

Date: June 29, 2022

To: Thomas B. Modica, City Manager 

From: Joe Ambrosini, Director of Human Resources 

For: Mayor and Members of the City Council

Subject: **EMPLOYEE EXIT SURVEY AND POLICY**

On September 18, 2018, the City Council directed the City Auditor to conduct an audit of the hiring, training, and onboarding practices of the Human Resources Department (HR). The audit was completed in September of 2019 and found that the City of Long Beach's (City) onboarding program and policies were generally adequate, with several positive areas and best practices in place. Additionally, the audit noted that opportunities exist for the City to improve its onboarding program and policies. One of the recommendations resulting in the Audit findings included developing an exit interview policy that would include a standard employee exit survey, determine the delivery method, and require that results are provided to HR for trend analysis in order to improve onboarding and employee retention.

The Audit recommendation identified the following needs:

- A citywide Exit Interview Policy
- A standard Employee Exit Survey
- Results provided to Human Resources for trend analysis
- Results utilized to improve onboarding and employee retention

HR researched the City's standard ten comparator agencies as well as internal Departments for current exit interview protocols, exit interview questions, and surveys to develop an exit interview process that aligns with the Audit recommendations.

The Human Resources Department has developed a voluntary employee exit survey policy and survey to be used as a tool to assess overall employee experience and to identify opportunities to improve employee retention and engagement.

A. Delivery of Employee Exit Survey to Exiting Employees

1. Departments shall provide exiting employees with the electronic link (<https://forms.office.com/g/tiRRuEc5sG>) to the online survey or a hardcopy survey.
2. Departments shall advise employees completion of the employee exit survey is voluntary and that employees are not required to provide their name.
3. Departments shall allow employees time to complete the employee exit survey during scheduled work hours.

4. Employees shall be encouraged to complete the employee exit survey as soon as possible and prior to their last day of employment in their current position.
5. Employees shall be allowed to complete the survey independently without the influence of others.
6. To the extent possible, employees shall be provided with the electronic link to the online survey and access to a compatible electronic device such as a desktop computer, laptop, tablet, etc., for use in taking the survey.
7. For employees without access to a compatible electronic device, departments shall provide a hardcopy survey and a sealable envelope.
 - i. Upon completion, employees shall place the hardcopy survey in the envelope, seal it, and return it to their department's Payroll/Personnel Assistant for transmittal to the Department of Human Resources.

B. Analysis of Employee Exit Survey Results

1. Employee exit survey results will be collected in the data repository and reviewed by the Department of Human Resources to preserve employee anonymity and confidentiality.
2. Departments are encouraged to utilize employee exit survey results to evaluate their operational decision-making in areas such as training, recruitment, retention efforts, etc.
3. Allegations of unlawful discrimination, harassment, fraud, and/or misconduct reported on an employee exit survey will be forwarded to the appropriate authority for investigation.

C. Distribution of Employee Exit Survey Results

1. The Department of Human Resources will provide monthly reports to Department Heads and/or Executive Directors on employee exit survey results, trends, opportunities, and areas for potential improvements.
2. Employee exit survey results will not be distributed to departments until after the exiting employee has separated from the City.
3. The Department of Human Resources may share information with the City Manager and/or limit information to departments as appropriate.

The Human Resources Department developed this policy and survey collaboratively with feedback provided by the department's Administrative Officers and final review by the City Attorney's Office. Subsequently, the City initiated the meet and confer process with all Labor Unions and concluded on April 7, 2022.

Attached is the policy and survey for your review and signature. The Human Resources Department will implement the Employee Exit Survey Policy and survey effective July 1, 2022.

Human Resources Employee Exit Survey Policy

June 29, 2022

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Should you have any further questions, please contact Fred Verdugo, Deputy Human Resources Director at (562) 570- 5045.

ATTACHMENTS - A - EMPLOYEE EXIT SURVEY POLICY
B - EMPLOYEE EXIT SURVEY

CC: CHARLES PARKIN, CITY ATTORNEY
DOUGLAS P. HAUBERT, CITY PROSECUTOR
LAURA L. DOUD, CITY AUDITOR
LINDA F. TATUM, ASSISTANT CITY MANAGER
TERESA CHANDLER, DEPUTY CITY MANAGER
APRIL WALKER, ADMINISTRATIVE DEPUTY CITY MANAGER
KEVIN LEE, CHIEF PUBLIC AFFAIRS OFFICER
MONIQUE DE LA GARZA, CITY CLERK (REF. FILE #[18-0798](#))
DEPARTMENT HEADS



CITY OF LONG BEACH

PERSONNEL POLICIES + PROCEDURES

Policy 1.12	Employee Exit Survey
	Effective Date: July 1, 2022

I. SCOPE

Applicable to all City departments and offices responsible directly to the City Manager. It is also requested that elective offices and other independent offices and departments of the City comply with these procedures in the interest of administrative uniformity.

II. POLICY STATEMENT

The City of Long Beach will conduct a voluntary employee exit survey to assess the overall employee experience and to identify opportunities to improve employee retention and engagement.

III. REASON FOR THE POLICY

To ensure exiting employees are provided with an opportunity to provide feedback and for the City to collect comprehensive responses in a consistent and standardized format.

IV. DEFINITIONS

A. Employee

A person occupying a position of employment with the City of Long Beach.

B. Exiting Employee

An employee leaving their position and separating from the City.

C. Employee Exit Survey

The standardized employee exit survey developed by the Department of Human Resources to be used as a tool to assess overall employee experience. It's available as an online survey or hardcopy survey.

D. Data Repository

The electronic platform managed by the Department of Human Resources that will store the data collected from employee exit surveys.

V. PROCEDURE**A. Delivery of Employee Exit Survey to Exiting Employees**

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APPROVED:



Thomas B. Modica
City Manager

6-29-2022

Date

Employee Exit Survey

The City is committed to providing a professional work environment for its employees and your feedback is critical to identify areas we can focus on improving. Your participation in this survey is voluntary and there will be no adverse consequences for participating or declining to participate. Please be as honest as possible. Individual responses will remain confidential. We appreciate your taking a few minutes to answer the following questions. Your feedback helps us to maintain a high standard of service and continue to improve where necessary.

Employee Name (Optional): _____ Last date of employment: _____

Job Title/Classification: _____ Department: _____

Reasons for Leaving

What are the reasons for leaving? Select one or more:

Higher pay		Better benefits		Better career opportunity		Family and/or personal reasons		Position/Assignment not a good fit	
Improved work life balance		Career change		Commute		Opportunity to work remotely/Hybrid work schedule		Overwhelming workload	
Conflict with other employees		Conflict with managers		Office/Department culture		Retirement/Leaving the workforce			
Other: _____									

Your Job	Strongly Disagree	Disagree	Agree	Strongly Agree
There were opportunities for advancement				
The workload was manageable				
Sufficient resources and staff were available				
Your skills were effectively used				
You had access to adequate training and development programs to advance your job knowledge and skills				
You enjoyed the work you were doing				
The workload was distributed fairly to team members				
You had tools/resources necessary for you to perform your job duties				
<i>Please provide any additional comments regarding your job:</i>				

Your Supervisor	Strongly Disagree	Disagree	Agree	Strongly Agree
Had sufficient knowledge of the job				
Recognized and acknowledged achievements				
Offered and promoted ways to assist your development				
Provided constructive feedback				
Clearly communicated their expectations to you				
Clearly communicated decisions				
Met with you to discuss your performance				
Was available when needed				
Gave fair and equal treatment				
<i>Please provide any additional comments regarding your Supervisor.</i>				

The City	Strongly Disagree	Disagree	Agree	Strongly Agree
You were updated on new developments and policies				
There were opportunities for professional growth throughout the City				
There were opportunities for advancement with the City				
The pay was equitable				
The benefits package was comprehensive				
The City is committed to racial equity and inclusion				
The City fosters an environment where employees are comfortable raising concerns				
<i>Please provide any additional comments regarding the City:</i>				

Future Work

- Would you work in the Department again? Y N
- Would you work in the work unit again? Y N
- Would you recommend your department to prospective employees? Y N
- Would you recommend the City to prospective employees? Y N

Reflection

Is there anything the Department could have provided to retain you as a Department employee?

Do you have suggestions for improving the position you are leaving and/or improvements the Department can make?

What was the best thing about your job?

What was the least favorite thing about your job?

Tell us about the best day in your position?

Tell us about the worst day in your position?

Any Additional Comments:

Contact Information (Optional)

If you wish to be contacted by Human Resources for any further discussion, please indicate below:

Yes No

Contact information: _____

Thank you

We appreciate your taking the time to complete the employee exit survey. Your feedback is appreciated and will help us to continue to improve where necessary. Thank you for your service to the City of Long Beach.