



Management

Exit interviews: why HG employees leave

By Holly Shearer
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CEO Jon Rea asked me to write this column in his place this month.

During the Personnel Policy Committee meeting this past month, I described the exit interview process. When an employee leaves HG, I give them a copy of our exit-interview form, asking that they return it before they leave us. Some return them. Some choose not to. In the past few months, I have received several feedback forms that I consolidated into one document.

The information collected is kept confidential and used for the sole purpose of identifying opportunities for improvement.

(Note: The following comments were typed verbatim and may lack some editing normally done in a publication. After each question, there are multiple responses provided in separate sentences.)

1. *Why are you leaving Heather Gardens?* "To get closer to home. To pursue a different career path. New job opportunities/challenges (personal). An opportunity to accomplish a personal goal."

2. *What is the company doing right? Moderately, right? Poorly? Very Poorly?* "HG takes care of the employees very well. Great benefits and team atmosphere. The staff works very hard to assist and be of service to the HG community. HGA is a great company. The team as a whole is 'resident centric' and focused on customer service. The company has made a lot of changes since I started here and for the positive."

3. *Were the necessary processes and procedures in place to make things more efficient and your job easier?* "100%. Yes. I feel the necessary processes were in place to make the necessary changes to make things more efficient. Yes, we streamlined a lot of processes to be more efficient in doing our jobs."

4. *Please describe your general feelings about working here.* "It was a great place to work and had great management support throughout my career here. It was a pleasure working for HGA. I will miss the team greatly! I love working with the staff and the majority of the residents. Great team of individuals. I am grateful to have had the opportunity to work here. My professional experience was greatly enhanced by working here. I loved the closeness of the staff and support."

5. *If you could change anything about your job or the company, what would you change?* "I wouldn't change anything about the job or company. The only thing I would try to change is the 'residents' attitude towards us. Nothing I fully enjoyed my job. I'd like to see more positive engagement from the community towards the staff. There's always room for improvement but I wouldn't change anything because of the support professionally

and all the benefits that are centered on the employee."

6. *Are there ideas that you have that you wish you could have implemented while you were here? Or anything you feel would have made your job easier/better?* "Mine was centered around ideas and I feel that was an everyday thought process. The position is a great challenge which I loved about it. None. No, we had great management trying to make a difference in people's lives."

7. *How would you describe our Company Culture?* "Diverse, Integrity, Growth, Mindset, Teamwork. We had a great company culture where the management team supported one another and tried to solve problems on a daily basis. Inclusive. The company culture was team oriented. I never felt like I was on an island. I felt comfortable communicating with everyone in the company."

8. *What were the three things you enjoyed most about working here?* "Team atmosphere, Support, and Benefits. Teamwork, Staff, and Serving the Community. People were great to work with, Atmosphere, and Benefits. Team, Team, and Team."

9. *Who are the three people who have made the most positive impact on you or your career here at Heather Gardens?* "Evelyn Y, Jon R, and Michelle A. Everyone I worked with but the three I would consider most — Jon R, Jon H, Holly S. N/A. I cannot just name three people, Jon R, Holly S, Cormac R, Jon H, Manny D."

10. *Is there anything else you would like us to know or say about your time here?* "It's been a pleasure working at HG. I'm appreciative of all the growth it's provided me. There are a lot of people and aspects of the job that'll be missed. I am grateful for the opportunity and recognition of the hard work put in. It's been an honor to work with great people on a daily basis. The people I worked with will be missed deeply. I enjoyed it and will remember it fondly. I have loved my time here at HGA. I wish I lived closer, and the commute did not have such an impact. Truly, this is a very special team and place!"

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I wanted to share the feedback on the forms because they speak volumes about the culture that HG management has worked to build and continue improving in recent years. It shows the positive impact that CEO Jon Rea and HG management team has had.

Over the past 3.5 years, many senior staff have endeavored hard to build a team of individuals who truly care about HGA. They work hard each day, bringing their best effort in all they do. It consistently shows in the respect that they show to one another within and outside their departments.

Every member exemplifies what an employee of HGA is, demonstrating pride of ownership, accountability, partnering, and collaboration. The team culture begins with entry-level positions and continues all the way to the top-level ones. Every manager works hard to share the culture and build it within their department. I am confident that employees could leave and find a job for more money, but they stay for the team and its culture at HGA.

Something we have heard on various Zoom meetings over time is that "we" have run off workers. Or that good ones have left due to "us." The "we" and "us" refers to the management team. I can absolutely state that is not true.

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