

Exit Interview Transcript or Notes

Source: HR Coordinator, People & Culture — Northbridge Advisory Partners Compilation Date: Current offboarding cycle

Exit Interview 1 — Senior Consultant, Data & AI Advisory

Date: Exit interview 1 (session date on file) **Interviewer:** HR Coordinator, People & Culture **Interviewee Role:** Senior Consultant, Data & AI Advisory **Tenure:** 3 years 2 months **Format:** 45-minute video call, notes taken in real time

HR Coordinator: What would you say were the main reasons behind your decision to leave?

Senior Consultant: Honestly, it comes down to pay. I've been here three years and my total comp has barely moved. I got a 3% increase last cycle and my new offer is about 22% above where I am now. I raised this with the Practice Head six months ago and was told "we're working on a market adjustment" but nothing happened.

HR Coordinator: Did anything else factor into your decision?

Senior Consultant: The project work has been good — I've learned a lot and the team is strong. But there's no structure around progression here. I was told I'd be considered for a Senior Manager title this year but there's no published criteria, no timeline. At my new firm they have a published career framework with clear milestones.

HR Coordinator: How would you describe the management and team culture?

Senior Consultant: The Practice Head is a good leader — supportive, technically sharp. I have no complaints about day-to-day management. The broader firm culture though... after the acquisitions everything feels fragmented. We still don't have a single way of doing things. The Meridian people do things one way, legacy Northbridge another. It creates friction, especially on cross-practice projects.

HR Coordinator: Were there any tools, processes, or support gaps that affected your work?

Senior Consultant: The reporting tools are fine but we waste time reconciling data between systems. I've had to manually pull data from three different dashboards for one client report. The HRIS data is a mess — I still show up as grade C3 in the system even though that grade doesn't exist anymore.

HR Coordinator: What could Northbridge have done differently to retain you?

Senior Consultant: Match the market on comp — or at least be transparent about where I sit relative to benchmark. And give me a clear promotion path. Those two things would have made the external offer much less attractive.

HR Coordinator: Anything else you'd like to share?

Senior Consultant: I'd suggest the firm actually uses exit interview data. I know two other people who left from our practice last quarter and said similar things. If nobody's tracking the patterns, nothing changes.

Exit Interview 2 — HRIS Analyst, HR Systems

Date: Exit interview 2 (session date on file) **Interviewer:** HR Coordinator, People & Culture **Interviewee Role:** HRIS Analyst, HR Systems **Tenure:** 1 year 9 months **Format:** 30-minute in-person meeting, notes taken in real time

HR Coordinator: Can you walk me through what led to your decision to resign?

HRIS Analyst: I joined expecting this would be a stepping stone into people analytics. The job ad mentioned "analytics and insights" but the reality has been almost entirely system admin work — running extracts, fixing data errors, processing tickets. There's nothing wrong with that work but it's not what I signed up for.

HR Coordinator: Did you raise this with your manager?

HRIS Analyst: Yes, about six months in. The HRIS Administrator said there might be a lateral move to the analytics team once the data migration project was done. But that project keeps getting extended and the move was never formalised. I don't blame my manager — there just isn't a structure to support internal mobility here.

HR Coordinator: How would you describe your experience with the team and wider firm?

HRIS Analyst: The HR Systems team is great — very collaborative. But the wider firm doesn't really see what we do. I've raised data quality issues multiple times — like the grade mapping problem from the Meridian acquisition — and it just sits in a backlog. We're under-resourced for the volume of system work that's come out of the acquisitions.

HR Coordinator: Were there any specific frustrations around tools or processes?

HRIS Analyst: We're running two HRIS platforms in parallel because the migration isn't finished. That means double entry for some records and constant reconciliation. It's inefficient and error-prone. I've flagged at least fifteen records where the old system and the new system disagree on job grade or reporting line.

HR Coordinator: What would have needed to change for you to stay?

HRIS Analyst: A genuine career path — either into analytics or into a senior HRIS role. And honestly, an acknowledgement that the team is under-staffed. We've been running at two analysts for a three-analyst workload since the managed-services contract started.

HR Coordinator: Anything else?

HRIS Analyst: Just that the engagement survey results probably reflect what I'm saying. I remember our team's scores for "career development" were in the low 50s. People are noticing.

Exit Interview 3 — Associate Consultant, Risk & Compliance Advisory

Date: Exit interview 3 (session date on file) **Interviewer:** HR Coordinator, People & Culture **Interviewee Role:** Associate Consultant, Risk & Compliance Advisory **Tenure:** 8 months **Format:** 25-minute phone call, notes summarised (not verbatim)

Note from HR Coordinator: This interview was conducted by phone during the employee's final week. The employee was initially reluctant to participate and the conversation was shorter than standard. Notes below are a summary rather than a verbatim transcript. Some responses are paraphrased.

HR Coordinator: What were your main reasons for deciding to leave Northbridge?

Associate Consultant: Said the role was "completely different" from what was described during the hiring process. Expected client-facing risk advisory work but spent most of the time doing internal compliance documentation. Mentioned the hiring process oversold the role.

HR Coordinator: Can you describe the onboarding experience?

Associate Consultant: Described onboarding as "chaotic." Said there was no structured onboarding plan — was given a laptop and a SharePoint link on day one and told to "get up to speed." No buddy, no 30-60-90 plan. Mentioned other new hires in the practice had a similar experience.

HR Coordinator: How was the working environment and management support?

Associate Consultant: Said the direct manager (Practice Head, Risk & Compliance Advisory) was "hard to reach" and "often travelling." Felt there was no regular check-in cadence. When asked about team culture, said: "People are nice enough individually but there's no sense of team — everyone's on their own client."

HR Coordinator: Were there workload or resource concerns?

Associate Consultant: Said workload was "unpredictable" — some weeks very light, other weeks expected to work late with no warning. Mentioned being pulled onto a compliance audit project with no context or briefing. Said: "I was basically thrown in and expected to figure it out."

HR Coordinator: What could have been done differently?

Associate Consultant: "Hire for the actual role, not a wishlist. And have a proper onboarding process." Also mentioned that the job grade was never confirmed — was told it would be finalised "after the probation review" but the probation review never happened.

HR Coordinator: Any other feedback?

Associate Consultant: Declined to add further comments.

Compilation Notes

- Exit interviews 1 and 2 were conducted as scheduled and captured in reasonable detail.
- Exit interview 3 was delayed and the notes are summarised rather than verbatim. The HR Coordinator noted the employee was less forthcoming than typical, which may have affected theme completeness.
- The current firm-wide exit interview completion rate is 41%. Leadership has set an 80% target for the current fiscal year. These three interviews represent a completion rate of 67% for this batch (2 of 3 completed on schedule; the third was completed late and in abbreviated format).