

LastOpinion

Individual Report Interview Guide



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LastOpinion Interview Guide

This interview guide has been designed to supplement the individual exit profile for LastOpinion. It has been designed to support an HR Business Partner conduct a follow-up interview and explore a leaver's reasons for leaving in more detail.

It sets out a range of tips and questions that an HR Business Partner can use as part of a 1 to 1 discussion with a leaver.

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 (see separate Terminology Overview document)
- 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, to ensure 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

The report is split into six sections:

- Leaving summary
 - Overall level of happiness, and likely impact on your brand
- Leaving profile
 - The 12 core areas of engagement, ranked in order of impact on the individual's decision to leave
- Destination profile
 - Where the leaver is going, their new salary and job level
- Leaving reasons
 - The individual's responses to each of the 48 questions, grouped by engagement area
- Final thoughts
 - Why the individual left in their own words
- About the individual
 - Basic demographic information.

Exploring an individual's responses

The following sets out some ideas, tips and suggested questions for getting the most from the individual report as part of a follow-up interview with the leaver. It should be seen as a guide, rather than a prescriptive approach.

Leaving summary

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 said you were 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 we were to change one thing in relation to that aspect, what would you recommend?

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?

Impact on Brand

If they have responded positively, it worth asking:

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

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.

Tenure/Intention to stay

It is unlikely that you will want to explore anything further in either of these two areas.

Leaving profile

You may find it more beneficial to explore the detailed *Leaving reason* section, rather than spending too much detail on this section.

Tip:

It may be worth sharing this with the individual (explain about the prioritisation) and asking:

- Looking at this, how well does this reflect the high level reasons for your decision to leave
 - Looking at this now, would you say any areas actually played a bigger part than this list indicates?
 - If yes, which one(s) and why?
 - Similarly, are there any on the profile that weren't really so important?
 - If yes, which one(s) and why?

Destination profile

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:

- Would you be comfortable telling me which organisation you are joining?
- If taking a step-up in job level:
 - What level would you describe the new role as being the equivalent to 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:
 - Given 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?

Leaving reason

This is section you are likely to explore in most detail.

Overall Tip:

- Focus on those items highlighted as key reasons for leaving
- Start by exploring the areas at the top of the prioritised *Leaving profile*

A. The job

This cluster is made up of *Personal Growth*, *Job Satisfaction* and *Independence*.

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?

B. The people

This cluster is made up of *Cooperation* and *Vertical Relationship*.

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?

C. The transaction

This cluster is made up of *Salary and Rewards*, *Career Progression*, *Loyalty & Trust*.

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?

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?

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?

D. The organisation

This cluster is made up of *Organisational Confidence* and *Ethical Standards*.

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?

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.

E. The environment

This cluster is made up of *Well-Being* and *Working Conditions*.

Overall 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.

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?

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?

Final thoughts

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

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