

CHAPTER: 500

Personnel/Human Resources

DEPARTMENT ORDER:

516 – Employee Exit Interview and Exit Survey

OFFICE OF PRIMARY RESPONSIBILITY:

HR

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N/A

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ACCESS

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Arizona Department of Corrections Rehabilitation and Reentry



Department Order Manual

A handwritten signature in black ink, appearing to read "Ryan Thornell", written over a horizontal line.

Ryan Thornell, Director

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PURPOSE

This Department Order establishes the Department’s Employee Exit Interview and the Arizona Department of Administration (ADOA) Exit Survey instruments used to identify reasons why employees voluntarily resign or voluntarily transfer. The Employee Exit Interview instrument shall be utilized to determine if there are management actions that may be taken to encourage employees to remain with the Department. Both instruments shall be used to provide data to identify the most common reasons employees voluntarily separate. The obtained information may then be used to develop methods to reduce regrettable staff turnover and to plan and implement future programs or systems that address common employee concerns.

APPLICABILITY

This Department Order applies only to Department employees who voluntarily resign or transfer to another State of Arizona agency. It does not apply to employees who retire, are dismissed, or who resign in lieu of dismissal.

RESPONSIBILITY

The Human Resources and Development Group (HRDG) Deputy Chief Human Resources Officer or designee is responsible for oversight of the Employee Exit Interview and the online ADOA Exit Survey process, to include:

- Developing, evaluating and recommending revisions to instruments.
- Evaluating data and developing required reports.

Administrators (i.e., Deputy Director, Assistant Directors, Regional Operations Directors, Wardens, Deputy Wardens, or Bureau Administrators) shall be responsible for ensuring Employee Exit Interviews and ADOA online Exit Surveys are:

- Conducted with employees who voluntarily resign or transfer to another State of Arizona agency in a manner that ensures confidentiality.
- Used as a tool to attempt to retain staff who have indicated their intention to resign, if applicable.
- Used to address issues/problems identified by staff, with the intent of resolving the issues/problems in a manner which will improve staff retention.

PROCEDURES

1.0 ADMINISTRATIVE REQUIREMENTS

- 1.1 The Administrator shall notify the Human Resources Liaison during the same workday of receipt of an employee’s resignation or notice of resignation (i.e., Resignation/Retirement/Transfer to Other Arizona State Agency, Form 516-4).
- 1.2 The Human Resources Liaison shall:
 - 1.2.1 Have employees complete the online ADOA Exit Survey prior to their last date of employment, preferably within three workdays of receipt of notification.

- 1.2.2 Contact the HRDG Human Resources Operations Unit if he/she has any questions concerning the online ADOA Exit Survey process.
- 1.3 Within three workdays of receipt of an employee resignation from the Human Resources Liaison, the appropriate Administrator shall conduct an Employee Exit Interview if the employee is resigning in accordance with the Applicability statement. The Employee Exit Interview is available online at <https://www.surveymonkey.com/r/exitinterviewADC>.
 - 1.3.1 The responsibility may not be delegated below the level of Associate Deputy Warden or Unit Administrator. Additionally, the resigning employee's immediate supervisor shall not conduct the Employee Exit Interview.
 - 1.3.2 Employee Exit Interviews of the Deputy Directors and Assistant Directors shall be conducted by the Director or designee.
- 1.4 The HRDG Human Resources Classification and Compensation Unit staff shall:
 - 1.4.1 Analyze data from Employee Exit Interviews and online ADOA Exit Surveys for statistical reporting and produce reports quarterly including results/responses as a survey summary broken into the following sections:
 - 1.4.1.1 Completion Rates by Complex/Division
 - 1.4.1.2 Complex Summary - An overview listing the monthly survey numbers (statewide) and the total surveys completed by complex/division.
 - 1.4.1.3 Exit Interview Results:
 - 1.4.1.3.1 A summary of resignation reasoning.
 - 1.4.1.3.2 Completion rates by complex categorized by employment opportunities, family, pay, relocation to another state, school location, treatment by administration, treatment by supervisor, and hours.
 - 1.4.2 Notify the Chief Human Resources Officer or designee if significant trends are identified concerning the reason(s) why employees are resigning.

2.0 CONDUCTING THE EMPLOYEE EXIT INTERVIEW

- 2.1 The appropriate Administrator or designee shall document the employee's responses, all action(s) taken to resolve any issue(s) to retain the employee, and the personnel contacted to solve any issue(s) on the Employee Exit Interview instrument, if applicable.
- 2.2 The following issues, at a minimum, shall be discussed during the Employee Exit Interview:
 - 2.2.1 The specific problem(s)/reason(s) for the employee's resignation.
 - 2.2.2 The specific method(s) attempted to resolve any problem(s)/issue(s) identified as the reason(s) for leaving the Department, if applicable.
 - 2.2.3 The specific measures which would influence the employee to remain in his/her current position, if applicable.

- 2.2.4 The specific problem(s)/issue(s) at a minimum that would have to be resolved to the employee's satisfaction for him/her to continue employment with the Department, if applicable.
- 2.2.5 The possibility of withdrawing his/her resignation while issue(s)/problem(s) are being addressed, if applicable.
 - 2.2.5.1 An employee may submit a written request to withdraw a resignation to the approving authority no later than the end of the next workday. The approving authority may agree to a later withdrawal of the resignation.
 - 2.2.5.2 The decision to accept or reject resignation withdrawals shall be at the discretion of the approving authority in accordance with Department Order #601, Administrative Investigations and Employee Discipline.
- 2.3 The individual who conducted the exit interview shall:
 - 2.3.1 Research issues of concern raised by the employee, if deemed necessary.
 - 2.3.2 If, at the conclusion of the interview process, the employee determines that he/she wishes to continue with the resignation process, ask him or her:
 - 2.3.2.1 To complete the online ADOA Exit Survey prior to his/her last date of employment.
 - 2.3.2.1.1 Employees may utilize a kiosk available in the Human Resources Office or be sent a link to their personal or professional email.
 - 2.3.2.2 If he/she would donate his/her Correctional Officer Series uniform(s) as outlined in Department Order #503, Employee Grooming and Dress, if applicable.
 - 2.3.3 Provide reapplication information materials to Department employees who resign in good standing. Reapplication materials are distributed to Wardens and Bureau Administrators by HRDG.
 - 2.3.4 If a resolution resulting in the retention of the employee is agreed upon at the conclusion of the Employee Exit Interview, issue an email to the Deputy Chief Human Resources Officer within three workdays outlining the action, such as:
 - 2.3.4.1 Adjusted or flexible work scheduling.
 - 2.3.4.2 Rotation of staff within the same institution or unit in accordance with Department Order #524, Employee Assignments and Staffing.
 - 2.3.4.3 Reassigning supervision to a different supervisor.
 - 2.3.4.4 Utilization of Department authorized counseling in accordance with Department Order #521, Employee Assistance Program.
 - 2.3.4.5 Use of accrued leave or compensatory hours.
 - 2.3.4.6 Other reasonable resolution.

3.0 ADOA EXIT SURVEY PROCESS

3.1 ADOA Exit Surveys may be completed anonymously and shall be completed as follows:

3.1.1 Applicable employees who are unable to complete the Exit Survey online in the Human Resource Office shall be emailed the link to the online ADOA Exit Survey.

3.1.2 Employees are not required to provide their name or Employee Identification Number (EIN).

4.0 CONFIDENTIALITY

4.1 Responses to surveys shall be confidential to the extent that the information shall not be included in the employee's Personnel File and the employee's name shall not be used in Summary Reports.

4.2 Employees with a valid need to know shall have access to online ADOA Exit Survey information. Some confidentiality may be breached in the event the Department is required to conduct an investigation.

FORMS LIST

516-4, Resignation/Retirement/Transfer to Other Arizona State Agency

Employee Exit Interview – Survey Monkey: <https://www.surveymonkey.com/r/exitinterviewADC>