Personnel Practices:
Exit Interviews and Questionnaires

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EXIT INTERVIEWS AND QUESTIONNAIRES POLICIES

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As you develop your own plans and policies, please email information to gov@ipma-hr.org.

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Conducting Exit Interviews- How organizations can benefit!
By Judith Brown, Director of Research

Research has shown that a person who resigns from your organizations is leaving for one of three possible reasons: a new career opportunity, an unsolicited job offer or for a grievance that has not been handled correctly. When a person resigns from your agency for voluntary reasons, it's normally a surprise, and it can be expensive to replace a valuable team member.

An exit interview process will help you and your organizations understand why people leave and give clues as to where some improvements need to be made. An interview process that also offers closure is both healthy and productive prior to an employee's departure. The primary purpose of the exit interview has always been the resolution of unresolved and/or outstanding concerns of both the employer and employee.

One of the primary reasons for the interview (sometimes just done in questionnaire form) has often been to determine the actual reasons for the individual's resignation. Some managers might question the purpose of the interview, since most employees do not burn bridges, and are often less than truthful in the reasons for leaving. Does that mean that the exit interview is of little value? Well, sometimes yes, but very often the employee is quite candid in his or her responses. On a very practical note, routine employment matters can be addressed at the interview. Unresolved concerns can be as simple as, the continuation of insurance benefits, vesting in retirement plans, communication, and of course getting back a company vehicle, pager, cell phone, and other property of the organization.

Taking a more positive view of the exit interview, this is also the time when many employees are willing to point at deficiencies in the organization, i.e., "poor management or supervision," "complete lack of supervision and support," "poor communications," etc.

An organization that is honest with itself will use these responses to look into the claims and make corrections where the allegations are found or known to be true. At the same time, let us not forget that some employees move on for very legitimate reasons in no way related to their tenure with the organization. They may have changes in career interests, or they or their spouse might be moving out of the area, or a commuting problem that did not exist when they joined the organization may have become unmanageable. Not often, but by no means rare is the revelation that the employee has had a problem for several months which he or she could not resolve, remained quiet, and decided that it was better to "switch than to fight."

If the employee is "worth saving," this is an ideal opportunity to relate the organization's "dispute resolution" procedures, quite often allowing the individual a way to express grievances which can indeed be resolved. It is cheaper to retain a potentially or proven good employee than to find a replacement.
It may also be a time when the organization finds that it has been remiss in addressing the problem and if a new procedure or better communication can resolve the conflict, there is still time to retain the employee. The action that the organization takes to improve deficiencies, can certainly make the organization a better place to work for present and future employees. However, be careful not to promise a resolution which will not take place. Such promises may become contractual and, if the individual is giving up an opportunity with another organization, your organization may well be liable if a resolution is not reached or a necessary and "warranted" procedure implemented. (Do not use terms such as "guarantee" or even "will" unless you are absolutely certain that steps will be taken to resolve the situation.)

One hurdle that must be overcome in almost every situation is to insure that, no matter what the employee says, there is no retaliatory action for his or her perceptions of the "truth." Not only might such retaliation be illegal, but also such reprisals become "public knowledge" quickly and one may well undermine any good that comes from the exit interview and all future interviews.

There are a few "rules" regarding the interview. First, the exit interview should be voluntary. The information collected must be disseminated only to those who need to know. The employee should be allowed to request another person be present: if the interview is normally conducted by the HR manager, and the employee wants the department head or even the head of the organization, and it is possible, do it. Also, maintain the exit interview in a separate file from the employee's personnel folder.

PREPARING FOR THE EXIT INTERVIEW
As you begin to review your exit interview process, look for trends that might point to deeper problems or might help you see new opportunities. Here are some trends to look for:

- Average length of employment,
- Top three reasons why people leave,
- Top three positions with the most turnover,
- Look for turnover patterns within a specific department or group, and
- Be sure to examine what you are doing on a personal level to prevent future resignations.

CONDUCTING EXIT INTERVIEWS
The next step is to determine how the exit interviews are going to be done in your organization. Here are some typical ways to conduct an exit interview:
Create a form to be filled out before the interview or to be mailed back after the employee leaves, or conduct a verbal exit interview, either in person or on the telephone.
Note: Create a custom exit interview form for your organization and then create a summary of the findings. From this summary, begin to address the internal areas that will either reduce employee turnover or make for a more productive and profitable organization.

Creating exit interview questions
Creating custom exit-interview forms are the best approach. Here are some sample questions:

- What did you enjoy the most about working for the engineering department?
- What did you enjoy the least and why?
- What suggestions or feedback can you share that would make our organization stronger and more successful?
- Did we handle your complaint/grievance in an appropriate and timely way?
- Was your career path and future within our organization made clear to you?
- What would it take for you to stay, if that were possible?
- Is there anything else you would like to share as your final comment?

Note: Remember, if exit interviews are handled respectfully, you and your organization will gain a wealth of knowledge. In addition, a departing employee will more than likely offer honest commentary about what is and what is not working in your organization. Are you ready to really listen to what they have to say? More importantly, are you ready to take the action steps to resolve, fix and improve whatever is necessary?

Getting the most out of the interview
- Inform the exiting employee of your desire to collect information that could help improve working conditions.
- Ask if the employee prefers talking with you (if you are the supervisor) or someone else, such as another human resources person or a line manager.
- Ask the employee to discuss any issues that would be useful to you or the organization. Tell them that the information will be kept confidential.
- Schedule the meeting during the last week of the person's employment.

During the Interview
If the interview is being conducted face-to-face, hold the interview in a neutral place. Your office may be intimidating. Consider having an exit luncheon for someone who has been a valued employee. Arrange the physical layout to promote a problem-solving discussion rather than a boss-subordinate interview. Sit next to the employee rather than opposite him or her. Listen without being defensive. Record the details. Get as much information as possible by covering: Your perception of your own leadership and interaction with others in the department; Any job difficulties you were not aware of; Things the person enjoyed about the job; Any corporate policies and procedures that prevented the person from doing the job effectively or caused annoyance; Any other information the person feels you should know. If the employee is vague, prod with specific open-ended questions.
For example, "Could you give me an example of that?" Find out about the employee's new job. This information could give you ideas about what is wrong now. You might ask: What attracted the individual to the job? How the new work environment will differ? How salary and benefits compare?

Conducting Exit Interviews with Discharged employees
Exit interviews are also useful when dealing with discharged employees, to avoid the possibility of lawsuits. The most troublesome exit interviews can be with discharged employees. Vincent Dicarlo, a Sacramento lawyer in an article “How to avoid employee lawsuits: the exit interview” (Sacramento Business Journal) offers these tips:

• It is best to have at least two managers at such an interview in case there is a dispute about what went on?
• First, tell the departing employee that the organization has decided to terminate his/her employment due to unsatisfactory performance, tardiness, failure to follow instructions, reduction in force or other specific reasons approved by your lawyer. You should always be able to document a factually solid, sensible reason, regardless of whether the employment was at-will.
• Even if you don't consult your lawyer every time you fire an employee, you should ask about any reason that is not on the list above. Don't fire someone for a reason that is improper or that can easily be made to look suspect.
• Remind the departing employee of your previous discussions, if any, concerning the problems for which he is being terminated. Tell him, if applicable, that as a result of the lack of sufficient improvement in the relevant areas, you cannot continue his employment.
• If you are offering the employee a severance package that contains releases of liability (and you should), tell him that you are willing to offer him a severance agreement that would give him certain benefits. Then give the employee your standard termination letter, the severance agreement, and the usual COBRA notices.
• Give the employee the booklet from the state Employment Development Department (or its equivalent) on unemployment benefits. If you don't have this, you can get it from EDD or your lawyer.
• Listen carefully and patiently to what the employee has to say, especially including any complaints he may have. If the employee disagrees with the reasons for his/her termination, ask the employee why, and later consider what response may be appropriate, perhaps in consultation with your lawyer. Do not argue with the employee. Simply say that you are sorry that you do not agree with the employee and are surprised at any untrue statements that he/she may make.
• Ask the departing employee whether he/she has any documents belonging to the organization, including lists of clients, and arrange for their return. Remind the employee that he/she has a continuing obligation to maintain the confidentiality of the company's business after his/her departure. Make arrangements for the employee to remove his/her personal belongings at your mutual convenience.
• Ask whether the employee's records relating to compensation are up to date. These might include records relating to leave taken. Make arrangements for a check to be issued for all accrued compensation, including any salary, leave time, vacation
time and commissions. If there is any disagreement about compensation, tender the amount that you believe you owe, and offer to get back to the employee as to any disputed amount.

Note: Some things, while not necessary, probably won't get you in trouble. For example, it is OK to express regret that things did not work out well enough. It is also OK to remind the employee of any efforts you made to help him or her to meet your requirements. You may wish him or her good luck. Other things are not OK, and may expose you to litigation. Do not argue with the employee. It is useless, creates bad feelings and may cause you to say something that you will heartily regret hearing repeated in court. Don't say or suggest that the departing employee is incompetent or dishonest. This is important; such statements may form a basis for tort liability for defamation. Do not suggest that the amount or timing of payment for accrued compensation depends on whether he signs the severance agreement.

Don't promise the employee anything else, such as a good recommendation or help in getting another job. If someone asks for a good recommendation, you should consult with your lawyer about what your policy should be.

Do not give a false reason for the termination or deny the true reasons. People sometimes are tempted to do this out of a misguided desire to avoid hurting the employee's feelings. Resist that temptation. If anything unanticipated or troublesome comes up, or the employee accuses you or a fellow employee of some kind of improper behavior, discrimination or harassment, postpone any response until you have had a chance to carefully consider the information, perhaps in consultation with your lawyer. Don't try to improvise a response. Remember, a carefully structured, well-thought-out exit interview can ensure that you end the employment relationship without unnecessary hard feelings, and help to keep you out of court. It should be part of every employer's regular practice. The following are samples are examples of exit questionnaires and procedures followed by other organizations.
EXIT INTERVIEWS

I. BASIS FOR REGULATIONS:

   A. Ordinances concerning Personnel Rules and Procedures provide personnel basic rules. An employee's resignation and its attendant reasons, if noted, shall be recorded in the employee's personnel file. This policy clarifies that an exit interview is a supplementary document that shall not become part of the employee's file.

II. GENERAL:

   A. The purpose of the interview is to gain information that results in improving working conditions, developing supervision, enhanced training, better selection and placement, furthering public relations, and reducing turnover.

   B. The interview should reflect the attitude of the employee at the time they leave the city's employment. Proper follow-up will detect if there is justification to the attitude. Value to the organization will be shown by actions to improve, or continue current approaches.

III. SPECIFIC REGULATIONS:

   A. Generally the Department Director will conduct interviews. Employees may request that the Human Resources Director conduct the exit interview.

   B. Any interview shall occur during the employee's normal work hours. Interviews shall occur in a private office where the employee may speak freely without worrying about being overheard.

   C. The attached form for exit interviews shall be used and retained in the Human Resources office in a file separate from individual employee personnel records.

   D. In the event the city fails to conduct an exit interview, the former employee shall be mailed an interview form and a postage-paid return envelope.
IV. NOTICE:

Each employee shall acknowledge receipt of this policy by signing and returning copy of the attached Form B.

V. EFFECTIVE DATE: August 7, 1996.

CONFIDENTIAL
Exit Interview Questionnaire

Employee's Name: ______________________________________________________

All information obtained from this inquiry will be handled in a confidential manner and will be maintained in the Human Resources Department. The information will be used as a tool for change and improvements and will not be placed in your personnel file. You are asked to be as honest and fair as possible. Your opinion is valuable and your assistance is requested.

Was your decision to leave the city influenced by any of the following?
Please check all those applicable.

_____ Moving from the City                         _____ Health Reasons
_____ Maternity _____ Family Circumstances _____ Returning to School
_____ Retirement _____ Dissatisfied
_____ Secured Better Position
       _____ type of work _____ out of city
       _____ working conditions _____ in city
       _____ salary
       _____ supervision
       _____ other:

______________________________________________________________

What have you liked best about your job here?
______________________________________________________________

What have you disliked about it?
______________________________________________________________
What constructive comments would you have for management to improve your job position or your department?
                                                                                           
                                                                                           
Are there any other comments you want to make about your employment with the City?
                                                                                           
                                                                                           
                                                                                           
                                                                                           
                                                                                           
                                                                                           
;                                                                                           
                                                                                           

Please circle the response that best describes your feelings - using the key as follows:

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

1.
The work I was doing on the whole was approximately what I originally expected to be doing.
1
2
3
4
5
2. My superiors demanded a lot less of me than I thought they would.

3. I wanted more responsibility than the city gave me.

4. The people I worked with were interesting and stimulating.

5. Generally, my co-workers were friendly and supportive.

6. Overall, I was satisfied with the general working conditions.
7. I had the necessary freedom to make my own decisions.

8. I would recommend the City to my friends as a good organization to work for.

9. There was too much pressure on the job.

10. I found my work load to be excessive.

11. I found my work to be interesting and challenging.
12. I was able to make good use of my skills and abilities.
1 2 3 4 5

13. I had ample opportunities for personal training and career development.
1 2 3 4 5

14. I had ample opportunities to advance within the city.
1 2 3 4 5

15. I knew that if I performed well I would get ahead.
1 2 3 4 5

16. The City's performance appraisal system accurately reflected my strengths and weaknesses.
1 2 3 4 5
17. In my division/department, salary increases and promotions are clearly linked with performance.

18. I was satisfied with my salary.

19. I received adequate support (materials, resources, facilities, etc.) from the City.

20. I did not always find the City's promotion policy a fair one.

21. I did not have easy access to my supervisor/superintendent.
22. My supervisor/superintendent treated me fairly.
   1
   2
   3
   4
   5

23. My supervisor/superintendent supported me adequately.
   1
   2
   3
   4
   5

24. My supervisor/superintendent was generally sensitive to my needs.
   1
   2
   3
   4
   5

25. My supervisor/superintendent was open and willing to aid me in planning a career path.
   1
   2
   3
   4
   5

26. My supervisor/superintendent let me know when he/she was pleased with my work.
   1
   2
   3
   4
   5
27. My supervisor/superintendent made every effort to be fair regarding pay increases.

_________________________    ____
Signature (optional)                          Date

_____________________ __________
Interviewer (if applicable)                 Date
SEPARATION POLICY

**Purpose:** To provide guidelines for employees regarding separation from employment.

**Policy:** An employee is considered to have resigned in "good standing" if he/she provides written notice within at least fourteen calendar days of his/her separation date. Failure to give fourteen calendar days' written notice may be cause for denial of consideration for re-employment, and the employee may be deemed to have resigned ‘not in good standing.’ (Section 2-14-370, Personnel Merit System). Unauthorized absences from work for a period of three or more days may be considered a voluntary resignation.

**Procedure:** To resign from City and County employment, the employee should give his/her immediate supervisor a written notice of resignation stating the last day he/she will actually work and the reasons for his/her resignation. A form for this purpose is available from the departmental administrative technician or in the Human Resources Department.

The employee must return any City and County uniforms, purchasing card, keys, equipment, and other City and County property to his/her immediate supervisor.

The employee’s effective date of separation from employment shall be the last day he/she will be actively at work while in attendance at his/her workstation. This date may not be extended to include accrued leaves (See "Leave Policy" in this manual for information on final payment of accrued leaves upon separation.).

The separated employee must be sure to keep the Human Resources Department informed of his/her forwarding address so his/her W-2 form (for income tax purposes) can be sent to him/her in January of the next year. It is also important to advise the Human Resources Department of any subsequent address changes should the employee have vested balances in any of the City and County’s retirement programs.

**Exit Interview:** Prior to separation from City and County employment, the employee will be required to complete an exit interview with the Human Resources Department. The following items will be discussed at this interview:

- The final personnel action form
- The reasons surrounding the separation from City and County employment
- Feedback on working conditions and the employee’s impressions of City and County employment
- What happens to the employee’s insurances, pension programs, and leave balances
- How the final paycheck will be calculated and distributed.
City of Duluth Exit Interview Questionnaire

The primary goal of this questionnaire is to gather information that will enable us to identify any organizational problems so that we may continually improve our working environment. **All information obtained herein is strictly confidential.** To ensure confidentiality, names are intentionally omitted from the questionnaire. All questionnaire data will be compiled to create statistical reports. The Human Resources Manager reviews these reports with the Administrative Assistant and Department Heads to identify any trends and areas of the work environment that need improvement.

**Demographics – completed by HR and reviewed by employee**

**Gender:** Male Female

**Ethnic origin:** Caucasian African American Native American Hispanic Asian Other

______________________________

**Department:**

______________________________

**Division:**

______________________________

**Position:**

______________________________

**Type of labor contract:**

______________________________

**Start date:** ________________

**Termination date:** ________________

**Reasons for Leaving**

Resigning Retiring Terminated Layoff Other ________________

**Comments:**

________________________________________________________________________

---

**If resigning, why?** Working Conditions

Unfair treatment
Unsafe work environment
Other __________________

**Personal Reasons**

Health concerns for self
Health concerns for family
Marriage
Pregnancy
Leaving area
Transportation issues
Child care
Return to school
Other __________________

**Career Move**

Lack of promotional opportunity
Salary
Benefits
Work not challenging enough
Other ________________________________

If not retiring, would you consider re-employment with the City in the future? Yes No

Which aspect of your job provided the most satisfaction?
Coworkers Supervisors Work Content Working Conditions Pay and Benefits Recognition/Status Received Other ________________________________

Which aspect of your job provided the least satisfaction?
Coworkers Supervisors Work Content Working Conditions Pay and Benefits Recognition/Status Received Other ________________________________

What do you feel would have improved your job?

________________________________________________________________________________________________________________________________________

Was your job what you expected it to be? Yes No If not, how did it differ?

________________________________________________________________

What was the greatest challenge you faced in your position?

________________________________________________________________

Do you feel that the City implements its employment policies fairly and equitably? Yes No

Which, if any, policies or procedures did you disagree with (provide explanation)?

________________________________________________________________________________________________________________________________________

Did you feel you were well informed regarding the City’s policies and procedures? Yes No
If not, why?

Do you feel you have been discriminated against because of race, color, health, age, religion, sex, sexual orientation, or national origin, including hiring, firing, promotion, compensation and other terms, privileges and conditions of employment? Yes No

Did you talk with someone about the problem? Yes No
After you talked with someone, what happened?

________________________________________________________________________________________________________________________________________

If you did not talk with anyone about it, why not?

________________________________________________________________________________________________________________________________________

1 = Poor; 2 = Below Average; 3 = Average; 4 = Above Average; 5 = Excellent
Rate the following:
Working Conditions
Cooperation within your work group
Cooperation with other departments
Physical working conditions
Job safety emphasis
Adequacy of equipment
Adequacy of training
Communication within Division
Communication within Department
Communication regarding benefits and policies
Communication regarding general employee information
Morale in your work group
Morale in your division
Workload
Pay
Benefits
What benefits did you value the most?

What benefits did you value the least?

What benefit was not offered that you wish had been?

Did you attend or utilize any of the following? Circle all that apply.
Training workshops
Tuition reimbursement
Affirmative action/Equal opportunity counseling
City Website
The Bridge
E-line
What training would you recommend the City provide/sponsor for current and future employees?

Was there anything the City could have done to improve morale? Yes No
Explain:

Describe the strengths of your work group:

Describe the weaknesses of your work group:
Describe the strengths of your division:
________________________________________________________________________
________________________________________________________________________

Describe the weaknesses of your division:
________________________________________________________________________
________________________________________________________________________

If you were leading your division/department, what would you do differently?
________________________________________________________________________
________________________________________________________________________

Rate your most recent supervisor:
1 = Poor; 2 = Below Average; 3 = Average; 4 = Above Average; 5 = Excellent
Helps employee grow in their job _____
Demonstrates fair and equal treatment _____
Provides recognition for work done well _____
Develops cooperation in work group _____
Encouraged suggestions _____
Follows safety practices _____
Resolves questions and problems _____
Overall supervision qualities _____
Follows city policies and procedures _____
Provides adequate direction and assistance _____
Ability to provide support to enable you to do your job? _____

How frequently did you receive performance feedback?

How frequently did you discuss your job expectations with your supervisor?

Are the goals and targets of your job function clear throughout your employment?
Yes No
Explain:
________________________________________________________________________
________________________________________________________________________

Are there any changes to City employment practices that you would like to recommend? Yes No
Please explain in detail below.
What suggestions do you have for improving the work experience with the City?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
All information obtained from this inquiry will be handled in a confidential manner and will be retained in the Office of Human Resources/Benefits Division. The information will be used as a tool for change and improvements and will not be placed in your personnel file. We ask that you be as honest and fair as possible. Your opinion and assistance are valuable to us. Please use additional paper, if necessary, when completing your answers.

NAME:
JOB TITLE: DEPT.:

Last day worked. Is written resignation attached? Yes No

Would you ever return to work at the City? Yes No

What is your main reason for leaving the City?

If offered a position with the City in the future, what must change for you to come back?

What did you like most about working at the City?

What did you dislike about your job or feel needs to be improved?

Were you treated fairly while with the City? Yes No

What was the problem?

The reason for leaving the City has nothing to do with a work related problem or grievance. Agree Disagrees

How did you feel about the amount of work expected from you? Is there too much pressure?

Did your supervisor let you know what he/she thinks of your work, offering consistent feedback?
Did you feel free to go to your supervisor or department head to discuss problems about your job? Was the problem(s) handled effectively?

How satisfied are you with the on-job training you received?

Did you attend any City sponsored training class? If yes, state the name of the class and your comments.

Do you believe your pay was fair in relation to your job responsibilities? Please explain:

Do you have any other comments?

______________________________________ _______________
EXIT INTERVIEW

1. How long were you employed with the City of Phoenix? (Interview notes: full-time employment, last continuous employment period).

YEARS: ___________ MONTHS: ___________

2a). What are the main reasons you left the City?

☐ Benefits
☐ Career change
☐ Compensation
☐ Co-worker
☐ Job responsibilities
☐ Job stress
☐ Location
☐ Personal/family reasons
☐ Promotion
☐ Relocation
☐ Retirement
☐ Schedule
☐ School
☐ Supervisor
☐ Other: ___________________________________

2b). If more than one answer for 2a:

⇒ Of these reasons you mentioned, which would you say is the primary reason? (Interviewer, please circle their answer from the possible answers in 2A).

3. If you were a consultant to the department you are leaving, what recommendations would you make for improvements in the department?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
4. What factors were most important in choosing your new job?

☐ Benefits
☐ Career change
☐ Compensation
☐ Job responsibilities
☐ Location
☐ Promotion
☐ Schedule
☐ Other: ______________________________________
☐ Not Applicable

5. Under what conditions would you have stayed?

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

6. I’m going to read to you a series of statements. Please answer with one of the following responses: Strongly Agree, Agree, Disagree, Strongly Disagree, or Unable to Rate.

a) My job-related talents/skills were used effectively.

☐ Strongly Agree ☐ Disagree ☐ Strongly Disagree ☐ Unable Agree
Disagree Strongly to Rate

b) My physical working conditions were reasonable for my type of work.

☐ Strongly Agree ☐ Disagree ☐ Strongly Disagree ☐ Unable Agree
Disagree Strongly to Rate

____

26
d) The City pays as well as most other employers in the area for similar work.

☐ □ □  □  □  □
Strongly Agree  Agree  Disagree  Strongly Disagree  Unable  Disagree to Rate

e) The people who got promoted were generally well qualified.

☐ □ □  □  □  □
Strongly Agree  Agree  Disagree  Strongly Disagree  Unable  Disagree to Rate

f) I was kept informed about issues facing my department that affected me.

☐ □ □  □  □  □
Strongly Agree  Agree  Disagree  Strongly Disagree  Unable  Disagree to Rate

g) I received the training needed to do my job.

☐ □ □  □  □  □
Strongly Agree  Agree  Disagree  Strongly Disagree  Unable  Disagree to Rate

7. Using the following scale, how would you rate your own performance on the job?

☐ □ □ □ □
Excellent  Above Average  Average  Below Average  Poor

8. What did you like the most about working for the City of Phoenix?

______________________________________________________________________
______________________________________________________________________
______________________________________________________________________

9. What did you like the least about working for the City of Phoenix?

______________________________________________________________________

______________________________________________________________________
10. Of the following six Vision and Values statements, which do you think the City of Phoenix is the best on? Which do you think needs the most improvement?

<table>
<thead>
<tr>
<th>Vision and Values Statements</th>
<th>Best</th>
<th>Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are dedicated to serving our customers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We work as a team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We learn, change, and improve</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We focus on results</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We work with integrity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We make Phoenix better</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

11. In your opinion, what are some things that supervisors and managers in your department did well?

______________________________________________________________________
______________________________________________________________________
______________________________________________________________________

12. In your opinion, what are some things that supervisors and managers in your department can improve?

______________________________________________________________________
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________
13. Again, I’m going to read to you a series of statements. Please answer using the same responses as before: Strongly Agree, Agree, Disagree, Strongly Disagree, or Unable to Rate.

a) **Overall, my immediate supervisor did a good job.**

   - [ ] Strongly Agree
   - [ ] Agree
   - [ ] Disagree
   - [ ] Strongly Disagree
   - [ ] Unable to Rate

b) **The City’s employee benefits are as good as most employers in the area.**

   - [ ] Strongly Agree
   - [ ] Agree
   - [ ] Disagree
   - [ ] Strongly Disagree
   - [ ] Unable to Rate

c) **Ideas and suggestions for improvements were encouraged in my department.**

   - [ ] Strongly Agree
   - [ ] Agree
   - [ ] Disagree
   - [ ] Strongly Disagree
   - [ ] Unable to Rate

d) **My department treated all employees fairly regardless of race, age, religion, disability, gender, sexual orientation, or ethnic background.**

   - [ ] Strongly Agree
   - [ ] Agree
   - [ ] Disagree
   - [ ] Strongly Disagree
   - [ ] Unable to Rate

e) **The City values diversity and differences in the workplace.**

   - [ ] Strongly Agree
   - [ ] Agree
   - [ ] Disagree
   - [ ] Strongly Disagree
   - [ ] Unable to Rate

f) **Employees in my department were encouraged to support diversity in working with each other and serving our customers.**

   - [ ] Strongly Agree
   - [ ] Agree
   - [ ] Disagree
   - [ ] Strongly Disagree
   - [ ] Unable to Rate

g) **Employees in my work group treated each other with respect.**

   - [ ] Strongly Agree
   - [ ] Agree
   - [ ] Disagree
   - [ ] Strongly Disagree
   - [ ] Unable to Rate
h) Supervisors in my department took the time to encourage and assist employees to help them reach their career goals.

☐ Strongly Agree ☐ Disagree Strongly ☐ Unable
☐ Agree ☐ Disagree to Rate

14. Are there any issues you would like to address that we may not have asked about?

______________________________________________________________________
______________________________________________________________________
______________________________________________________________________

The next series of questions covers demographic information. This is captured for statistical purposes and will help identify trends.

15. Gender (filled in by interviewer)

☐ Male
☐ Female

16. Which ethnicity group do you most identify with?

☐ Anglo ☐ African American ☐ Asian
☐ Native American ☐ Hispanic ☐ Other

17. Which age group do you belong in?

☐ under 18 ☐ 26 – 35 ☐ 46 – 55
☐ 18 – 25 ☐ 36 – 45 ☐ 55 +
18. Which department are you/did you work for?

- □ Aviation
- □ Budget and Research
- □ Economic Development
- □ City Attorney
- □ City Auditor
- □ City Clerk
- □ City Manager’s Office
- □ City Council Offices
- □ Civic Plaza
- □ Development Services
- □ Engineering and Architectural Services
- □ Equal Opportunity Department
- □ Finance
- □ Fire
- □ Housing
- □ Human Services
- □ Information Technology
- □ Law/Prosecutor
- □ Library
- □ Mayor’s Office
- □ Municipal Court
- □ Neighborhood Services
- □ Parks and Recreation Department
- □ Personnel
- □ Planning
- □ Police
- □ Public Defender’s Office
- □ Public Information Office
- □ Public Transit
- □ Public Works
- □ Street Transportation
- □ Water Services
- □ Other: ____________________________
- □ Decline to answer
County of Volusia
Former Employee Exit Questionnaire

As a separating employee of Volusia County Government, please take the time to complete the following questionnaire. The information provided about yourself will remain confidential and will in no way become a part of your personnel file or affect future employment opportunities with the County. Your candid responses will assist us in evaluating the County as an employer.

Section 1: Employment Information

1. Department/Division where you were employed:
   ________________________________________________

2. What was your job title? ____________________________________________________________

3. How long were you employed by Volusia County Government?   _____Years   _____Months

4. Did you leave County employment by: (Circle one response)
   a. Resignation          b. Retirement (normal)          c. Dismissal
   d. Retirement (disability)          e. Lay off          f. Other (explain) _____________
   g. Rejection of probation

5. What was your employment status?  [  ] Full-time  [  ] Part-time

6. Please check if you are:  [  ] Male  [  ] Female
   [  ] White          [  ] Black          [  ] Hispanic          [  ] American Indian/Alaskan
   [  ] Asian

7. Of the following types of work, which best describes your last job with the County?  (Circle one)
   a. Official/Administrator          b. Professional
   c. Technician          d. Protective Service
8. Are you leaving for any reason that would appear to be discriminatory on the basis of race, color, sex, religion, national origin, age, or disability/handicap?  [ ]
Yes  [ ] No  If yes, explain:
________________________________________________________________________
___________________

9. What did you like or dislike about working for the County?  (Circle one response for each it)

<table>
<thead>
<tr>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
</tr>
<tr>
<td>a. Challenging work</td>
<td></td>
<td></td>
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<tr>
<td>b. Opportunity to serve the public</td>
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<tr>
<td>c. Employee training programs</td>
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<tr>
<td>d. Relationship with co-workers</td>
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<td>e. Salary</td>
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<td>f. Promotional opportunities</td>
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<td>g. Merit Pay</td>
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<td>h. Employee Benefits</td>
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<td></td>
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<tr>
<td>i. Vacation Leave Accrual Rate</td>
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<td></td>
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<tr>
<td>j. Sick Leave Accrual Rate</td>
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<tr>
<td>k. Information on Job Openings</td>
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<td>l. Orientation to your Department</td>
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<td>m. Flexible work schedule</td>
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<td>n. Work location</td>
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<td>o. Job security</td>
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<tr>
<td>p. Resolution of Complaints/Grievances</td>
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</tbody>
</table>

Section 2: Reasons for Leaving

The following questions apply only to those employees who left County employment voluntarily through resignation or retirement. Others should skip to Section 4, Question 33.

Listed below are possible reasons for leaving employment. Please indicate how important each of the following reasons was in influencing your resignation.  (Circle one response for each item)

<table>
<thead>
<tr>
<th>A - Very Important</th>
<th>B - Somewhat Important</th>
<th>C - Less Important</th>
<th>D - Not at all Important</th>
<th>E - Does Not Apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Did not enjoy work anymore</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
</tr>
<tr>
<td>11. Desire to retire</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
</tr>
<tr>
<td>12. More interesting job</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
</tr>
<tr>
<td>13. Higher paying job</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
</tr>
</tbody>
</table>
14. Higher level position  
15. Knowledge and skills not utilized  
16. Personal/Family health  
17. Childcare  
18. Problems with supervisor  
19. Too much pressure  
20. Excessive overtime/unsatisfactory hours  
21. Transfer unavailable  
22. Criticism of County workers  
23. Job security  
24. Insufficient training  
25. Better working conditions  
26. Lack of communication from management  
27. Better fringe benefits  
28. Other (please explain)  

Section 3: Background Information  

29. What was your age when you left County employment?  
   a. under 21  b. 21 – 29  c. 30 – 39  d. 40 – 49  
   e. 50 – 59  f. 60 – 65  g. over 65  

30. What was your salary range when you left County employment?  
   a. 0 - 9,999  b. 10,000 - 14,999  c. 15,000 - 19,999  d. 20,000 - 24,999  
   e. 25,000 - 29,000  f. 30,000+  

31. What is your highest educational level?  
   a. 11th grade or less  b. High school diploma  c. 1-2 years college  
   d. 3-4 years college  e. College degree  f. Some post-graduate work  
   g. Graduate degree  h. Doctorate  

Section 4: General Information  

32. How could the overall County employment system be improved?  

33. What changes would have made you inclined to stay with Volusia County Government?  

34. Would you consider returning to work for Volusia County?  
   [ ] Yes  [ ] No  

35. List additional comments or recommendations that you feel would improve employment with the County of Volusia.