LastOpinion

Personal Report Interview Guide

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LastOpinion Interview Guide

The following are some example questions designed to help an HR Business Partner or Line Manager conduct a follow-up interview and explore a leaver's reasons for leaving in more detail.

Overall Tips

- Prioritise who you are going to have follow-up conversations with. Some ideas include:
    - Top talent and employees with key skills
    - Those who were 'unhappy' leavers (see Terminology Overview document for definition)
    - Those leaving from parts of the organisation where you have concerns about attrition rates
- Make sure you are comfortable with all the terminology used in LastOpinion
- Use this workbook in conjunction with the individual's LastOpinion report to support your preparation for any additional follow-up conversation about their decision to leave
- Be clear about how confidential the discussion is, i.e. will you share anything with their Line Manager? If you are taking notes, explain what you will do with these notes
- During the conversation ensure that you share the individual report with the leaver, so they are reminded of their responses and don't feel you are hiding anything from them
- At the end of the meeting, summarise the key points and agree on any actions that need to be taken as a result of the conversation.

Report Structure

- Leaving summary
    - Overall level of happiness, and likely impact on your brand
    - Whether their new role is more senior and pays more
- Reasons for leaving
    - The 14 core areas of engagement, categorised as being a *Leaving Reason, Contributing to Leaving, Unsure/Not Applicable* or an *Organisational Strength*
    - And the action the leaver gave that would have helped retain them
- Own Words
    - Why the individual left in their own words, captured as *Main Reason for Leaving* and what they *Enjoyed most about their job or the organisation*
- About the individual
    - Basic demographic information
- Glossary
    - Definitions of the 14 core areas of engagement

Leaving Summary (page 2)

Type of Leaver

In most cases, you will be conducting follow-up conversations with 'unhappy' leavers (i.e. those who have said that they were dissatisfied with either, or both, their job or your organisation). Questions to explore include:

- Given you have stated a number of factors leading to you feeling dissatisfied with your job and/or the organisation, what **one thing** had the biggest impact on your levels of satisfaction?
    - Why did that have such a big impact?

If the conversation is with a 'happy' leaver (probably a top talent leaver), it is worth a quick check-in:

- Given you were fundamentally happy working here, what has triggered your decision to leave?
- What could we have done to retain you?
- What would make you want to re-join us later in your career?

Potential re-hire

If they have said yes, make sure you have their personal contact details. There is a feature within the questionnaire that can be switched on to automatically capture this information. If you would like to add this feature, please contact support@greatwithtalent.com.

Impact on Brand

This covers two areas, *Recommend as Place to Work* or *Recommend Products or Services*
If they responded negatively:

- What would have stopped you doing so?

If they have responded positively, it worth asking:

- What specific aspects of our organisation/our offering would recommend to others?

Competitor

If they said yes, ask if they would mind sharing where they are going, and why?
Tip: You may have to accept that people don't want to tell you.

Tenure/Intention to stay

It is unlikely that you will want to explore anything further in either of these two areas, unless they had a very short tenure which is worth discussing, e.g.

- You are leaving us after a very short period of time, what would have enabled us to persuade you to stay longer?

Destination

Tip: You may have to accept that people don't want to tell you specific information in relation to these areas, but it may be worth asking if they would provide more detailed information, including:

If they have left more a more senior role or more pay, it might be worth checking:

- When did you last have a conversation about your career aspirations here?
  - o How happy were you with that conversation?
- What opportunities had you explored to further your career here?
- Are there any specific aspects of your new package that you feel you weren't receiving here?
- If they have said they are taking a sideways move and/or the same pay, it might be worth exploring:
  - o Given that you seem to be happy to move for a similar job level/level of remuneration as you have here, what has particularly attracted you to your new employer?

Reasons for Leaving (page 3)

Overall Tip:
- Focus most of the conversation on those items highlighted as Leaving Reasons
- See the next page for some example questions for each of the 14 areas

It may be worth starting by checking the profile accurately reflects their feelings:
- Looking at this, how well does this reflect the high-level reasons for your decision to leave?

Leaving Reasons
- Looking at the Leaving Reasons, would you say any of these areas had a bigger impact than the others?
  - o If yes, which one(s) and why?
- Can you explain how your proposed actions would have increased your engagement?
  - o If we'd been able to do these things, would it have changed your decision to leave?

Contributing Reasons
- As with your Leaving Reasons, would you say any of these areas had a bigger impact than the others?
  - o If yes, which one(s) and why?

Organisational Strengths
If they have listed any organisational strengths ask
- Why do you see these areas as particular strengths for the organisation?
  - o You have given some ideas for making these areas even stronger, can you explain a bit more about why this will help?

Questions to explore any of the 14 areas in more detail

Personal Growth

- What development conversations did you have with your Line Manager in the last 12 months?
    - How effective were these conversations (i.e. what happened as a result)?
    - Were there any specific areas you particularly want to develop?
- What one thing would have made your work more challenging?

Job Satisfaction

- How important was the nature of the work itself to you?
- What aspects of the job did you expect to be more interesting/varied?

Independence

- What level of responsibility did you have?
    - What level did you want?
- What would have given you a greater level of independence?

Cooperation

- Can you give me an example of low morale?
    - Are there any groups/teams where you feel morale is a particular issue?
- Are there areas/teams who you feel are not cooperating?
    - What do you think has created that lack of cooperation?
- Have you raised your concerns about conflict with colleagues?
    - If yes, what was done about this?
- How can cooperation be improved in your part of the business?

Vertical Relationship

- How would you describe your overall relationship with your Manager?
    - Are there any particular issues we should be aware of?
    - Is this specific to your relationship, or do you think others feel the same?

Salary and Rewards

- (Also see questions under *Destination Profile)*
- How clear are you about the pay review process (i.e. criteria used, salary bands, etc.)?
- What were your expectations at the last pay review?
    - How well were these met?
    - If your expectations weren't met, how did your Manager explain the actual reward you received?

Working Conditions

- What concerns did you have about the safety of your working conditions?
    - Did you raise this with your Manager?
    - Assuming yes, what was their response?
- What equipment was unreliable?
    - What impact did this have on your ability to do your job?

- What recommendations would you have to improve the facilities?

Loyalty & Trust

- What aspect of the job do you feel were oversold or misrepresented during recruitment?
- What promises do you feel haven't been kept by management?
    - What impact did this have on you?

Career Progression

- What made you believe you couldn't progress your career here?
- What career conversations did you have with your Manager?
    - How seriously did you feel these were taken?
- What roles/promotions did you apply for in the last few months?
    - If any, what feedback did you receive if you were unsuccessful?

Organisational Confidence

- What worries did you have about your job security?
- What are your worries about the organisation's future?
- How can we improve communication from Senior Managers?
- What specific problems did you face with the systems/processes?

Belonging

- What would have made you feel more connected with the organisation?
- Where there any specific issues you had in relation to our vision, mission or values?

Communications

- How could we have improved our communications?
- What could we have done to make you feel closer to why key organisational decisions were being made?

Ethical Standards

- What practices have you seen that you felt were unethical?
    - If you raised a concern at the time, how were concerns treated?
- What aspect of our organisation's purpose didn't you have belief in?
    - What would have increased your belief?

Tip: If they mention unfair treatment or harassment/bullying, you may want to check in advance if they raised a formal concern and how this has been handled.

Well-Being

- What could have been done to address your workload/working hours?
    - What do you see as excessive?
    - How supported did you feel in this regard?

- What would you have seen as greater flexibility around working arrangements?
  - Did you raise this with your manager?
  - Assuming yes, what was their response?
- What aspects of the job did you find stressful?

Tip: If they mention stress or unsafe working condition, you may want to check in advance if they raised a formal concern and how this has been handled.

Own Words (page 4)

Tip:
This may be a good place to start the whole conversation, given that they may have answered most of the above in their own words already, thus giving you a chance to simply explore their comments in more depth.

If a leaver has left these blank/typed in a few random symbols, it is worth re-asking the questions:
- What is the main reason why you are leaving?
- What one thing did you enjoy most about your job or working here?

About the individual (page 5)

Given that this is simply basic information about the individual, there is nothing to explore further in this section.

Glossary (pages 6 & 7)

These two pages include definitions of the 14 core areas of engagement, so there is nothing to explore.