



## Tony Cordaro

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This new EZ Exit Interview.com report presents objective data that employers have not had access to before. It shows the weaknesses of the processes and allows employers to better understand and respond to the needs of their valued resource, the employees.

The report specifically highlights the quick 90-day turnover of employees. This translates to an expensive investment for employers. Employers can take this data and translate it into a positive action item to make their initial hire of a candidate a more productive investment.

Also, a key result shows that over 40 percent didn't like their treatment by managers or co-workers. This should prompt employers to better train their employees with human relationships and communication skills.

Employee turnover is an expensive and money wasting proposition. EZ Exit Interview.com objectively tells the employer the real "why" of the employee leaving.



## Stan Fletcher

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I found it interesting that the majority of the responses were done through their phones which is good because you are more likely to get feedback since everyone has a cell phone. The turnover within the first 90 days to a year was high for both the convenience stores and the service and sales employees in the auto dealerships which is not a big surprise. The fact that the manager impacted their decision to leave is significant but not surprising.

I also found it interesting that 65% of convenience store employees and 72% of the auto dealers' employees felt that they had adequate training. The high percentage of employee's who were discharged seemed to be unaware that their managers were dissatisfied with their performance indicates poor communication on the managers part. The pay and benefits for Auto Dealer employee's seemed to be an area of dissatisfaction.

Finally, it was surprising that over 60% of respondents said that they would reapply for the position. What is unclear to me from the data is whether these respondents were a good fit for the job. I assume that there is a high amount of interaction with customers for both the C-Store and Auto Dealer employees however there are not questions that addressed that.

What it says to me about hiring in today's market as well as in the future is:

- The manager's involvement is critical in the selection and retention of employee's. Managers have a significant impact on employee satisfaction and retention.
- Job design and clarity are important to the hiring process and for determining if candidates are the right fit for positions.
- Competitive pay and benefits are important to attracting and retaining talent.

Those are my initial thoughts and these are not new revelations by any means. I really like your tool and I believe it will work well particularly in retail.



## Kurt Helm, PhD.

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My experience in working with companies throughout the country is that the cost of turnover (usually calculated as 20% of an employee's annual salary, or about \$3300 for a \$8.00/hour employee) amounts to a significant unrecoverable cost. The EZ Exit Interview system looks to be a solid tool to address an otherwise difficult area of need.

The tool does an extraordinary thing. It makes the high-value, but seldom done, exit interview easy and cost effective.

The EZ Exit Interview.com system takes advantage of smart phones as a means of contact and avoids the major obstacle to exit interview: the dreaded face-to-face interview itself.

This Report makes clear the importance of straightforward and timely feedback for new employees, and the need for management training in how to provide that feedback in order to reduce turnover in the critical first 90 days of employment.

Having timely information about the reasons for turnover can suggest possible actions that the company can take to lengthen employee turnover and cut turnover costs.



## Mark Hinton

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This analysis should be a must read for any employer seriously concerned with employee turnover and its direct impact on operations and profitability.

The numbers alone are telling; 8 of 10 respondents were involuntarily discharged with less than one year of employment and half that number did not make it past 90 days. Of those discharged, 7 out of 10 did not fully understand why they were let go, yet 50 percent would reapply to the same company.

Either new employees are not getting the attention they need to succeed or hiring practices are inadequate to prevent hiring the wrong people. Both are shortcomings of management.



## Jose Laurel

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This is important information and touches on subject matter many employers ignore:

- The survey population is relevant and represented a broad group with different job functions.
- Response headcount was good overall and the numbers are sufficient to support critical business assumptions and identify trends.
- The high number of respondents using a mobile device clearly validates that we are in a digital age of communication.
- The results in this case were for C-Stores and auto dealers; however, the data can easily be applicable to other industries, specifically those in the service industry.
- Those who resigned from sales didn't surprise me however the ones in service did stand out. Customer Service related jobs are trending and in high demand to fuel the growing service industry. If you were to take a deeper dive you would find that salaries are climbing up which is motivating folks to seek new higher paying jobs.
- Employers are seeing that culture and how employees are treated does matter. Furthermore, the cost associated with replacing an employee is growing higher every day. It is a wakeup call that developing your employees is crucial to retention.
- People leave their jobs for a variety of reasons. Compensation is a driving factor if not the primary one. Building and maintaining a positive relationship with your employees comes back to workplace communication.
- The communication or lack thereof often makes employees feel undervalued, ignored and confused about their role as indicated in the survey. Most respondents did not know where they stood with their managers and employers.
- Career mapping and a continuous channel of communication will support employee development and growth which is a big reason good employees leave a job. Being strategic and proactive in those two areas will be instrumental in promoting employee engagement. Some of the results clearly pointed to employees not knowing the "why" of their jobs and a need for improved management direction.
- Some numbers also indicated potential risks and issues in hiring. A large number of employees were dismissed or quit too early in their employee cycle. That would suggest that employers need to improve hiring practices and have a clearer understanding of what is needed to be successful at each position.

- The utilization of a best practice hiring process that is consistent and structured is a must for any employer. Implementing items such as pre-hire assessments or job fit tests will also greatly improve turnover.
- A telling statistic in the results also showed that employees do not leave because of the company. It does point somewhat to management behavior.
- The high number of those who simply resigned their posts is proof of a strong economy, unusually low unemployment, and shortage of talent.
- Employers need to face reality that today the "grass is greener". The companies willing to pivot and deploy creative strategies, update antiquated hiring practices and focus on employee growth will win out. The rest will continue to suffer and fall short of meeting current talent market challenges.



## Darrel Raynor

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The data speaks strongly to employee resignations. Particularly alarming is the turnover in the 1-3 years category i.e. seasoned and trained workers. Turnover costs organizations in four ways:

1. **Offboarding costs** - Employers must manage the exit, including security concerns and employee tasks audits.
2. **Onboarding costs** - Employers must advertise, interview, attempt to hire, formally hire, train, and manage closely for at least three-six months.
3. **Vacancy costs** - Employers must 'take up the slack' or let tasks remain undone, damaging employee and customer relations, affecting schedules, and causing overtime.
4. **Negative Public Relations costs** - when employees quit, they usually go out with a negative story which they share in-person and online with several to many people. GlassDoor and similar sites with organization ratings can reduce the desirability factor for new candidates.

It is well worth polling your employees as they go out the door in a formal exit interview process that can gather data such as in this "Turnover Report". It is also worth polling your staff twice yearly to ensure you are doing all the cost effective actions you can to prevent unwanted turnover.