



Homework # 1

Exit Interviews

Exit Interviews are done for many reasons. We are suggesting a post exit interview for employees who have left your employment in the past three months. We suggest this as a means for you to get a better handle on understanding your turnover and your retention. You may develop through this exercise, your own “cycle of turnover”.

When conducting the interview, to get honest answers and reduce the possibility of distortion, we suggest that some steps be taken to insure that the information you gather is valuable.

1. A trusted questioner: Having someone from the corporate office conduct the interview takes away the personal feelings that may be involved. Former employees may be hesitant to speak to someone that they may view as playing a role in why they left. We suggest you train several people to conduct exit interviews and solicit assistance from staff who developed a rapport with the employee that left.

2. Build rapport during the interview: The interview should be done in a manner that opens up discussion. Tell the ex-employee that you are calling in hopes of making things better for people still working there and for future employees, and you can only do this if you really understand their experience. This is an opportunity for the ex-employee to speak. The interviewer should be prepared to listen.

3. Keep it anonymous: Assure the person that the reason for their leaving will be kept confidential. It should be stressed that reason for the call is to find out why they left employment and what can be done to improve the workplace.

4. Structure the process: You want to hear what they have to say, but you do not want it to drag on needlessly. Be respectful of people’s time so tell them in advance that you will not take too much of their time. Twenty minutes is a useful amount of time to gather information. If there is a place where you feel a need to probe, an interview could take longer.



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5. Ask permission: Show respect for the person's time by asking first if they would be willing to talk to you, and if this is good time for them. If it is not a good time, ask when would be good and call them back then.

6. Ask Thoughtful Questions: The more information you gather the better. We have put together some suggested questions for your consideration.

These exit interviews should be done only with employees that voluntarily resigned. Compile a list of former employees who left in the last 3 months so you will know how many people to try and call. **Exclude those who were fired.**

USE YOUR FACILITY EXIT INTERVIEW FORM OR THE SAMPLE FORM ON NEXT PAGE.



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SAMPLE EXIT INTERVIEW FORM:

Instructions: Complete a interview worksheet for **each** employee who has voluntarily resigned.

Name of nursing home: _____

Name of employee: _____

Date left employment: _____ Length of employment: _____

Date of exit interview: _____

Name of person completing interview: _____

1. What was your main reason for leaving?

2. Were there any other reasons for leaving?

3. Is there anything that could have been done early on to prevent you from leaving?

4. Do you have any suggestions about how we could manage these situations or issues better in the future?

5. Do you feel that the training you had prepared you to work here?



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6. What training did you find most helpful and enjoyable?

7. Did you feel that you had an adequate orientation?

8. Were your co-workers helpful and supportive?

9. What improvements do you think can be made to improve resident relationships and resident choices?

10. How did your experience at our home compare with your experiences at other homes?

11. What could you say about communications and relationships between shifts, management and departments, and how these could be improved?

12. Did the reality of the work differ from your expectations when you first joined us?

