

EXIT INTERVIEW PROGRAM

PURPOSE: The goal of conducting exit interviews is to receive feedback from exiting employees on County and department operations in order to learn about problems and areas of satisfaction.

SCOPE: This program applies to exiting regular status employees.

BACKGROUND: Approximately 6% to 13% of our regular status employees leave County service each year. There are instances when turnover creates change for the County. Turnover may bring in new ideas and perspectives that revitalize the department. However, there is also unwanted turnover when valued employees leave the County. Replacing employees can be time consuming and expensive. Associated with turnover is the cost of lost productivity, recruitment, training, and administration of the transition. The use of an exit interview program can help minimize turnover, improve hiring efforts and correct unsatisfactory work conditions, thereby improving employment relationships with the remaining work force. This program is designed to provide an exchange of information which will benefit the entire County.

POLICY STATEMENT:

The Department of Employee Services (DES) is responsible for coordinating the Exit Interview Program in cooperation with all the departments. Comments from employees are confidential.

PROCEDURES

The success of this program rests largely on the support of supervisors. **When an employee decides to leave County service, it is important that DES is immediately notified.** When DES receives notice that an employee is leaving, the employee will be mailed an exit interview form and invitation to participate in the program. The employee may choose to fill out the form or arrange a conversation with the Diversity Manager. A copy of the form used in the interview is attached. We ask the supervisor or manager to grant the departing employee time to participate in the exit interview prior to his/her departure from the County. The interview is designed to last approximately 30 minutes. Information obtained during the exit interview will be compiled in an annual report.

An exit report will be distributed to each department director. The report will include a compilation of general County exit information and a general summary of comment trends that are applicable to the County as a whole. The County Administrator, BCC, and Director of Employee Services will receive a complete summary of comments with no names attached. When five (5) or more employees from a department have participated in the exit program during the annual period, then the director of the department will receive the summary of comments for that department. This protects the confidentiality of exiting employees. DES also

reviews this information to see if there are ways we can modify County practices to improve employment conditions on a County-wide basis.

The exit interview is not designed to replace any existing departmental exit interviews focusing on the recovery of County property, balancing of expense accounts or benefit status.

It is only with supervisor or manager cooperation and exiting employee participation that the Exit Interview Program will be effective. The County requests and appreciates information about our areas of strength and areas needing improvement. With this information the County has better data to implement changes, address areas requiring improvement, and continue things that work well for employees.

Attachment

INTERNET LINKS

County Ordinance (<http://www.clackamas.us/docs/code/title2.pdf>)

EXIT INTERVIEW QUESTIONNAIRE

Name: _____ Job Title: _____
Department: _____ Supervisor: _____
Location: _____ Effective Separation Date: _____
Union/Management Group: _____ Tenure in Position: _____

What are your major reasons for deciding to leave Clackamas County? (Check all that apply, and rank according to importance.)

- | | |
|--|---|
| <input type="checkbox"/> Better job opportunities | <input type="checkbox"/> Working conditions |
| <input type="checkbox"/> Type of work | <input type="checkbox"/> Inadequate training |
| <input type="checkbox"/> Rate of pay | <input type="checkbox"/> Supervision |
| <input type="checkbox"/> Relocating | <input type="checkbox"/> Family circumstances |
| <input type="checkbox"/> Return to school | <input type="checkbox"/> Illness or physical condition (including layoff) |
| <input type="checkbox"/> Advancement opportunities | <input type="checkbox"/> Excessive job pressure |
| <input type="checkbox"/> Promotion | <input type="checkbox"/> Dismissal |
| <input type="checkbox"/> Retirement | <input type="checkbox"/> Layoff -- Budget |
| <input type="checkbox"/> Other (specify) _____ | |

Do you have another position? Yes No

If yes, why is the new position more attractive? _____

Is this position with a public or private employer? _____

Please answer the following questions as they apply to your last position held at Clackamas County.

1. How did the County meet your employment expectations? (That is, rate your experiences on the job compared with pre-employment expectations.)

- Excellent Good Needs Improvement Poor

2. Rate the training you received for your position.

- Excellent Good Needs Improvement Poor

What did you find most helpful in your training, and what did you feel was missing?

Helpful: _____

Missing: _____

3. Rate the explanation given to you at the start of your employment regarding department policies, procedures, and work rules.

- Excellent Good Needs Improvement Poor

4. Rate the timeliness and accuracy of communication within your department regarding policies, procedures, and work rules.

- Excellent Good Needs Improvement Poor

Additional comments regarding communication of policies in your department or the County.

5. How satisfactory were employee benefits in meeting your needs?

- Excellent Good Needs Improvement Poor

Are there any additional benefits you would have liked the County to provide?

6. Rate the working relationship between supervisors and employees.

- Excellent Good Needs Improvement Poor

Additional comments:

7. How did you feel about the general physical working conditions in your area?

- Excellent Good Needs Improvement Poor

8. Rate the opportunities in your last position to learn and gain new skills.

- Excellent Good Needs Improvement Poor

9. Rate the consideration you received for promotion or advancement to job openings for which you felt you were qualified, if applicable.

- Excellent Good Needs Improvement Poor N/A

Additional comments regarding career development. _____

10. Rate the handling of grievances or complaints.

A. How did you feel about the handling of your grievances or complaints regarding employment practices, if applicable?

- Excellent Good Needs Improvement Poor N/A

B. How satisfied were you with the equity of the resolution?

- Excellent Good Needs Improvement Poor N/A

Additional comments regarding grievances or complaints _____

11. How satisfactory was your salary and the salary range for your job?

- Excellent Good Needs Improvement Poor

Additional comments: _____

12. Rate the employee performance evaluation system.

A. Timeliness of evaluations.

- Excellent Good Needs Improvement Poor

B. How well did the evaluation system allow for recognizing strengths, talking about areas for growth or improvement, discussing career goals, and including opportunities for the employee to give suggestions to the department?

- Excellent Good Needs Improvement Poor

Suggestions for improving the performance evaluation system. _____

13. Overall, how would you rate your department as a place to work?

- Excellent Good Needs Improvement Poor

What suggestions do you have to improve employment conditions in your department?

Additional comments on what you think works well in your department.

14. Overall, how would you rate Clackamas County as a place to work?

- Excellent Good Needs Improvement Poor

What suggestions do you have to improve employment conditions at the County?

Additional comments on what you view as positive aspects of employment at Clackamas County.

15. Are there any other areas on which you would like to comment?
