

**Internal Operations Manual**

**SUBJECT:** Exit Interviews

**NUMBER:** 107-04-090

**DIVISION:** Operations Division, Personnel Section

**EFFECTIVE DATE:** 02-06-03

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**APPROVED:** Signature on File with Office of Business Administration

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**POLICY/  
PURPOSE:**

The purpose of this policy is to give each resigning employee the opportunity to offer feedback on his or her employment at the Department of Administrative Services (DAS). This feedback will provide DAS with the employee view of our strengths and weaknesses so that improvements in all areas can continue to be made by DAS managers. Feedback can be given in an exit interview, a questionnaire, or both.

**APPLICABILITY:** All Exiting DAS Employees

**ATTACHMENTS:** Exit Interview Questionnaire

**GUIDELINES:**

- I. The Division Administrator or immediate supervisor contacts the departing employee to offer and schedule an exit interview.
- II. Participation is optional and the employee must be told this. Interview or questionnaire answers will not become a part of an individual's personnel file.
- III. Information gathered from either the questionnaire and/or interview shall be used to identify the following items:
  - Sources of employee morale problems
  - Turnover patterns
  - Barriers to diversity
  - Components of a short- and long-range agency management plan
  - Training needs
- IV. The Division Administrator, immediate supervisor, or Personnel can conduct the exit interview. Trends reported to the Executive Staff will use broad groupings to ensure privacy.
- V. The departing employee may complete an exit information questionnaire instead of, or in addition to, an exit interview.

Internal Operations Manual

Exit Interviews

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**PROCEDURES:**

**Step** **Responsible Party**

**Action**

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|----|--|--|
| 1. | Employee                                   | Notifies employer in writing of their last day of work.  |
| 2. | Supervisor, Personnel,<br>or Administrator | Contacts the employee to offer an exit interview, the opportunity to complete the exit information questionnaire, or to do both. |

**For the Interview**

- a. Schedule the time and place.
- b. Make notes of the pros and cons discussed during the interview. If the employee objects to note taking or would be more comfortable without them, wait until the interview ends then write a brief summary of the information received.
- c. Send notes or summary to Personnel.

**If Questionnaire**

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|----|--|--|
| 3. | Supervisor, Personnel,<br>or Administrator | Sends electronic (or hard) copy of the Exit Questionnaire to the resigning employee several days before their departure date and/or exit interview.                            |
| 4. | Employee                                   | Completes the Exit Interview Questionnaire and sends the completed form to Personnel or, if scheduled for an interview, takes the form to the person conducting the interview. |
| 5. | Personnel                                  | Gives a biannual report of the Exit Interview information findings to the Executive Staff. Offers suggestions for change and asks for staff input.                             |
| 6. | Supervisor, Personnel,<br>or Administrator | Implements changes as suggested in the Exit Interviews agreed on by Executive Staff.   |

Interviewed By \_\_\_\_\_  
Date of Interview \_\_\_\_\_

**DEPARTMENT OF ADMINISTRATIVE SERVICES  
EXIT INTERVIEW QUESTIONNAIRE**

Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

Division: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Location: \_\_\_\_\_

Effective Separation Date: \_\_\_\_\_

What are your major reasons for first deciding to leave the Department of Administrative Services? (Check all that apply and rank according to importance, 1-little importance, 5-main reason)

- |  |  |
|--|--|
| <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 |
| <input type="checkbox"/> Advancement opportunities | <input type="checkbox"/> Excessive job pressure        |
| <input type="checkbox"/> Retirement                | <input type="checkbox"/> Dismissal                     |
|  | <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 DAS.

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

Excellent       Good       Needs Improvement       Poor       N/A

2. Rate the training you received for your position and what you feel was missing.

Helpful: \_\_\_\_\_

\_\_\_\_\_

Missing: \_\_\_\_\_

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

Excellent       Good       Needs Improvement       Poor       N/A

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

Excellent       Good       Needs Improvement       Poor       N/A

Additional comments regarding communication of policies in your division or DAS.

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

Excellent       Good       Needs Improvement       Poor       N/A

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

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6. Rate the working relationship between supervisors and employees.

Excellent       Good       Needs Improvement       Poor       N/A

Comments: \_\_\_\_\_

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

Excellent       Good       Needs Improvement       Poor       N/A

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

Excellent       Good       Needs Improvement       Poor       N/A

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:

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10. Rate the handling of complaints. (If applicable)

A. How did you feel about the handling of your complaint 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 complaints:

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11. Rate the adequacy of salary increases.

Excellent       Good       Needs Improvement       Poor       N/A

12. Rate the employee performance evaluation system.

A. Timeliness of evaluations.

Excellent       Good       Needs Improvement       Poor       N/A

B. How well did the evaluation system allow for constructive suggestions?

Excellent       Good       Needs Improvement       Poor       N/A

C. Suggestions for improving the performance evaluation system:

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

Excellent       Good       Needs Improvement       Poor       N/A

What suggestions do you have to improve employment conditions in your division or DAS?

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Additional comments on what you think works well in your division and DAS?

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

Excellent       Good       Needs Improvement       Poor       N/A

What suggestions do you have to improve employment conditions at DAS?

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

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

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