the most about your employment with NTPC? Rank top factors from 1 to 5, with rank 1 to highest ranking aspect.

S. No	Aspect	Rank	S. No	Aspect	Rank
1	Relationship with Co-workers		8	Opportunities for advancement	
2	Job Security		9	Recognition of work	
3	Job content		10	Salary	
4	Organisation Culture		11	Relationship with Supervisor	
5	Location		12	Benefits	
6	Physical Working Conditions		13	Other (Please Specify)	
7	Learning				

Q 3: How do you generally feel about NTPC. Put tick (✓) in appropriate cell.

Highly Satisfied	Satisfied	Indifferent	Dissatisfied	Highly Dissatisfied

Q 4: Please select factors that attracted you to join NTPC by putting tick (✓) in column B. You may select more than one factor.

In column C, please mention (Yes/No) whether NTPC was able to meet your expectations. In case “No”, please explain reasons thereof

Factor	Factor (s) that attracted you to NTPC (put)	Whether NTPC was able to meet your expectations (Yes/No). If “No” give reasons
A	B	C
Brand		
Compensation and Benefits		
Career Opportunities		
Job Security		
Training & Advancement		
Organization culture		
Location		
Work-life Balance		
Other (please explain)		

Section 4: Job Environment

Q 1: How do you rate the following aspects of employment?

Please tick (✓) appropriate cell.

S.N	Employment Aspect	Excellent	Good	Fair	Poor	V.Poor
1	Holidays					
2	Hours of work/Work Schedule					
3	Workload/Reasonable overtime demands					
4	Physical working conditions					
5	Convenient location					
6	Adequate materials/resources to do work (tools, computer, phone etc.)					
7	Relationship with co-workers/Cooperation within department					
8	Office atmosphere and morale					
9	Adequate guidance in resolving work-related or personal problems					
10	Cooperation with other departments					
11	Training					
12	Clear job description					
13	Job satisfaction / Content					
14	Utilization of skills, knowledge and experience					

Q2: While in NTPC, did you feel your efforts made an important contribution to your department?

Put tick (✓) any one.

Almost Always	Often	Can't Say	Rarely	Never

Section 5: Reasons for Leaving (to be filled in case of RESIGNATION only)

Q1: What are you going to do after resigning? Check (✓) all that apply.

Taking a job with another PSU	
Taking a job with central / state Govt.	
Taking a job with a private sector	
Taking a job in same sector	
Seeking other employment	
Becoming self-employed	
Relocation to a convenient location	
Not planning to work	
Planning to work on a part-time basis	

Q2: In case you are resigning to work somewhere else, what makes your future employer/position more attractive than your current / position? Rate each employment aspect on scale of 1-5 (tick (✓) anywhere on 1-5 on the scale). Here “1” means NTPC/current position is more attractive and “5” means new employer/position is more attractive

S.N	Aspect	New Employer/ Position more attractive	NTPC/Current Position more attractive
1	Better Salary	5.....4.....3.....2.....1	5.....4.....3.....2.....1
2	Better Benefits	5.....4.....3.....2.....1	5.....4.....3.....2.....1
3	Convenient Location	5.....4.....3.....2.....1	5.....4.....3.....2.....1
4	Opportunity to learn	5.....4.....3.....2.....1	5.....4.....3.....2.....1
5	Opportunity to grow	5.....4.....3.....2.....1	5.....4.....3.....2.....1
6	Higher position/responsibility	5.....4.....3.....2.....1	5.....4.....3.....2.....1
7	Company status and name	5.....4.....3.....2.....1	5.....4.....3.....2.....1
8	Utilization of skills, knowledge and experience	5.....4.....3.....2.....1	5.....4.....3.....2.....1
9	Better Work Culture	5.....4.....3.....2.....1	5.....4.....3.....2.....1
10	Availability of resource needed to do	5.....4.....3.....2.....1	5.....4.....3.....2.....1
11	Flexible work schedule	5.....4.....3.....2.....1	5.....4.....3.....2.....1
12	Better physical environment	5.....4.....3.....2.....1	5.....4.....3.....2.....1

Q3: What triggered your decision to leave? OR What motivated you to look for a new job?
(Check (√) all that apply)

SN	Aspect	Please Select(√)
1	Some unpleasant episode	
2	Unresolved complaint	
3	Experienced harassment	
4	Dissatisfaction with management	
5	Dissatisfaction with company policies	
6	Severed relationship with boss	
7	Posting to inconvenient location	
8	Dissatisfaction with HR systems	
9	Dissatisfaction with career growth	
10	Poor township/welfare (school/hospital) infrastructure	
11	Attractive job market	
12	Received an employment offer without actively seeking another job	
13	Personal reasons completely unrelated to NTPC	
14	Other (please specify _____)	

Please elaborate your response to Q3.

Section 6: Suggestions

Q 1: What areas would you like to see changed in NTPC?

Q 2: Based on your experience with NTPC, what do you think it takes to succeed here?

Q 3: Given the opportunity, what would be the first thing you would change at your workplace?

Section 7: Closure

Would you recommend NTPC to family/friends? Please tick (✓) anyone.

Yes	
No	
Uncertain	

Date: _____

(Employee Signature)

(Part I ends here)

Part – II

(To be filled by HR Representative)

Guidelines for Interviewer

This section is meant to probe into the responses given by the employee in Part I of the Exit interview Questionnaire. Following questions are indicative of what the HR representative should ask the employee while completing this section. The intent is to identify areas of improvement for NTPC. Render a patient listening to employee to allow him/her to express his/her free opinion.

Interview Questions

1. What are you going to do after leaving NTPC?
2. Has there been any unpleasant experience in NTPC?
3. What changes do you feel should be brought about in your unit/workplace to make it a more desirable place to work?

4. What have you enjoyed the most about your employment with NTPC?

5. What can NTPC do in future to retain employee?

Date: _____

(Interviewer's Signature)*

Name & Designation

***Responsibility for completion of Part II**

- | | | |
|--------------------------|---|--------------------------|
| 1. Non Executives | - | Not below Manager in HR |
| 2. Executives upto E5 | - | Not below Sr. Mgr. In HR |
| 3. Executives from E6-E8 | - | Not below DGM in HR |
| 4. BUH and E9 | - | Not below GM in HR |

(Part II ends here)

Part – III

(To be filled by Senior Manager Personnel)

Guidelines for Interviewer

The purpose of this section is to seek views and suggestions of separating employee on organisation's people, culture and processes. Discussion may include aspects like work processes, people treatment, job satisfaction and employee perception of NTPC as an organisation, company policies, salary and benefits and suggestions for changes. In case of resignation, also try to understand why the employee decided to end his/her employment with NTPC.

Interview Questions

1. Impressions about organisational culture and job related factors in NTPC?
2. Suggestions given by the employee for improvement, if any.
3. Impressions about the cause of separations in case of resignation.

4. What learning can be taken for NTPC from this case, if any?

Date: _____

(Interviewer's Signature)*

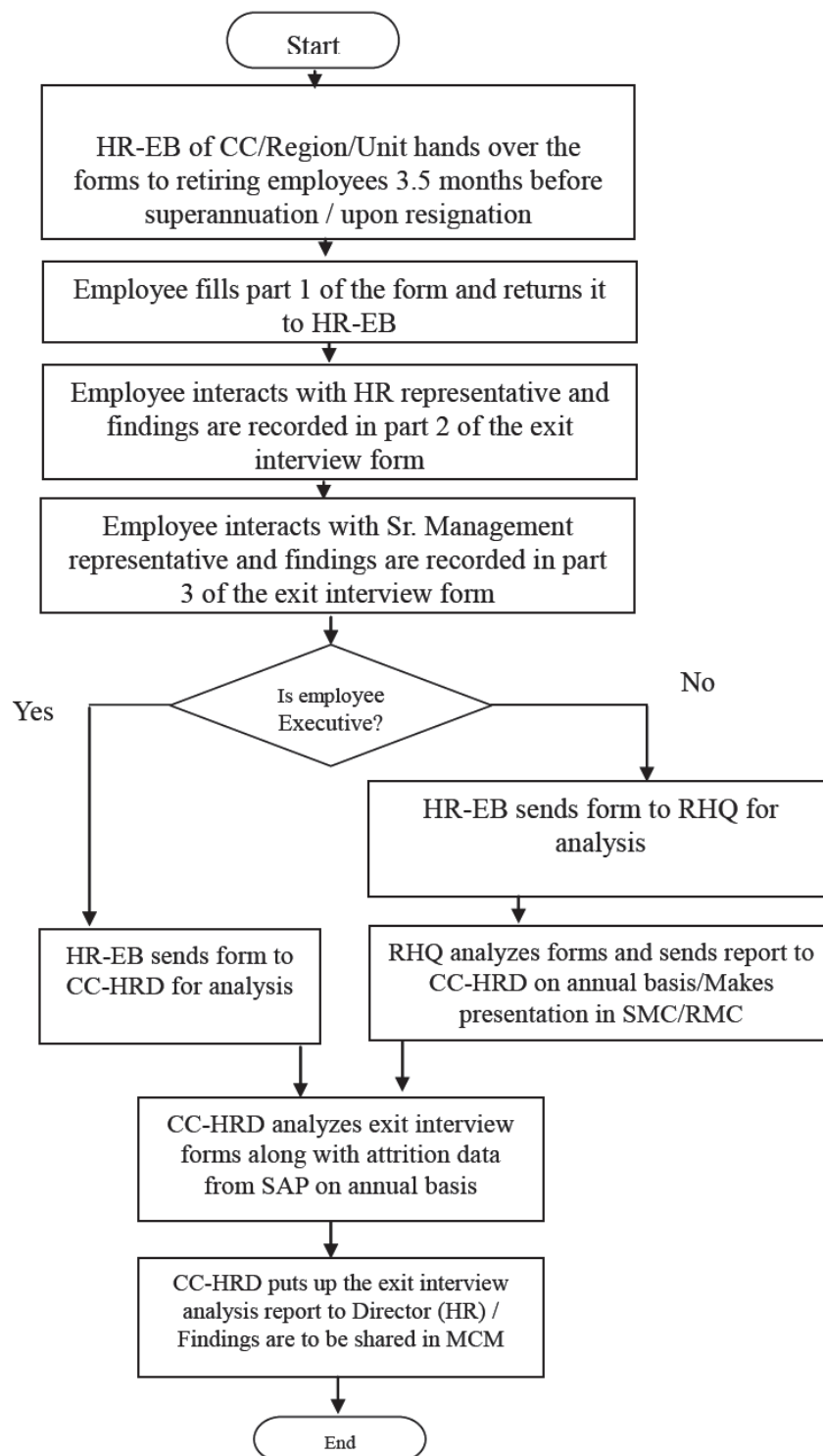
Name & Designation

***Responsibility for completion of Part III**

S. No	Level of Employee	Responsibility
1.	All employees upto E4	HOD (not below E7)
2.	E5 to E7	BUHs/GMs (Regions/CC)
3.	E8, except BUH	RED/ED (HR)
4.	BUH at the level of E8	Director (HR)
5.	E9	CMD

(-End-)

Exit Interview Process Map of NTPC





The Exit Process in POWERGRID

The attrition rates for the last 5 years in POWERGRID has been as follows:

FY 2012-13	1.08%
FY 2013-14	1.0%
FY 2014-15	1.0%
FY 2015-16	1.47%
FY 2016-17	~1.4%

POWERGRID has a simple exit process where 'exit interview' of executives who resign from the services of the Corporation is conducted. The employee is mandatorily required to fill up the exit interview format on submission of resignation and the interview is conducted in the following manner:

Sl. No.	Executives posted at	Exit interview to be conducted by
1.	Corporate Centre	GM(HR-Estt)/ED(HR)
2.	RHQs	Head of HR
3.	Other than CC/RHQs	Concerned HOD/Reporting Officer

The exit interview questionnaire is given below:

Exit Interview Questionnaire

Name:	Emp No:
Department:	Region:
Date of Joining:	Date of Release:

Name of previous Organization & Designation (prior to joining POWERGRID):	
Name of new Organization , designation, emoluments & perks(on leaving POWERGRID):	
<p>1. What aspects about POWERGRID did you</p> <p style="margin-left: 40px;">ii) appreciate the most ?</p> <p style="margin-left: 40px;">iii) not appreciate at all?</p>	
<p>2. Have you been receiving sufficient training, guidance & support to do your assignments?</p>	Yes/No
<p>3. Have you been satisfied with your pay, benefits and other incentives?</p>	Yes/No
<p>4. Have you been receiving sufficient feedback from your superiors about Management of your Performance?</p>	Yes/No

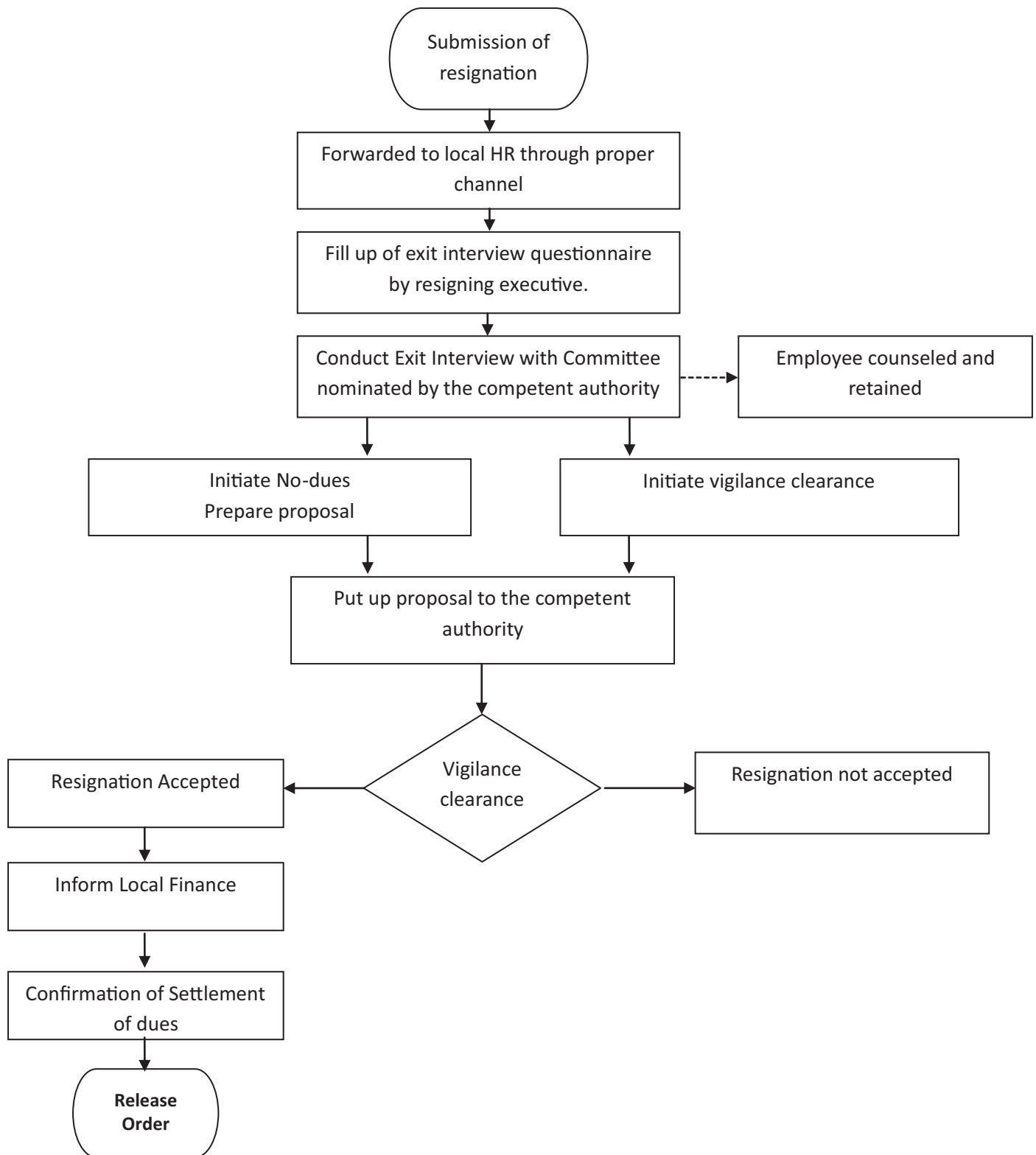
5. What are your reasons for leaving POWERGRID?
6. Before deciding to leave, did you explore the possibility of job rotation/ transfer within the organization? <div style="text-align: right;">Yes/No</div>
7. Can POWERGRID do something to encourage you to stay?
8. Given an option, would you consider working for POWERGRID in the future/ sometime later? <div style="text-align: right;">Yes/No</div>
9. Would you recommend taking employment in POWERGRID to your family and friends? <div style="text-align: right;">Yes/No</div>
10. How would you like to pass on your knowledge about your job to your successor prior to your departure?

Signature of Employee:

Comments of GM(HR), CC/HOP (Region):

=====

Exit Interview Process Flow Chart





Exit Interview Questionnaire

Name:

Emp No:

Department:

Region:

Date of joining:

Date of Release:

Name of previous Organization & Designation (prior to joining POSOCO):

Name of new Organization, designation, emoluments & perks (on leaving POSOCO):

1. What aspects about POSOCO did you

(A) Appreciate the most?

(B) Not appreciate at all?

2. Have you been receiving sufficient training, guidance & support to do your assignments?

Yes/No

3. Have you been satisfied with your pay, benefits and other incentives?

Yes/No

4. Have you been receiving sufficient feedback from your superiors about Management of your Performance?

Yes/No

4. What are your reasons for leaving POSOCO?

Yes/No

5. Before deciding to leave, did you explore the possibility of job rotation/
transfer within the
Organization?

Yes/No

6. Can POSOCO do something to encourage you to stay?

Yes/No

7. Given an option, would you consider working for POSOCO in the future/
sometime later?

Yes/No

8. Would you recommend taking employments in POSOCO to your family and
friends?

Yes/No

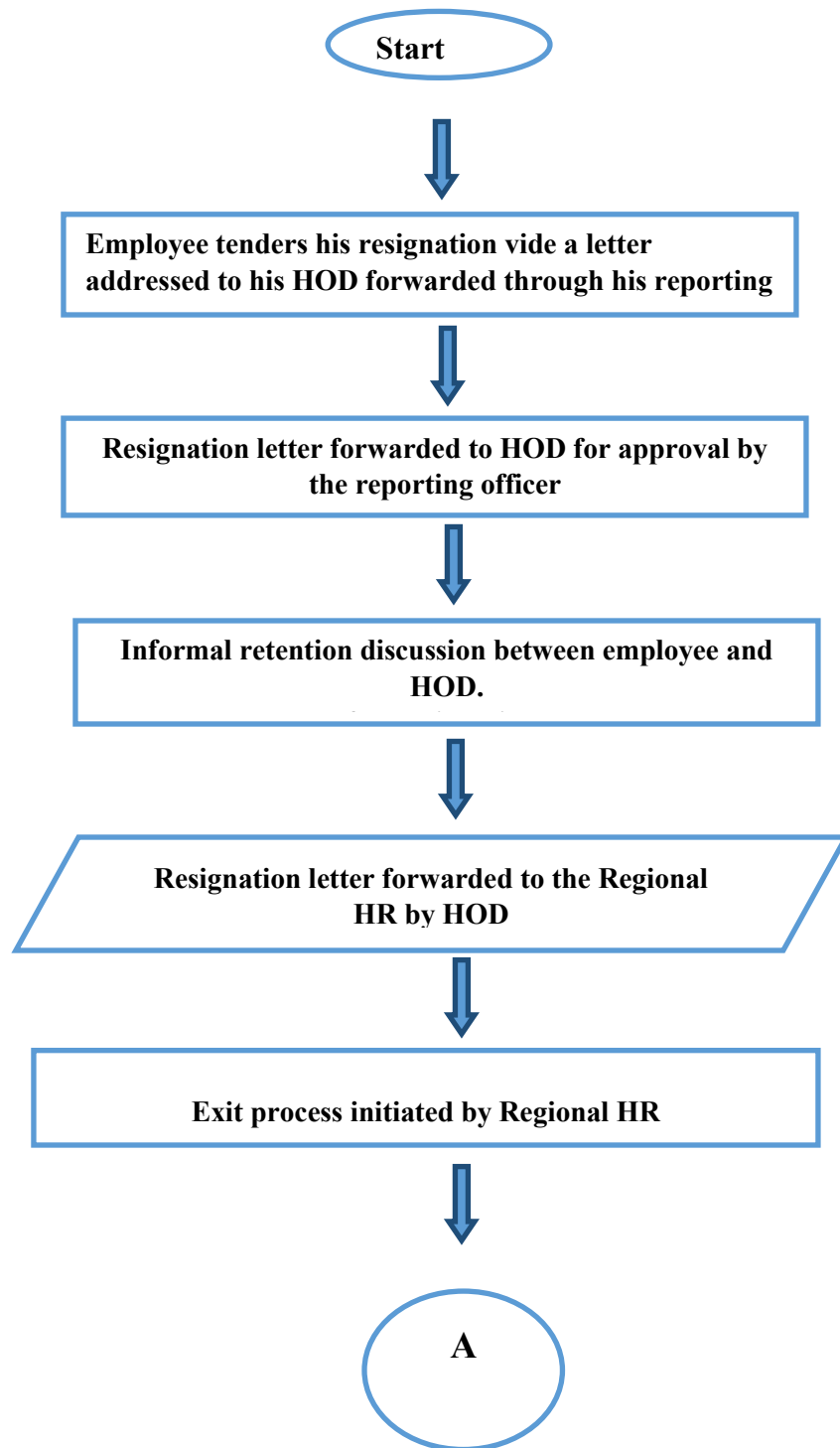
9. How would you like to pass on your knowledge about your job to your
successor prior to your departure ?

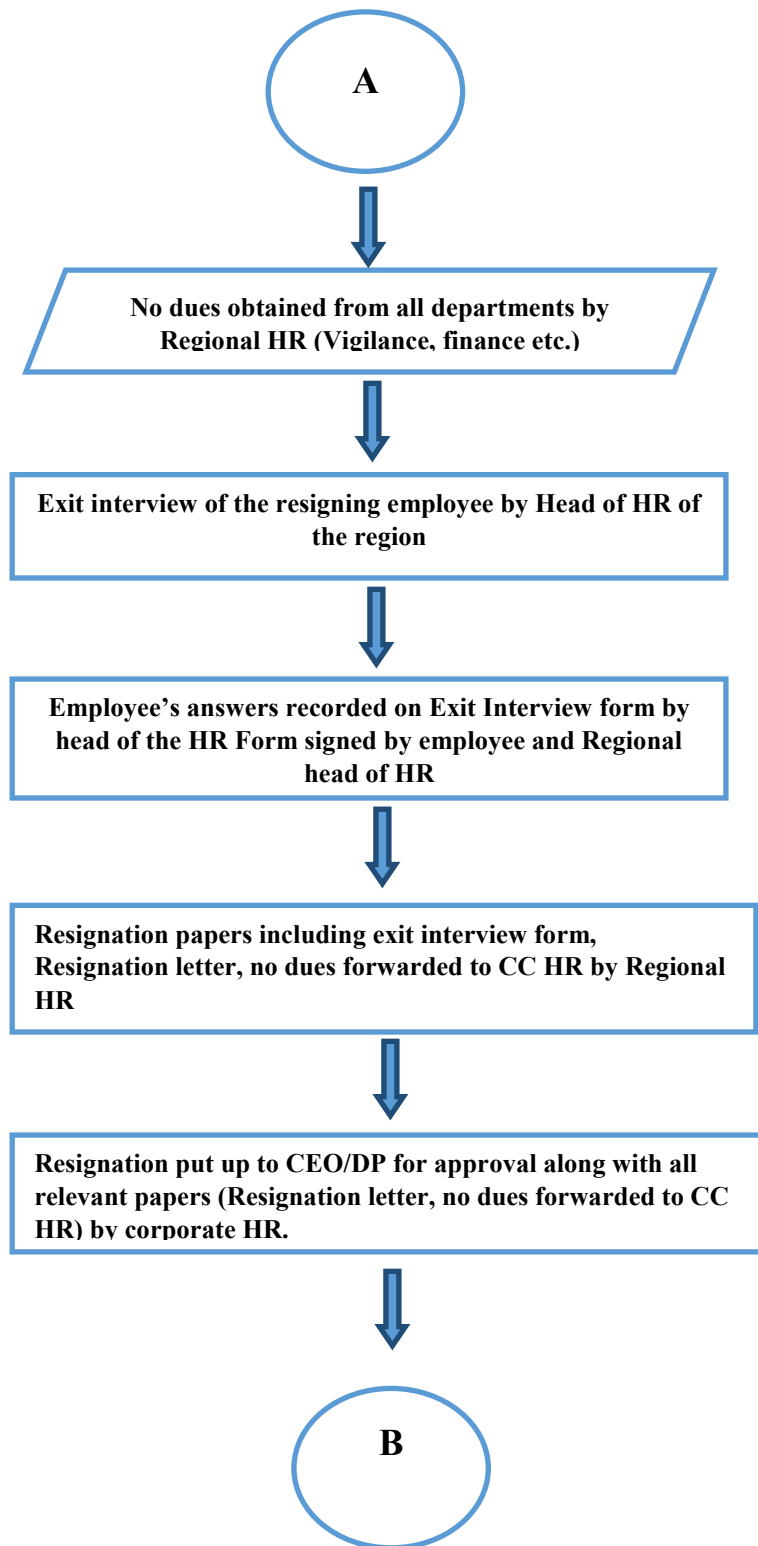
Yes/No

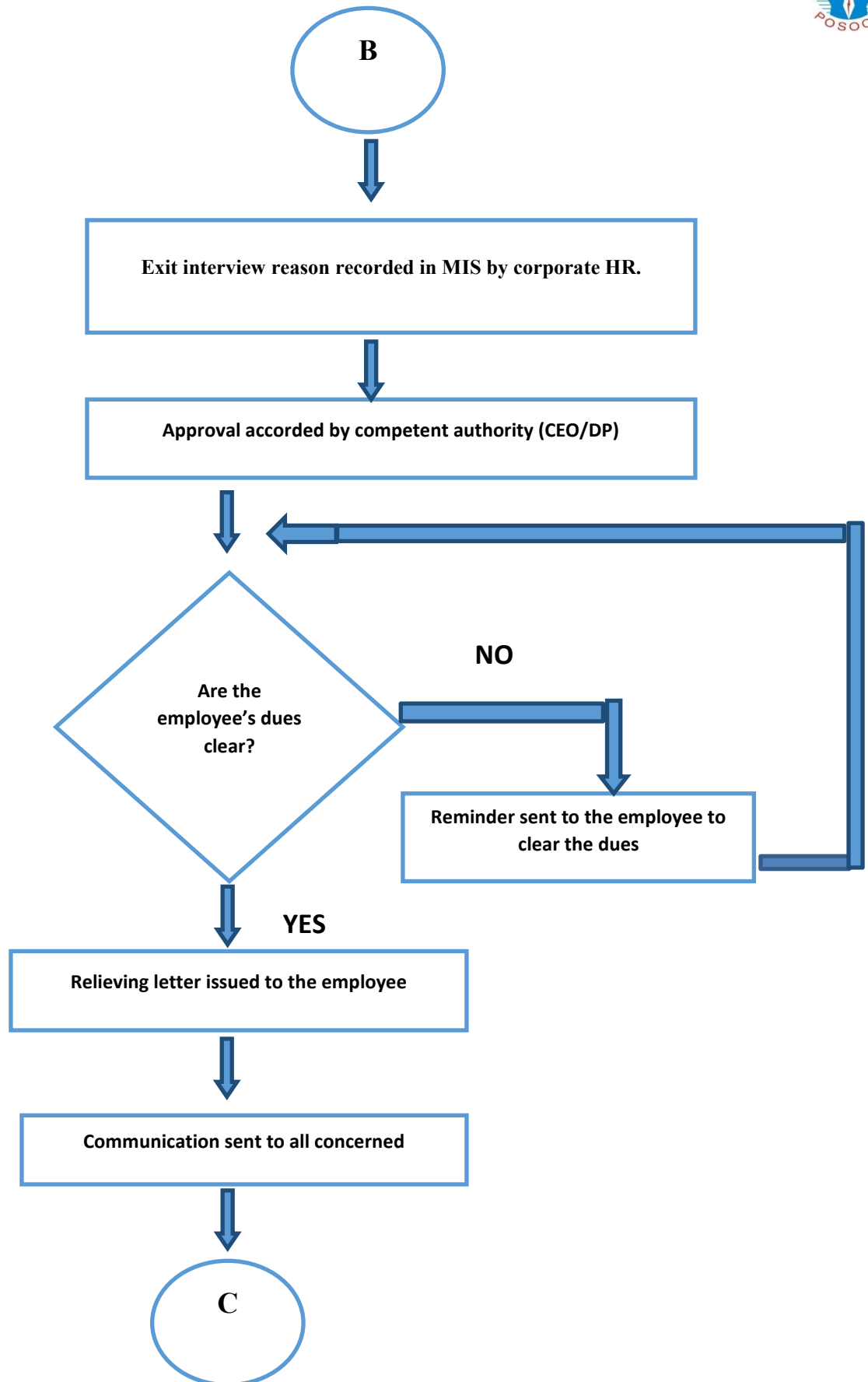
Signature of Employee:

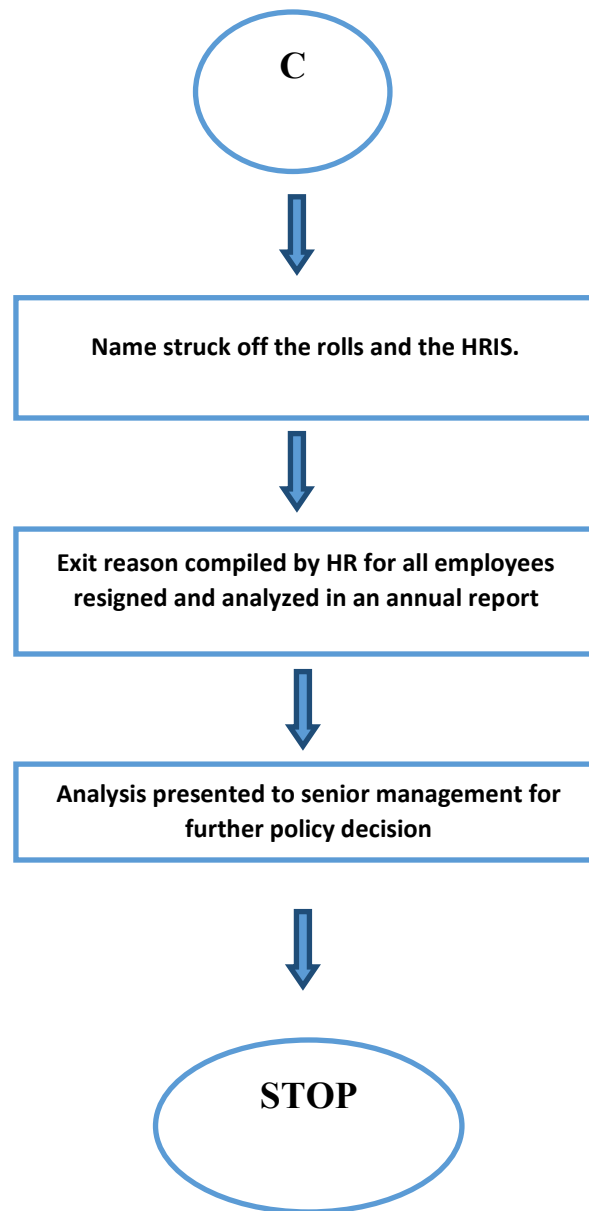
Comments of AGM (HR), CC/HOP (Region):

Flow Chart











EXIT INTERVIEW QUESTIONNAIRE

Dear Sir/Ma'am,

You are requested to respond to the ensuing questions on the eve of your leaving SJVN. The responses, based on your personal experience in SJVN, would give us an opportunity to get insight on the effectiveness of HR systems and Internal Processes and take steps to improve.

We assure you that the information will be kept confidential and would, therefore, request you for a free and frank expression of your views and thoughts.

PART –I (TO BE COMPLETED BY EMPLOYEE)

- | | |
|---------------------------------|-----------------------------------|
| 1. Employee Name : _____ | 2. Employee No. _____ |
| 3. Unit/Project/Office : _____ | 4. Department : _____ |
| 5. Designation : _____ | 6. DOJ in SJVN : _____ |
| 7. Date of leaving SJVN : _____ | 8. Category : Gen/OBC/ST/SC _____ |
| 9. Personal E-mail ID : _____ | 10. Phone(R/Mobile) _____ |

11. Reason for separation from SJVN (pl tick whichever applies)

Resignation:

Repatriation:

Other Reasons (Specify):

12. When you joined the Company, did you intend to stay for a longer period? - Yes/No

13. What prompted you to end your employment in SJVN (Please tick three most important reasons by numbering as 1, 2 & 3 on the right side of the factor)

<u>Reasons</u>	<u>No</u>	<u>Reasons</u>	<u>No.</u>
Nature of Work		Self Employment	
Work Conditions/Internal Process		Family compulsions	
Health Reasons		Higher Studies	
Career Opportunities		Bad Relationship with Boss	
Place of Posting		Inter-personal Relationship	
Salary and Benefits		Company Policies	
Job Satisfaction		Non-fulfillment of Expectations	
Work-related issues		Any Other	
Better employment opportunities		Non availability of Basic amenities like school/hospital	
Location disadvantage			

14. Could you elaborate on the reasons given by you in response to question no. 13 above?

15. Could you rate the following aspects of your employment experience /satisfaction during your stay in SJVN?

Sl	<u>Employment Aspects</u>	(Please encircle the appropriate number) 1- Lowest, 5-Highest				
1.	Salary and Benefits	1	2	3	4	5
2.	Welfare facilities	1	2	3	4	5
3.	Medical and well-being	1	2	3	4	5
4.	Work Environment/Internal Processes	1	2	3	4	5
5.	Opportunities for growth and advancement.	1	2	3	4	5
6.	Effectiveness of Performance Mgt System	1	2	3	4	5
7.	Freedom & support to take risk	1	2	3	4	5
8.	Application of learning after training	1	2	3	4	5
9.	Relationship with co-worker	1	2	3	4	5
10.	Job satisfaction	1	2	3	4	5
11.	Work culture	1	2	3	4	5
12.	Communication system	1	2	3	4	5
13.	Value Actualization - Openness & Transparency in dealing with Employees - Mutual Respect & Trust - Initiative and speed in the Orgn. - Organization Pride.	1	2	3	4	5
14.	Organization Culture	1	2	3	4	5
15.	Reward & Recognition	1	2	3	4	5
16.	Participation in decision making	1	2	3	4	5
17.	HR Policies & processes	1	2	3	4	5
18.	Quality Management	1	2	3	4	5
19.	Overall satisfaction with SJVN as an employee.	1	2	3	4	5

16. - Could you elaborate what you enjoyed the most about your employment with SJVN?

- Can you recall any good memories which primarily touched you and you could relish.

17. Could you indicate the key learnings that you had while working for SJVN?
18. Did you go through any unpleasant experience in SJVN? Could you elaborate any such frustrating experience that you had in SJVN.
19. Your ideas and suggestions for improvement of any practices of SJVN.
20. Are there any particular changes or improvements you would suggest be considered in the deptt/or unit you were working with?
21. Is there any other information HR should know to help understanding your decision to leave?
22. Any other comment you wish to offer.

Date:

(Employee's Signature)

PART –II- OBSERVATION BY HEAD OF P&A

01. Reasons for separation

02. Views on organizational processes including cultural issues.

03. Any observations/comments

Date :

(Head of P&A's signature)

Name & Designation

• Competent Authority for completion of Part-II

- (i) Non-Executives : Not below Manager in HR
- (ii) Executive upto E5 : Not below Sr. Mgr. in HR
- (iii) Executive E6 to E7A : Not below DGM in HR
- (iv) E8 and E9 : Not below GM in HR

PART-III : BRIEF RECORD OF THE EXIT INTERVIEW

(The discussion may include)

(a) Reasons for resignation

(b) Executive's impressions about SJVN's culture, Systems and Processes etc. particularly with reference organizational aspects such as job satisfaction, Nature of Job, working conditions, work-related issues, company policies, pay & benefits, welfare and medical facilities, SJVN's strength & weaknesses, suggestions for change etc.

• INTERVIEWER'S SUMMARY :

(Please given an impressionistic account of the concerned employee's observations)

• Reasons for leaving. (In case of resignation/repatriation/VRS)

• The impressions of the employee about organizational culture, policies and job satisfaction etc. (Please refer item 15 of the questionnaire).

• Suggestions given by the employee for improvement, if any:

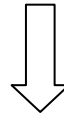
• Interviewer's Comments :

Date _____

Interviewer's Signature
Name
Designation

FLOW CHART OF SJVN

Submission of Resignation by the Employee to the HOD through the Reporting Officer



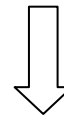
Reporting Officer forwards the resignation letter for acceptance of HOD



HOD on acceptance forwards it to Corporate HR Deptt



At Project the HOD forwards the resignation letter to HOP for acceptance.



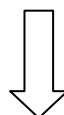
HOP on acceptance forwards it to Project HR Dept.



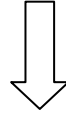
HR Dept sends the Exit Interview Questionnaire to the concerned employee directly



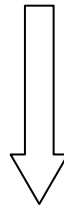
Employee completes the Part I of the questionnaire and returns it back to HR Deptt



HR Executive of the specified level personally conducts the exit interview of the employee

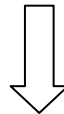


The proceedings of the exit interview are recorded in the form by the respective HR executives



Project HR Department sends the resignation accepted by HOP alongwith the Completed Exit Interview Form to Corporate HR Department

The Resignation is put up for the approval of Competent Authority by Corporate HR Dept and the Completed Exit Interview form is enclosed.



The Resignation is put up for the approval of Competent Authority by Corporate HR Dept and the Completed Exit Interview form is enclosed.



After acceptance of resignation the Complete Exit Interview Form w.r.t the trainees is sent to the Corporate HRD group and that of the regular employees are kept in HR - Establishment section.



THDC

SYSTEM OF EXIT INTERVIEW FOR EMPLOYEES IN THDCIL

1.0 BACKGROUND:

THDCIL is a dynamic and diversifying company which is growing everyday and making its presence felt in Power Sector of India. THDCIL values its employees and makes all effort to retain and groom the talent. However, employees do leave organization for several reasons but as a progressive and sensitive company THDCIL cares for its brand image and considers that employees leaving the organization for any reason whatsoever acts as ambassador in creating brand image of the company. THDCIL has been endeavoring in developing organizational climate conducive for employee development and growth based on employee's perceptions and feedback. Keeping this in mind, a new comprehensive Exit Interview System has been designed to capture the employees perception and feedback who leave the services on the ground of resignation, retirement including VRS and repatriation.

2.0 Objective

- To assess the reasons of resignation/separation and identify the areas of concern so as to initiate corrective measures for higher employee satisfaction and retention.
- To capture employees perception, impressions and views on various organizational aspects such as Job satisfaction, salary & benefits, nature of work, Personnel policies and systems, communication systems, interpersonal relationship, value actualization, work culture etc.
- To tap the employee's suggestions and ideas on any aspect of organization's working.
- To analyze and find out the turnover trend and attrition rate of manpower in THDCIL.
- To obtain feedback from the departing employee about the Company's working and other things in order to take corrective measure for the future.

3.0 Eligibility

The Exit Interview system shall cover the following:-

- i) All employees of THDCIL up to E9 (Executive Director) level.
- ii) All employees who leave the services of the corporation and are separated on the ground of resignation or retirement on attaining the age of superannuation or retirement through Voluntary Retirement Scheme (VRS).
- iii) All employees on deputation/lien on their repatriation to parent organization/department.

4.0 Structure

The Exit Interview process shall be completed in three stages as under :

Stage I : Administration of a questionnaire to the concerned employee.

Stage II : Detailed Interview by senior designated functionaries

Stage III : Analysis of data , preparation and submission of Report.

4.1 STAGE – I: Administration of a questionnaire to the concerned employee

4.1.1 The Exit Interview questionnaire at **Annexure-I** shall be administered to the employees getting separated from the organization, by the concerned Personnel-Establishment Group.

4.1.2 In case of resignation or VRS or repatriation, the reason for separation should be specifically probed and enquired. While doing so, effort should also be made by Head of Personnel to counsel and retain the employee, if possible and necessary.

4.1.3 Further, Head of Personnel should briefly state his observations/comments after personal interaction with employee on various organizational aspects, Personnel Policies and systems etc. in Part-II of **Annexure I** In case of resignation, the reason for resignation should also be recorded.

4.2 STAGE – II : Detailed Interview by Senior Management

4.2.1 In-depth interview with the concerned employee shall be undertaken by the Senior Management level as indicated at Table-1 to elicit the views in details on various issues. In case of resignation/VRS/repatriation, the findings of Head Of Personnel may be further probed to ascertain more information. The authority to conduct the Exit Interview shall be as under:

S.No	Level of the Employee	Responsibility	Co-Ordination by
1	All employees up to E5	GMs (Units/Corporate)	Corporate/Unit-Personnel Estb.
2	Executives at E6/E7	ED /GMs	Corporate/Unit-Personnel Estb.
3	E8	Director(P)	Corporate -Personnel Estb.
4	E9	Director(P)	Corporate -Personnel Estb.

4.2.2 The information collected in the Exit interview should be recorded in the Part –III of the Questionnaire at **Annexure-I**.

4.2.3 Interview should take place before sending the resignation for acceptance to Corporate Personnel. The Exit Interview should take place before separation of employees. The interview should be open-ended and be conducted in an informal atmosphere.

- i) In case of resignation or repatriation - Before acceptance of resignation/request for repatriation.
- ii) In case of retirement or VRS - Before release of employee from the service of the company.

3.2.4 After completion of the process of Exit Interview the completed Forms should be sent within one week to the concerned HR as per Table given below:

S.No	Level of the Employee	Exit Interview to be forwarded to
1	All Non-Executives (Units/Corporate)	Unit /Corporate Personnel Estb.Dept.
2	All Executives	Corporate Estb.

STAGE – III : Analysis of data , preparation and submission of Report

3.3.1 The Unit Personnel Department/ Corporate Personnel (Estb.) group will analyze the data, views, ideas and impressions articulated by the employee and submit Report. An illustrative format of Analysis and Report is enclosed at Annexure-II. The frequency of the analysis and Report preparation shall be undertaken as per Table-3 mentioned below:-

Table - 3

S.No	Level	Frequency	Action By	Report to be submitted to
1	All Non-Executives of the Corporation	Yearly	Unit /Corporate Personnel Estb.Dept.	Director (P)
2	All Executives	Yearly	Corporate Estb.	Director (P)

3.3.2 The Exit Analysis Report with the key findings and the action plan of the Executives/Non- Executives shall be shared by the concerned Projects / Units. The concerned Unit shall recommend action plan for addressing the areas of concern related to the local level.

3.3.3 Corporate Establishment Deptt. shall share the analysis report in Management Review Meeting with action plan and shall initiate action for redressal of the company level issues and concerns.

3.3.4 Director(Personnel) shall be competent authority for any interpretation, amendment and modification etc in case of any ambiguity. The management reserves the right to amend, modify the system without giving any prior notice.

ANNEXURE-I

EXIT INTERVIEW QUESTIONNAIRE (To be filled by employee)

Dear Sir/Madam,

You are requested to respond to the ensuing questions on the eve of your leaving THDCIL. As you leave THDCIL, you have a unique perspective on the strengths and weaknesses of the Company. Please take the 10 Minutes or so it will require for you to complete the questionnaire. The responses, based on your personal experience in THDCIL, would give us an opportunity to get insight on the effectiveness of HR systems and Processes and take steps to improve for higher employee satisfaction.

We assure you that the information will be kept confidential and would, therefore, request you for a free and frank expression of your view and thoughts. If there is a particular item to which you do not feel comfortable responding, leave it blank and go on to next item.

Part – I (To be completed by Employee)

1. Employee Name -----
2. Employee No. -----
3. Unit/Project/Office -----
4. Department -----
5. Designation -----
6. DOJ in THDCIL -----
7. Date of leaving THDCIL -----
8. Category Gen/OBC/ST/SC
9. Personal E-Mail ID
- 10 Phone (R/Mobile)
11. Reason for separation from THDCIL (Pl Tick which ever applies)

Reasons	Please select (✓)
Resignation	
Superannuation	
VRS	
Repatriation	
Other Reasons (Please Specify)	

12. When you joined the Company, did you intend to stay for a longer period? Yes/No

13. Please rate THDCIL on following aspects. Put tick (in appropriate cell)

S No	Parameter	Excellent	Good	Fair	Poor	V.Poor
1.	Ethical practices					
2.	Training & Development Environment					
3.	Communication System					
4.	Company policies and procedures					
5.	HR services and policies					
6.	Empowerment levels					
7.	Transparency and fairness					
8.	Quality of Leadership					
9.	Pay and Perks					
10.	Organization culture					
11.	Career Growth Opportunities					
12.	Concern for employees					
13.	Performance Management System					
14.	Welfare infrastructures					
15.	Interpersonal relationship					
16.	Giving Challenging Assignments					
17.	Personal Touch to employees					
18.	Access to Senior officials					

14. What did you enjoy the most about your employment with THDCIL? Rank top 5 factors with rank 1 to highest ranking factor.

SN	Aspect	Rank	SN	Aspect	Rank
1	Relationship with Co-workers		10	Organizational Culture	
2	Relationship with Seniors		11	Recognition of Work	
3	Job Security		12	Benefits	
4	Job Content		13	Exposure and Challenges	
5	Salary		14	Others (Please specify)	
6	Location				
7	Physical Working conditions				
8	Learning				
9	Training & Learning Avenues				

15. How do you generally feel about THDCIL. Put tick (✓) any one.

Highly satisfied	Satisfied	Indifferent	Dissatisfied	Highly dissatisfied

16. Please select factors that attracted you to join THDCIL by putting tick (✓) in column B. You may select more than one factor.

In column C, please mention (Yes/No) whether THDCIL was able to meet your expectations. In case “No”, please explain reasons thereof.

Factor	Factor(s) that attracted you to THDCIL (put ✓)	Whether THDCIL was able to meet your expectations (Yes/No).If “No”, give reasons
THDCIL Brand		
Compensation & Benefits		
Career Opportunities		
Training & Promotion		
Job Security		
Organization Culture		
Location		
Work-life balance		
Others (Please explain)		

17. Job Environment

How do you rate the following aspects of employment? Please tick (✓) appropriate cell.

SN	Employment Aspect	Excellent	Good	Fair	Poor	V.Poor
1	Holidays					
2	Hours of work/Work schedule					
3	Workload/reasonable overtime demands					
4	Physical working conditions					
5	Convenient location					
6	Adequate materials /resources to do work					
7	Relationship with co-workers/Cooperation					
8	Office atmosphere and morale					
9	Adequate guidance in resolving work-					
10	Cooperation with other departments					
11	Utilization of skills, knowledge					
12	Work Culture					
13	Reward & recognition					
14	Medical & well being					
15	Openness & transparency in dealing with employees					

18. While in THDCIL, did you feel your efforts made an important contribution to your department? Put tick (✓) any one.

Almost Always	Often	Can't say	Rarely	Never

19. Reasons for Leaving (to be filled in case of RESIGNATION only)

What are you going to do after resigning? Check (✓) all that apply.

Taking a job with another PSU	
Taking a job with central/state Govt.	
Taking a job with the private sector	
Taking the job in same sector	
Seeking other employment	
Becoming self-employed	
Relocating to a convenient location	
Not planning to work	
Planning to work on a part-time basis	

20. In case you are resigning to work somewhere else, what makes your future employer/position more attractive than your current employer/position? Rate each employment aspect on scale of 1-5 (tick, (✓) anywhere on 1-5 on the scale). Here “1” means THDCIL/Current position is more attractive and “5” means new employer/position is more attractive.

SN	Aspect	New employer/position more attractive	THDCIL/current position more attractive
1	Better Salary	5 _____ 4 _____ 3 _____ 2 _____ 1	
2	Better Benefits	5 _____ 4 _____ 3 _____ 2 _____ 1	
3	Convenient Location	5 _____ 4 _____ 3 _____ 2 _____ 1	
4	Opportunity to grow	5 _____ 4 _____ 3 _____ 2 _____ 1	
5	Company status and name	5 _____ 4 _____ 3 _____ 2 _____ 1	
6	Utilization of skill, knowledge and experience	5 _____ 4 _____ 3 _____ 2 _____ 1	
7	Better work culture	5 _____ 4 _____ 3 _____ 2 _____ 1	
8	Availability of resources needed to do work	5 _____ 4 _____ 3 _____ 2 _____ 1	
9	Flexible work schedule	5 _____ 4 _____ 3 _____ 2 _____ 1	
10	Better Physical environment	5 _____ 4 _____ 3 _____ 2 _____ 1	
11	Reward & recognition	5 _____ 4 _____ 3 _____ 2 _____ 1	
12	Medical and Well being	5 _____ 4 _____ 3 _____ 2 _____ 1	
13	Better Welfare amenities	5 _____ 4 _____ 3 _____ 2 _____ 1	
14	Freedom and support	5 _____ 4 _____ 3 _____ 2 _____ 1	

21. What triggered your decision to leave? OR What motivated you to look for a new job?
(Check (✓) all that apply)

SN	Reason	Please (✓)
1	Some unpleasant episode	
2	Unresolved complaint	
3	Experienced harassment	
4	Dissatisfaction with management	
5	Dissatisfaction with company policies	
6	Severed relationship with boss	
7	Posting to inconvenient location	
8	Dissatisfaction with HR systems	
9	Dissatisfaction with career growth	
10	Poor township/welfare (school/hospital) infrastructure	
11	Attractive job market	
12	Received an employment offer without actively seeking another job.	
13	Personal reasons completely unrelated to THDCIL	
14	Other (Please specify)	

Please elaborate your response to Q3.

22. Suggestions

1. What areas would you like to see changed in THDCIL?

2. Based on your experience with THDCIL, what do you think takes to succeed here?

3. Given opportunity, what would be the first thing you would change at your workplace?

23. Closure

Would you recommend THDCIL to family friends? Please tick (☒) any one.

Yes	
No	
Uncertain	

Date: _____

(Employees Signature)

PART II

(To be filled by HR Representative)

Guidelines for Interviewer

This section is meant to probe into the responses given by the employee in Part I of the Exit Interview Questionnaire. Following questions are indicative of what the HR representative should ask the employees while completing this section. The intent is to identify areas of improvement for THDCIL. Please render a patient listening to employee to allow him/her to express his /her free opinion.

Interview Questions

1. What are you going to do after leaving THDCIL?
2. Has there been any unpleasant experience in THDCIL?
3. What changes do you feel should be brought about in your unit/workplace to make it a more desirable place to work?

4. What have you enjoyed the most about your employment with THDCIL?

5. What can THDCIL do in future to retain employees?

6. Anything particular you liked most of THDCIL?

Date: _____

(Interviewer's Signature)*

Name & Designation

*** Responsibility for completion of Part II**

- | | | |
|-------------------------|---|------------------------------------|
| 1. Non Executive | - | Not below Manager in Personnel |
| 2. Executive upto E5 | - | Not below Sr. Manager in Personnel |
| 3. Executive from E6-E8 | - | Not below DGM in Personnel |
| 4. E9 | - | Not below GM in Personnel |
-

PART III
(To be filled by Senior Management Personnel)
Brief Record of the Exit Interview

Guidelines for Interviewer

The purpose of this section is to seek views and suggestions of separating employee on organization's people, culture and processes. Discussions may include aspects like work processes, people treatment, job satisfaction and employee perception of THDCIL as an organization, company policies, salary and benefits and suggestions for change. In case of resignation, also try to understand why the employee decided to end his /her employment and association with THDCIL.

1. Impressions about organizational culture and job related factors in THDCIL

2. Suggestions given by employee for improvement if any.

3. Impression about the cause of separation in case or resignation. (In case of retirement not applicable):

4. What learning can be taken for THDCIL from this case, if any?

Date: _____

(Interviewer's Signature)*
Name & Designation

*** Responsibility for completion of Part III**

- | | | |
|--------------------------|---|---------------|
| 5. All Employees upto E5 | - | GM (Units/CC) |
| 6. Executive at E6/E7 | - | ED/GM (CC) |
| 7. E8 | - | Director(P) |
| 8. E9 | - | CMD |

(-END-)

STRUCTURE OF ANALYSIS & REPORT

1. Ground of Separation

No. of Resignation: :

No. of Retirement on Superannuation: :

No. of Retirement on VRS: :

No of Repatriation: :

2. Reasons for Leaving the Company

Type	Reasons for leaving	No of persons (Total Nos)	Percentage
Foremost			
Other Significant			

- Detailed may be enclosed in Annexure

Most of the cases are related to dissatisfaction arising out of:

-
-
-

3. Issues Raised

Issue	No. of Persons out of total no	Percentage

- Suggestions may be reflected in the Annexure if required.

4. Turn- over Data Analysis

Project	Numbers (No of Exit/Total no of employees)	Percentage	Average

5. Discipline wise Analysis

Project	Numbers (No of Exit/Total no of employees)	Percentage	Average

6. Level wise Analysis

Level	Numbers	Percentage	Average

7. Age profile, number of years served and qualification analysis

Age Profile	:	
No of Years worked	:	
Qualification	:	

Turnover Analysis: Project Wise

The Annexure wherever required as part of the detailed analysis may be enclosed

Unit	E9	E8	E7	E6	E5	E4	E3	E2	Total
Total									

Similarly for Non-executives to be projected

Turnover Analysis: Discipline Wise

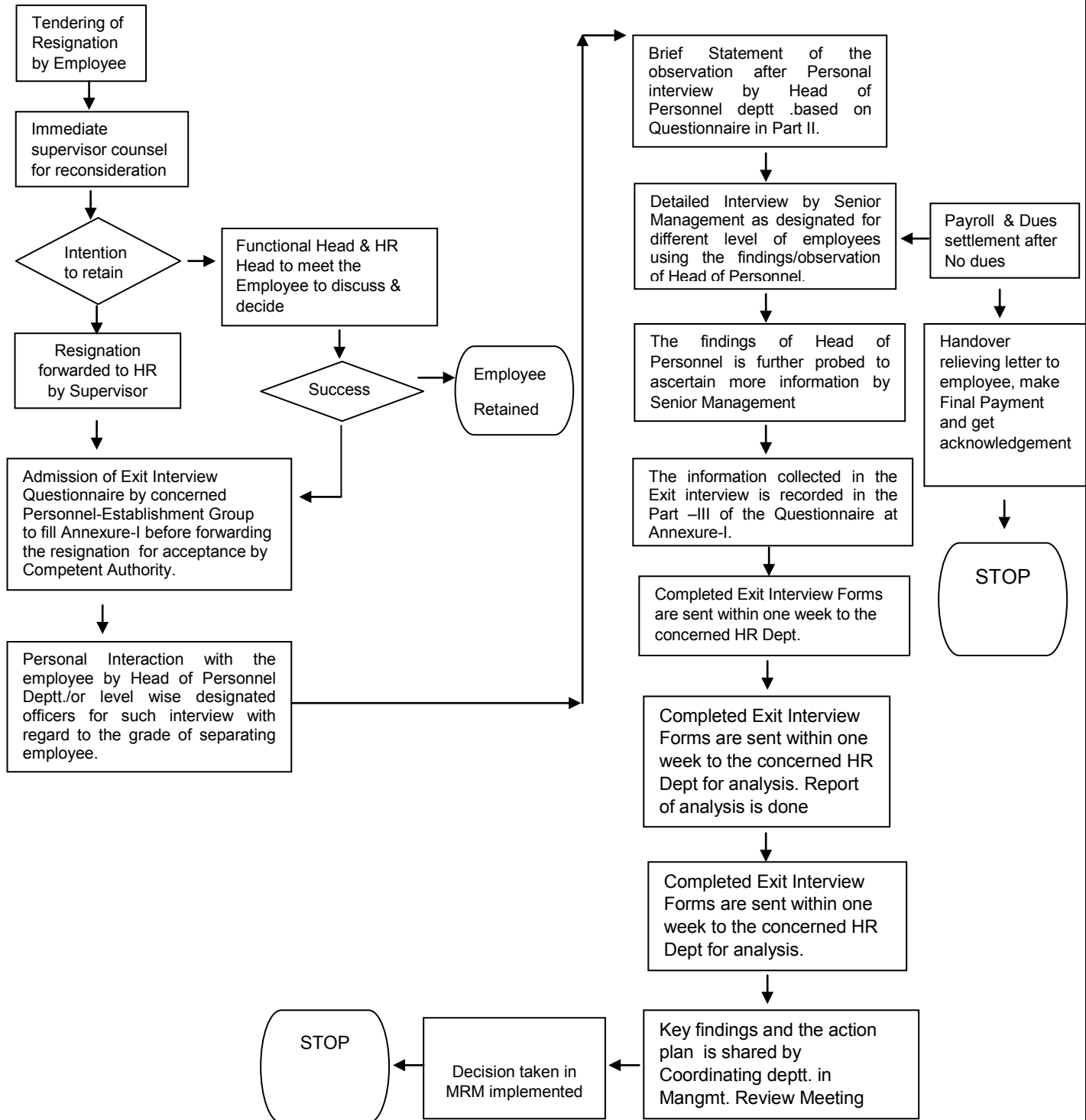
Unit	E9	E8	E7	E6	E5	E4	E3	E2	Total
Engg.									
IT									
Commercial									
Finance									
Personnel									
Medical									
S&E									

- The Department list in indicative and engineering may be further divided in to other branches using Annexures.

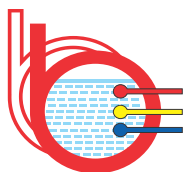
Turnover Analysis: Grade Vs Year Wise

Grade	Year 1	Year 2	Year 3
E2			
E3			
E4			
E5			
E6			
E7			
E8			
E9			

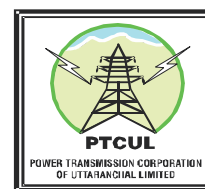
Flow Chart of Exit Interview in THDC



POWER HR FORUM MEMBERS ORGANISATIONS



भाखड़ा ब्यास
राष्ट्र गौरव



Power HR Forum

(A forum of PSU's under Ministry of Power)

Power HR Forum Secretariat, Power Management Institute

Plot No. 5 - 14, Sector - 16A, NOIDA (U.P.) - 201301, India

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Vision: Serving Indian Power Sector Through Excellence in HR