

CHILD PROTECTION SERVICES
STANDARDS FOR EFFECTIVE PRACTICE
STANDARDS FOR HUMAN RESOURCES

11.19 EXIT INTERVIEWS

Council on Accreditation Standards

The Council on Accreditation Standards G4.2 (Personnel Policies and Procedures) and G4.13 (Human Resources Assessment and Evaluation) link to and support Standard 11.19 *Exit Interviews*.

Administrative Code

There are no Ohio Administrative Code Rules that directly address Standard 11.19 *Exit Interviews*. See Chapter 4000 of the Administrative Procedures Manual (APM).

I. Philosophy

Exit interviews provide an organization with an opportunity to gather critical information from separating personnel. The interviewing process should cover such issues as wages and benefits; working conditions; opportunities for career advancement; the quality and quantity of workload; training that has been provided; and relationships with co-workers and supervisors. Through the interviewing process, it is hoped that more accurate and complete data can be gathered from personnel that can be used by the agency to continuously improve its efforts to recruit and retain qualified and experienced personnel. Exit interviews should be voluntary, yet every effort should be made to have an interview. A number of the factors that cause employees to quit their jobs are controllable. A carefully conducted exit interview can assist to identify:

- the real reasons for the employee's resignation;
- methods to retain a competent employee by exploring the cause of the dissatisfaction and agreeing on possible solutions that could and should be made so as to prevent unnecessary losses in the future;
- the opportunity to maintain a good relationship with an employee who separates voluntarily or involuntarily;
- reliable data on problem areas that affect all employees that can be corrected by management to prevent future unnecessary separations; and
- positive reasons for employee's leaving (i.e., pregnancy and the desire to remain at home after child birth, spouse relocation, etc.).

II. Outcome

Through a well planned, consistent exit interviewing process, valuable information can be obtained, assessed, and appropriately acted upon by administration to either eliminate deficiencies that contribute to turnover or to reinforce those areas found to be rewarding by the employees.

III. Evaluation

FACSIS events, CPOE and the Federal Health and Human Services outcomes may be considered when evaluating this standard. In addition, the CFSA may consider the following:

- a formal exit interviewing process is in place;
- percentage of staff who participate in process to total number of staff leaving the agency;

- documentation that indicates a review of interviews to ascertain systematic gaps;
- documentation that indicates system response to gaps revealed in exit interviews.

IV. Standards for Implementation

A. Employee Decision to Leave the Agency

- 1) Whenever a valuable employee expresses a desire to leave the employment of the agency, the employee's supervisor should bring the matter to the attention of the executive director or exit conference interviewer as soon as possible. The employee should be sent to the exit conference interviewer for an informal meeting.
- 2) The exit conference interviewer should have the ability to evaluate the circumstances that are contributing to the decision to leave the agency and to determine whether an attempt should be made to retain the employee. This initial interview is an informal process that can be used to ameliorate a situation that is the root cause of the resignation. If this course of action is deemed appropriate, the situation should be addressed as quickly as possible.
- 3) For those situations that cannot be corrected and the employee remains committed to leaving the agency, the exit interview should be held in two phases:
 - a. During the first phase, the employee is interviewed by his/her immediate supervisor on the last day of employment. The supervisor should establish an atmosphere of open communication for the purpose of obtaining necessary information that can improve the operation of the supervisor's unit. The supervisor also has the opportunity to collect agency keys and other equipment at that time. When the interview is concluded, the supervisor records the information on the supervisor's section of the exit interview form and provide that information to the person who conducts all exit interviews for the PCSA;
 - b. During the second phase, the person who conducts all exit interviews for the PCSA, should review all available information concerning the employee's personal history, work history and performance, and any other data that can aid in conducting a comprehensive exit interview. This review is done prior to phase two of the exit conference.

B. Conducting the Exit Interview

- 1) Have an informal conversation of general interest , attempt to establish a friendly rapport. Discuss the employee's position and point out the things that s/he has done to contribute to the success of the agency's mission. Elicit the positive aspects of the position from the employee, the department, and the agency as a whole.
- 2) The employee should be provided the opportunity to identify all reasons for his/her resignation. The interviewer should avoid interruption and any

attempt to influence the employee's statement. Careful attention to all remarks is vital for directing the interview to an effective conclusion.

- 3) When the employee has concluded his/her remarks, the interviewer should probe by asking appropriate questions to elicit the true reasons for the departure. If the employee states something that is not clear, ask him/her to provide the clarity so that a complete understanding can be obtained.
- 4) The final stage should be informal conversation. The closing stages of the interview are important to ensure a mutual understanding of any arrangement that may have been agreed upon and to plan for any follow up action that is required by either party.
- 5) At the close of the interview, record the information on the Exit Interview Form (see Addendum O, *Sample Exit Interview Form*).

C. Items for Possible Concern or Caution

- 1) It is fine to express regret that things did not work out. Likewise, it is appropriate to state any efforts that were made to assist the employee to meet agency requirements and mission attainment.
- 2) Other actions have potential to expose the agency to litigation. For instance, do not argue with the employee. At this point, argument is useless, creates bad feelings, and may lead to the agency saying something that it will later regret in court.
- 3) Do not promise the employee a good evaluation unless the agency is absolutely committed to providing one. A simple statement that any requests for references from a future employer will be provided and adequately reflect the employee's work history and performance while at the agency, would be sufficient.
- 4) The reasons for termination are listed on the ODAS Form ADM 4055. Do not deviate from, or embellish, the reasons for termination. Simply check the appropriate reason and submit the form to the appropriate authorities.
- 5) If anything unanticipated or troublesome arises, such as an employee claim of discrimination or harassment, gather the information the agency needs to thoroughly investigate the accusation and make sure that a thorough investigation takes place within a reasonable amount of time.
- 6) Complete the Exit Interview Form and file it in the employee's personnel file.

**Policy adapted from the Scioto County Children Services Board.*