FOR YOU · BEFORE YOU GO

Before you go

Our leaving conversation (exit interview)

You've decided to leave, and we respect that. Before you go, we'd like to hear what it was really like to work here, so we can make it better for the people who stay and for whoever comes next.

OUR PRINCIPLES

- **It's your choice.** You can say no, skip any question or write your answers instead.
- **No counter-offer and no persuading.** This is about learning, not keeping you.
- **Nothing you say here changes** your reference, your notice or your final pay.

HOW IT WORKS

We've filled in the details. If anything doesn't suit you, tell us and we'll change it.

Who you'll talk to · your manager, or someone else if you'd rather. Just say.

How · pick what suits you

☐ In person ☐ Video call ☐ Phone ☐ In writing

When · in your last week or two, not on your last day. About 20 minutes.

WHAT HAPPENS TO WHAT YOU SAY

- **We take short notes.** We share themes, not quotes with your name on them. In a small team some things will be recognisable, so tell us if anything should stay off the record.
- **Notes are kept securely** and only for as long as we need them. You can ask to see them.
- **If you raise something serious,** like harassment, discrimination, a safety risk or wrongdoing, we'll look into it properly and tell you what happens next, even though you're leaving.

SO YOU CAN THINK ABOUT THEM FIRST

The questions

1. When did you first start thinking about leaving?
2. What pulled you towards the new role, and what pushed you away from this one?
3. What would have made you stay?
4. What should we keep doing, and what should we change first?
5. What should we tell the person who does your job next?
6. Is there anything you haven't felt able to say until now?

Thank you.

Whatever you decide about this conversation, we're glad you worked here, and the door stays open.

From

FOR THE MANAGER

Leaving conversation notes

Exit interview record

WHO AND WHEN

☐ In person ☐ Video ☐ Phone ☐ In writing

Name	Role	Start date

Leaving date	Date of conversation	Held by

START LIKE THIS

Thank you for doing this. You don't have to. I'll take short notes, kept securely and only as long as needed. What you say goes into themes, not quotes with your name on them. In a team our size some things will be recognisable, so tell me if anything should stay off the record.

☐ They're happy to go ahead

Off the record

WHY THEY'RE LEAVING (tick what they mention)

PULLED TOWARDS

- ☐ More pay
- ☐ A bigger or different role
- ☐ Progression
- ☐ Closer to home or a move
- ☐ Study, family or a life change

PUSHED AWAY BY

- ☐ Their manager
- ☐ Workload
- ☐ Hours or flexibility
- ☐ The work itself
- ☐ Not feeling recognised
- ☐ Unclear roles or decisions

In their words

Listen for pull or push. A better offer elsewhere is fine. "I stopped knowing what good looked like" is something to fix.

THEIR ANSWERS

1. When it started	2. Pulled and pushed (if not above)

3. What would have kept them	4. Keep doing, change first

5. For the next person in the role	6. Not said until now

WHAT WE'LL CHANGE

Action	Who	By when

Close the loop: tell the team what you changed and why. People notice when feedback goes somewhere.

WHILE YOU TALK

In the room

- ☐ Listen. Don't defend or explain, even when it stings
- ☐ Ask "what else?" once more before moving on
- ☐ No counter-offer here. That's a separate conversation, and only if you'd genuinely change something

If they raise a concern

Harassment, discrimination, a safety risk or wrongdoing is more than exit feedback. Thank them, say what happens next and look into it as a grievance or a concern, even though they are leaving. Unsure? Get advice first.

Afterwards

- ☐ Thank them in writing
- ☐ Keep only what you agreed, store it securely
- ☐ Look for the same reason across leavers, not one view
- ☐ Keep the door open: references, referrals and coming back

What if you asked these questions a year before anyone resigned?

That's a stay conversation.

Acting on what you hear is part of Culture and Engagement.

General information for employers in England, Scotland and Wales, not legal advice. Northern Ireland has its own employment law. Checked 7 November 2026. Notes from an exit interview are personal data, so UK GDPR applies: they can ask to see them. Free to use in your own business.

What If HR
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