

**City of Seaside
Standard Operating Procedure #51
Exit Interviews**

I. PURPOSE

The City of Seaside is dedicated to the development and retention of employees. The Exit Interview can play an important part in gathering information to understand why employees choose to leave the organization. Comments and feedback from exit interviews can be used to improve employee retention and reduce turnover.

II. SCOPE

This program applies to all full-time City employees that voluntarily separate from the City. Departments are encouraged to conduct exit interviews with part-time employees as well, particularly those who have worked for the City for more than 2 years.

III. PROCEDURE

1. Scheduling Exit Interview

Upon receipt of a letter of resignation from a full-time employee, the Personnel Office will contact the employee to ask them to schedule an exit interview with their Department Director. Should the employee express a reservation about meeting with the Department Director, they will be offered the opportunity to meet with the City Manager or the Personnel Services Manager. The interview should be set up at least a week before the employee's departure date (if possible).

Employees who decline an exit interview will be mailed the Exit Interview Questionnaire.

2. Guidelines for the Exit Interviewer

- A. Set the right tone. Be warm, receptive, and interested in what the employee has to say. Listen. Don't insert personal comments, provide opinions, or defend the City and its actions. Your role is to gather information and stay objective.
- B. Stress that the meeting is voluntary, informal, and confidential.
- C. Provide the employee with the Exit Interview Questionnaire and ask them to complete the survey and return it to the Personnel Office.
- D. Expect emotion and allow the employee to express their thoughts and feelings without interruption.
- E. Listen and clarify any concerns, however do not discuss how problems can be resolved.
- F. Be sensitive to legal exposure in the areas of harassment or discrimination.
- G. Thank the employee for taking the time to share their thoughts with you.
- H. Provide a summary of your meeting with the employee to the City Manager and the Personnel Office within 5 working days of the exit interview.

Department Exit Interview Form

Employee: _____ Dept: _____

Exit Interview Conducted by: _____ Date: _____

REASON FOR LEAVING: (Mark an 'X' beside as many reasons that may apply)

- | | |
|-----------------------------------------------------------------|---------------------------------------------------------|
| <input type="checkbox"/> Secured a different job | <input type="checkbox"/> Dissatisfied with pay/benefits |
| <input type="checkbox"/> Moving from area | <input type="checkbox"/> Family circumstances |
| <input type="checkbox"/> Health reasons | <input type="checkbox"/> Dissatisfied with type of work |
| <input type="checkbox"/> Dissatisfied with immediate supervisor | |
| <input type="checkbox"/> Other (please specify): _____ | |

1. Why did you decide to leave the City of Seaside?
2. What were the factors that led you to look for other employment opportunities?
3. Did you receive regular feedback from your supervisor? (circle one) YES NO
4. If you did receive feedback from your supervisor, how helpful was it? Explain why it was or was not helpful.
5. Did you have an effective working relationship with your supervisor? YES NO
6. If not, what would have made the relationship more effective?
7. If you could change anything about the City or your department what would it be?
8. Is there anything else you would like to add or anything we should be aware of that will help us to improve our City?

Employee Exit Interview Questionnaire

Employee Name: _____

Department: _____

Date: _____

The purpose of this survey is to gather information in an effort to identify issues and improve the City's employment practices and work environment in order to improve employee retention. The City is committed to providing a positive work environment for its employees.

Please complete each of the 15 questions contained in the survey, choosing the answer that best reflects your experiences and opinions. The survey should take 10-15 minutes to complete. Return the survey to the Personnel Office using the enclosed self-addressed, stamped envelope.

Your participation in this survey is voluntary. There will be no adverse consequences for participating or declining to participate. Your individual responses will be shared with the City Manager and may be shared with certain managers in your department on a need to know basis only. Summary data compiled from all survey participants may be shared with appropriate supervisors and managers.

Section 1: Please comment on how satisfied you were with various aspects of your job.

1. **Physical Work Environment** – Please rate your level of satisfaction with the following characteristics of the physical work environment. Also, indicate if the characteristic was a factor in your decision to leave the City of Seaside.

❖ **Office/Work station**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ **Staff facilities (lunch room, restroom, etc.)**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ **Work Location (City Hall, Police Department, Fire Station, Recreation Facility, Public Works, etc.)**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ **Were you provided with adequate tools and resources to accomplish your job?**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

2. **Training and Development** - Using the rating scale below, how would you rate the following six items? Also indicate if the item was a factor in your decision to leave the City.

❖ **On the job training**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

Employee Exit Interview Questionnaire

❖ Management support for career development

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ Recognition for achievements

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ Performance evaluations

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ Opportunities for advancement in the Department you are leaving

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ Opportunities for advancement in the City

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

3. **Most Recent Position** - Please rate your level of satisfaction with your last position. In addition, please indicate if this was a factor in your decision to leave the City of Seaside.

❖ Understanding of my role and responsibilities in the department

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ Variety of work required in the job

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ Work Schedule (Hours of Work)

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ Ability to provide input into issues that affected my job

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ Performed work that was interesting and engaging

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ Performed work that was within my job classification

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

4. **Most Recent Department** - Please rate your level of satisfaction with the following characteristics of the department where you last worked. In addition, indicate if the item was a factor in your decision to leave the City of Seaside.

❖ Communication of department goals

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

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❖ **Communication of department policies and procedures**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ **Communication of decisions affecting you and your job**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ **Treatment from coworkers**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ **Level of cooperation and teamwork *within* the department**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ **Level of cooperation and teamwork with *other* departments**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ **Policy Compliance – Management Adherence to and Enforcement of City Policies and Procedures**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

5. **Immediate Supervisor** – Please rate your level of satisfaction with your immediate supervisor on the various items included in this section. In addition, indicate if the item was a factor in your decision to leave the City of Seaside.

❖ **Demonstrated fair and equal treatment**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ **Addressed complaints and/or concerns**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ **Welcomed suggestions**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ **Gave clear instructions**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ **Fostered a productive work environment**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ **Provided frequent feedback on job performance**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ **Consistently applied policies and procedures**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ **Made good use of your skills/abilities**

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

Employee Exit Interview Questionnaire

❖ Please provide the name of your direct supervisor:

6. Performance Reviews - When was your last performance review?

- Less than 1 year ago
- 1-2 years ago
- Over 2 years ago
- Never

7. Salary & Benefits (Total Compensation) - On a scale of 1 to 4, how would you rate the following? Also indicate if the item was a factor in your decision to leave the City of Seaside.

❖ Salary

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ Health Insurance

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ Dental Insurance

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ Wellness Programs

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

❖ Retirement Benefits

1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure

Section II – Employee Retention – These next questions focus on employee retention and will help the City understand what strategies it may take to retain its most valuable resource; its employees.

8. Please identify up to the top three reasons you are leaving the City of Seaside:

- Different position
- Excessive workload
- Family circumstances
- Health reasons
- Lack of recognition
- Lack of training opportunities
- Lack of Promotional opportunities
- Relocation
- Retirement
- Salary/Wage Issue
- Supervisor Problems
- Work location
- Work schedule (shifts)
- Work/Life balance
- Workplace culture and values
- Other (please specify)

Employee Exit Interview Questionnaire

9. What is your primary reason for leaving the City of Seaside?
10. What could have been done to keep you from leaving the City of Seaside?
11. If accepting a position with a different employer, what does the new job offer you that your job at the City of Seaside does not?

Section III – Final Comments

12. Would you work for the City of Seaside again in the future?
- Yes No
13. Would you recommend employment with the City of Seaside to a friend or relative?
- Yes No
14. **Overall Work Experience** - On a scale of 1 to 4, how would you rate your overall experience working for the City of Seaside? Also indicate if the item was a factor in your decision to leave the City.
- 1 - Very Dissatisfied 2 - Somewhat Dissatisfied 3 - Somewhat Satisfied 4 - Very Satisfied Check if this is a factor in your departure
15. **Closing Question** – Do you have any additional information you are willing to share with us?

Conclusion - Thank you for your time and consideration. Your responses are important and will assist the City of Seaside in improving employment practices and the work environment.