SYSTEM OF EXIT INTERVIEW FOR EMPLOYEES IN THDCIL

1.0 BACKGROUND:

THDCIL firmly believes the real strength of the company is its employees. 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 act 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.

2.0 Objective

- Capture employees perception, impressions and views on various organizational aspects such as Job satisfaction, , nature of work, Personnel polices and systems, communication systems, interpersonal relationship, value actualization, work culture etc.
- Obtain employee's suggestions and ideas on any aspect of organization's working.
- Obtain feedback from the departing employee about the Company's working.
- Assess the reasons of resignation/separation and identify the areas of concern so as to initiate corrective measures for higher employee satisfaction and retention.

3.0 Coverage

The Exit Interview system shall cover the following:-

i) All executives of THDCIL up to E9 (Executive Director) level.
ii) All executives up to E-9 level who leave the services of the corporation and are separated on the ground of resignation or retirement on attaining the age of superannuation.

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.

4.2 STAGE – II : Detailed Interview by Senior Management

4.2.1 Further, 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, the findings of Head of Personnel may be further probed to ascertain more information. Such interview shall be coordinated by concerned head of Personnel Estb. Deptt. and duly filled Annexure-I, (Part-I &II) shall be made available to the authority designated for carrying on detailed interview. The authority to conduct the Exit Interview shall be as under:-

Table-1:

S. No	Level of the Employee	Responsibility	Co-Ordination by
1	All executives up to E5	GM at Units/GM(P&A) at Corporate	Corporate/Unit-Personnel Estb.
2	Executives at E6/E7	Unit Head/GM(P&A) at Corporate	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 –II of the Questionnaire at Annexure-I by designated authority**.**

4.2.3 **Time frame for completion of Exit Interview:**

Exit Interview in case of resignation shall take place before acceptance of resignation by Competent Authority. In case of separation the interview shall take place before the date of superannuation. The entire process shall be completed within 15 days from the date on which the concerned establishment deptt. has received the application of employee for resignation or superannuation of the employee.

4.2.4 After completion of the process of Exit Interview the completed Forms should be sent within one week to the concerned HR Deptt. as per table given below:

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

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

4.3.1 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.**

4.3.2 The analysis and report preparation shall be submitted to Director(personnel) on case to case basis. However, in case of yearly analysis of turnover on the basis of project, grade wise the format at **Annexure-II** may be used. While preparing the Exit Analysis Report, key findings and the action plan/recommendation if any shall also be forwarded to Director(Personnel) who shall take appropriate steps for redressal of the same.

4.3.4 The Employee leaving Organization shall be given a personalized letter thanking for association with THDCIL from Director(Personnel) in case of resignation/retirement. Concerned Personnel Deptt. responsible for distribution of retiring memento or dues shall be responsible for getting such letters issued.

4.3.5 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.

Authority:

1. THDC/RKSH/CP/Policy/101/3028-3078 dt. 09.08.2017

ANNEXURE-I

PART-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 few Minutes 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	
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	Above expectation	Meets Expectation	Needs Improvement	Below Expectation	Can't say
1.	Training & Development Environment					
2.	Communication System					
3.	Company policies and procedures					
4.	HR services and policies					
5.	Empowerment levels					
6.	Transparency and fairness					
7.	Pay and Perks					
8.	Organization culture					
9.	Career Growth Opportunities					
10.	Concern for employees					
11.	Performance Management System					
12.	Welfare infrastructures					
13.	Interpersonal relationship					
14.	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		12	Benefits	
2	Relationship with Seniors		13	Exposure and Challenges	
3	Job Content		14	Others (Please specify)	
4	Salary				
5	Location				
6	Physical Working conditions				
7	Organizational Culture				
8	Training & Learning Avenues				
9	Recognition of Work				

15. 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		
Location		
Work-life balance		
Others (Please explain)		

16. **Job Environment**

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

SN	Employment Aspect	Above expectation	Meets Expectation	Needs Improvement	Below Expectation	Can’t say
1	Holidays					
2	Hours of work/Work schedule					
3	Workload/reasonable overtime					
4	Convenient location					
5	Adequate materials /resources to do					
6	Relationship with co-					
7	Office atmosphere and morale					
8	Adequate guidance in resolving work-					
9	Cooperation with other departments					
10	Utilization of skills, knowledge					
11	Work Culture					
12	Reward & recognition					
13	Medical & well being					
14	Openness & transparency in dealing with employees					

17. 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

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

What are you going to do after resigning? Check (✓) all that apply. In case you feel not to answer the questions, you may leave the column blank.

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	

19. 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	Availability of resources needed to do work	5_____4_____3_____2_____1
8	Flexible work schedule	5_____4_____3_____2_____1
9	Better Physical environment	5_____4_____3_____2_____1
10	Reward & recognition	5_____4_____3_____2_____1
11	Medical and Well being	5_____4_____3_____2_____1
12	Better Welfare amenities	5_____4_____3_____2_____1
13	Freedom and support	5_____4_____3_____2_____1

(to be filled in case of RESIGNATION only)

20. What triggered your decision to leave? OR What motivated you to look for a new job? (Check (✓) all that apply): In case you feel not to answer the question you may leave the column blank.

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 Clause 20 SN1/SN2/SN3 if any.

21. **Suggestions**

1. What areas would you like to see change in THDCIL?
2. Given opportunity, what would be the first thing you would change at your workplace?

Closure

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

Yes	
No	
Uncertain	

Date:_____ (Employees Signature)

_____

Annexure-I

PART II
(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 II**

1.	All Executives upto E5	-	GM (Units/GM(P&A) at Corporate
2.	Executive at E6/E7	-	Unit Heads/GM(P&A) at Corporate
3.	E8	-	Director(P)
4.	E9	-	Director(P)

(-END-)

Annexure-II

STRUCTURE OF ANALYSIS & REPORT

1. Ground of Separation

No.of Resignation: :

No.of Retirement on Superannuation: :

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:

1.

2.

3.

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	**:**	

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

Turnover Analysis: Project Wise

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/Discipline list in indicative and engineering may be further divided in to other branches using Annexures.

Turnover Analysis: Grade Vs Year Wise

Grade	Year :	Year :	Year :
E2			
E3			
E4			
E5			
E6			
E7			
E8			
E9			