To

All CGMs,
Sr. DDGs/ DDGs
Cadre Controlling Authorities.

Subject: Conduct of Exit Interviews

Of late BSNL management, has been very much concerned about the churn of its employees. Irrespective of the dimensions, the phenomenon itself is a matter of worry for all of us. The expertise and talent which has evolved over a period of time, with significant nurturing from the organization, is our critical strength. As we cannot afford to loose this, there is a need to identify the background/reasons of exit whenever any of our staff leaves the organization.

2. In view of this, it has been decided that the system of ‘Exit Interviews’ would be introduced from now onwards, with immediate effect. Any of the staff member, seeking Resignation/VRS, would be requested to give his/her feedback in the enclosed proforma. The responsibility of conduct of interview, so as to facilitate the filling & submission of the attached proforma, would be as follows:

- Staff from SSA Cadre : Head SSA
- Circle Staff from Circle Cadre & All India cadre : Head of Circle
- Corporate Office : DDG(Pers)

4. The designated authorities, as above are requested to maintain their respective data – summary as well as filled up forms. The key suggestions out of the interview may please be forwarded on a quarterly basis to the Training Cell of BSNL Corporate Office.

Sd/-

[Gopal Das]
Director(HRD)

Encls: Proforma for Exit Interview
EXIT INTERVIEW QUESTIONNAIRE

Dear Sir / Madam,

You are requested to respond to the ensuing questions on the eve of your leaving BSNL. The responses, based on your personal experience in BSNL, 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.

Part-I (To be completed by Employee)

1. Employee Name ………………………
2. Employee No………………………
3. Unit/Project/Office ……………………
4. Department…………………………
5. Designation………………………….
6. DOJ in BSNL……………………….
7. Date of leaving BSNL……………..
8. Category Gen/OBC/ST
9. Personal E-Mail ID
10. Phone(R/Mobile)

11. Reason for separation from BSNL (Pl Tick which ever applies)
   - Resignation
   - VRS
   - Other Reasons (Specify)

12. What prompted you to end your employment in BSNL (Please tick three most important reasons by numbering as 1,2 & 3 on the right side of the factor.)

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<thead>
<tr>
<th>Reasons</th>
<th>No.</th>
<th>Reasons</th>
<th>No.</th>
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<tbody>
<tr>
<td>Nature of work</td>
<td></td>
<td>Performance Recognition</td>
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<td>Work Conditions</td>
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<td>Self Employment</td>
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<td>Health reasons</td>
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<td>Family compulsions</td>
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<tr>
<td>Career Opportunities</td>
<td></td>
<td>Higher studies</td>
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<td>Place of Posting</td>
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<td>Conflict with Boss</td>
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<tr>
<td>Salary and Benefits</td>
<td></td>
<td>Inter-personal Relationship</td>
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<td>Job Satisfaction</td>
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<td>Company Policies</td>
<td></td>
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<td>Work-related issues</td>
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<td>Non Fulfillment of Expectations</td>
<td></td>
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<td>Better Employment</td>
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<td>Any other</td>
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<tr>
<td>Opportunities</td>
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13. Please give a rating by putting a tick mark against the attribute mentioned below:

<table>
<thead>
<tr>
<th>No.</th>
<th>Particulars</th>
<th>Needs improvement (1)</th>
<th>Satisfactory (2)</th>
<th>Good (3)</th>
<th>Very Good/Excellent (4)</th>
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1. WORK ENVIRONMENT
- Openness & Transparency in dealing with employees
- Information regarding Company Policies programs & projects
- Initiative & Speed in Organization
- Mutual Respect & Trust
- Physical working Environment
- Work Life Balance
- Element of Interest & Challenge
- Freedom & Support to take decisions
- Opportunity to use your ability & skill

2. COMPENSATION
- Salary & Benefits
- Welfare facilities
- Rewards & recognition

3. TRAINING & GROWTH OPPORTUNITIES
- Training received & its application to your job
- Learning & Growth Opportunities
- Performance Appraisal Policies & Practices
- Promotion & Career Advancement Opportunities

4. SUPERIOR PEERS & COLLEAGUES
- Your superior’s Managerial Competence
- Your Superior’s interest in your career development
- Superior’s interest & understanding of your problems
### 5. OTHERS

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<th>Transfer</th>
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<tbody>
<tr>
<td>HR Policies &amp; Processes</td>
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14. What did you like most about BSNL?
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15. Can you relate any specific memory which really touched you while working in BSNL?
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16. Could you indicate the key learning that you had while working here?
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17. What are the important things which in your opinion we should do to make BSNL a better place to work?
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18. Any particular change or improvement needed in the deptt/unit in which you were working with?
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Date                        Employee Signature
Thank you for taking out time to fill up the Exit Interview. Your inputs will be valuable to us in scrutinizing ourselves and making relevant change towards making BSNL a better place to work.

Exit Interviewer’s Comment

Date:                     Signature
Name & Designation