



A SURVEY BY
the Society of Corporate
Compliance and Ethics
and the Health Care
Compliance
Association

SEPTEMBER 2014

Exit Interviews *and the Compliance and Ethics Department*



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Introduction

Employees leave a company for a wide range of reasons. Some are quite benign, such as wanting to move closer to family. Other reasons, though, can be troubling. A departure could be the result of wrongdoing in the workplace, an overly stressful environment, or an abusive manager.

Many companies use exit interviews as an opportunity to better understand the reason for an employee's departure. It's often the last chance to learn what, if anything, has gone wrong. And, at least theoretically, a departing employee is likely to be more honest about issues when he or she no longer fears losing a job for speaking up.

For these reasons exit interviews offer a unique window into the corporate culture and potential wrongdoing.

To assess whether and how exit interviews are being used, the Society of Corporate Compliance and Ethics and the Health Care Compliance Association jointly fielded a survey into this issue.

Executive Summary

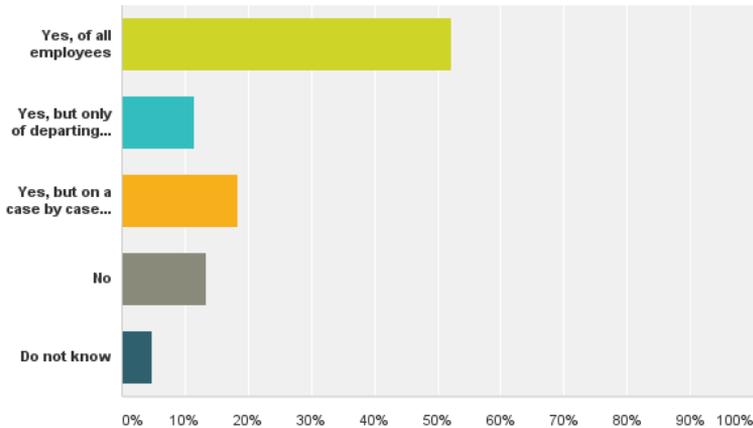
While exit interviews are used at least part of the time by the vast majority of companies, the data collected is not always reaching the compliance department. Only 38% of respondents reported that the documentation of the exit interview is sent to compliance for review, and compliance-related questions are asked only about half of the time.

Key Findings

- **Exit interviews are a standard practice in the vast majority of organizations.** Eighty-two percent of respondents reported that exit interviews were conducted at least some of the time, and 52% reported that exit interviews are routinely conducted among all employees. Just 13% reported that exit interviews are routinely conducted among all employees. Just 13% reported that their company never conducts exit interviews.

Q1 Does your organization routinely conduct exit interviews?

Answered: 655 Skipped: 2

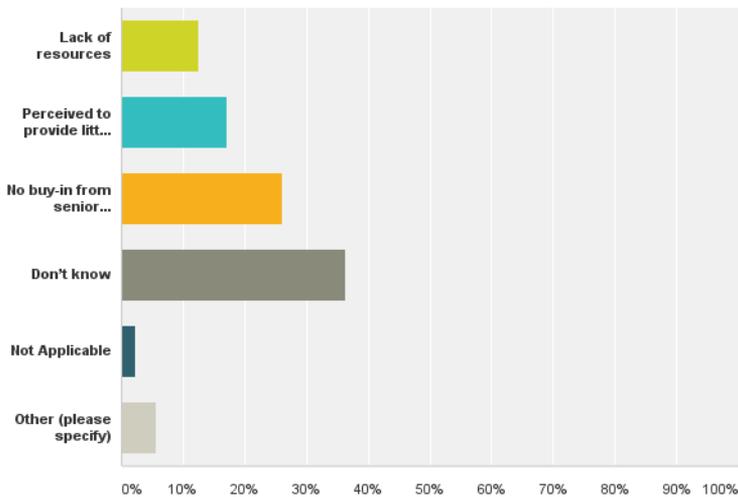


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- **Respondents from organizations that did not conduct exit interviews offered a wide range of reasons why.** The number one response given was “no buy-in from senior leadership” (26%) followed by “perceived to provide little value” (17%) and “lack of resources” (13%). Notably, 36% did not know why the company does not conduct these interviews.

Q2 What is the primary reason your organization does not conduct exit interviews?

Answered: 88 Skipped: 569



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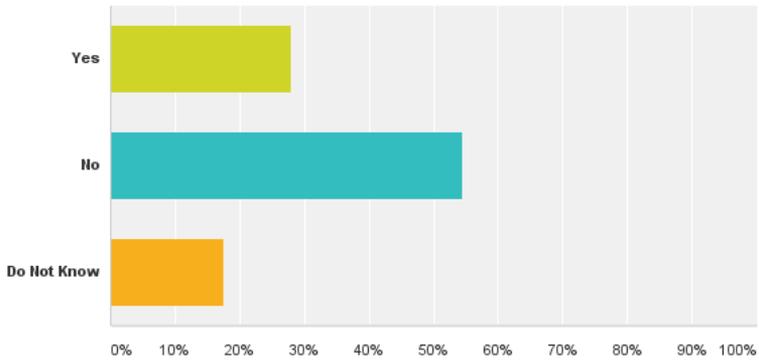
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- **Even though exit interviews are the norm for at least some departing employees, relatively few Codes of Conduct state that employees are expected to participate in the exit interview process. Just 28% reported that this requirement was codified.**

Q3 Does the employee handbook or Code of Conduct state that employees are expected to participate in an exit interview process?

Answered: 473 Skipped: 184

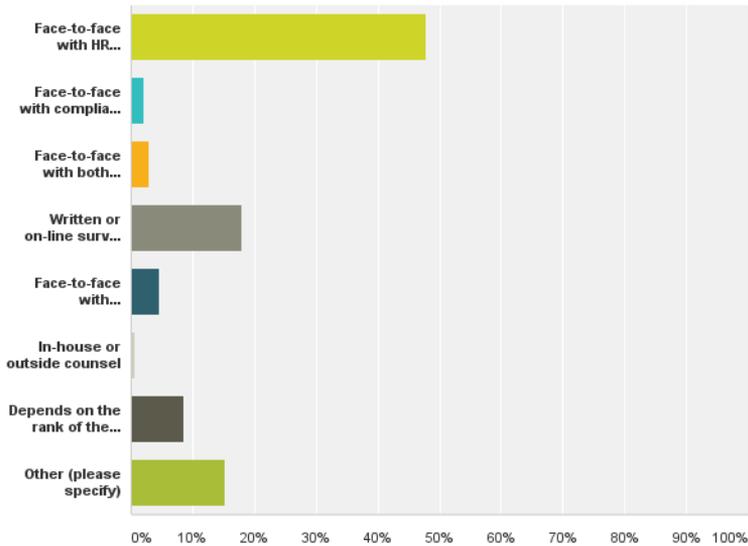


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- **HR is primarily responsible for exit interviews.** Forty-eight percent of respondents reported HR conducts face-to-face interviews. The second most popular answer was written or online surveys (18%). Just 5% reported that Compliance participated in face-to-face exit interviews.

Q4 How is the exit interview administered?

Answered: 474 Skipped: 183



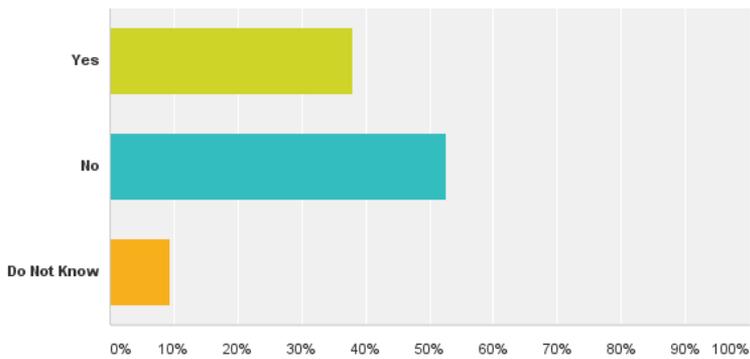
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- **Compliance-related questions are reported to be included by roughly half of respondents.** Fifty-five percent said compliance-related questions are a part of the process. And another 19% weren't sure, which means the overall number may actually be higher.

- **Despite the fact that compliance issues are a part of the interview process, Compliance is not typically sent the documentation of the interview.** Just 38% of respondents reported that they are given the documentation.

Q6 Is Compliance sent the report/documentation of the interview to review?

Answered: 468 Skipped: 189

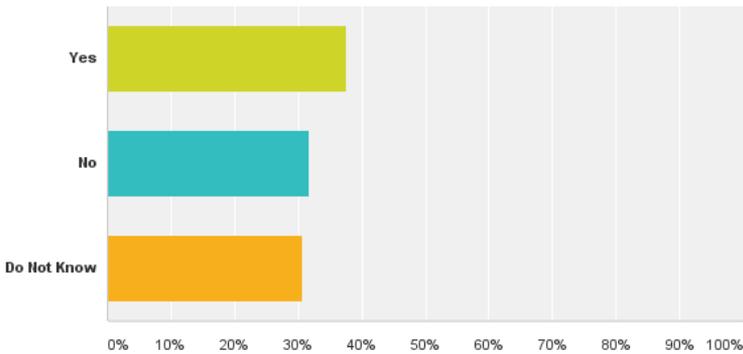


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- **Only a seeming minority of organizations track and trend exit interview results.** Just 38% of respondents reported that results are monitored in this way.

Q7 Does your organization track and trend exit interview results?

Answered: 471 Skipped: 186



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Conclusions/Implications

A key opportunity to audit and monitor compliance effectiveness is not being fully realized. While it's a good thing that so many organizations are conducting exit interviews, there are significant holes in the process. For one, many are not including compliance-related questions. Further, not all of the organizations are routinely tracking the data or sharing it with Compliance. This leaves a significant gap in the way compliance programs can monitor their effectiveness and identify potential risk areas.

Methodology

This survey was fielded in August and September of 2014 by the Society of Corporate Compliance and Ethics and the Health Care Compliance Association. Responses were solicited from contacts in the database of both organization and were collected anonymously using a third-party, web-based survey tool. A total of 655 responses were received.