

	RESOURCE LIBRARY – HUMAN RESOURCES Exit Interviews	<i>CODE:</i> 04.01.072
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OBJECTIVE:目的:

- To ensure the company receives vital, unedited information from employees leaving the company, which can assist in future retention of employee's and improvements in the overall operation.
 确保公司从离职员工那儿获得非常重要的、未经编辑的信息，这有助于公司在将来挽留员工，并改善整体运作。

APPLICATION:应用:

The HR/Personnel Manager is responsible for ensuring that every employee who leaves the hotel's employment is issued with and completes the company *Exit Interview Form*.
 人力资源/人事部经理负责确保给每个离职员工发放公司离职面谈表并让其完成填表任务。

The General Manager will be the first person to receive the completed form and is responsible for reviewing personally every form that is received.
 填妥的离职面谈表首先交给总经理，并由总经理负责亲自审查收到的各表格。

Appropriate attention must be given to recurring negative feedback. Recruitment and turnover is an expensive exercise for any business and it is vital that staff loyalty and high morale is achieved within the company.
 对反复出现的负面反馈必须给予适当的关注。招聘和人员调整对于任何一个企业都可谓代价不菲，在巴伐利亚国际酒店内实现员工忠诚度和高昂的士气也是至关重要。

STATEMENT OF POLICY

政策声明

- Department Heads should make time to talk to an employee as soon as possible after receiving his/her resignation to determine if there are causes that can be rectified in order to retain that employee (assuming they are high caliber). This is particularly crucial considering the financial implications of repatriating the departing employee and recruiting and training a replacement.
 部门主管应在收到员工的辞呈后尽快抽时间与其交谈，以确定是否有可以纠正的原因，从而挽留住给员工（假设他们具备高素质）。考虑到遣返离职员工、招聘和培训替补人员的所涉经费问题，这一点显得特别重要。
- Exit interview forms should be completed without exception, prior to an employee leaving the hotel/company using the company *Exit Interview Form* provided in Appendix 36. This applies to all categories, both management and staff.
 员工离开酒店/公司前，均应采用附件36中提供的公司“离职面谈表”，填写好离职面谈表，没有任何例外。这适用于各类管理人员和员工。
- the HR/Personnel Manager should issue the *Exit Interview Form* to the departing employee, together with an envelope addressed directly to the General Manager
 人力资源/人事部经理应向离职员工发放“离职面谈表”，以及一个直接寄给总经理的信封
- If the exercise is to be of any use, it is important the information received is valid, therefore the employee is to be reassured the information will be treated in the strictest of confidence and as a means to improve conditions of employment and ways of working.

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不管采用任何方式，收到的信息有效十分重要，因此，员工可以放心,将以严格保密的方式处理提供的信息，并将该信息作为改善雇佣条件和工作方式的手段。

5. He/she is asked to forward the completed form in a sealed envelope (provided), directly to the General Manager, on the final day of work.

要求他/她在工作的最后一天将填妥的表格放入一个密封的信封（提供）中，直接递交给总经理。

6. The General Manager should review every exit interview form, sign it to acknowledge the same and then forward the forms to the HR/Personnel Manager.

总经理应审查每个离职面谈表，在上面签字确认，然后将向离职面谈表转交给人力资源/人事部经理。

7. Exit interview feedback should be summarized on a quarterly basis (without names) by the HR/Personnel Manager and distributed to Department Heads & General Manager. This will allow trends and patterns to be identified, as well as serving as a confidential means for giving feedback to the concerned managers. The General Manager may decide to allocate some time at the weekly Department Heads Meeting every quarter to review the results.

人力资源/人事部经理每季应对离职面谈反馈进行总结（匿名），并分发给部门主管及总经理。这可以识别趋势和模式，同时作为反馈给有关管理人员的保密方式。总经理可决定在每周分配一些时间举行每季度的部门主管会议，对结果进行审查。

8. Obviously urgent issues should not wait for the quarterly summary. For example, if there is a concern about health & safety or an issue of honesty or integrity, this must be followed up immediately and action taken.

显然，迫切的问题不是等待季度总结。例如，如果员工关注健康和 安全或诚实或诚信问题，则必须立即跟进，并采取行动。