

Exit Interview Policy and Process

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Prepared by:	Joanne Kelly Human Resources and Organizational Development
Recommended by:	General Manager of Corporate Services

Report Summary

This report provides information regarding the Exit Interview Policy. It also provides information relating to the process and costs associated with engaging a third-party consultant to conduct exit interviews.

Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This report refers to operational matters and has no connection to the Community Energy & Emissions Plan (CEEP).

Financial Implications

There are no financial implications associated with this report.

Background

Exit interviews provide the opportunity to identify trends and patterns in employee turnover and can inform internal changes to policy, workplace practices, compensation and career development opportunities. However, because exit interviews are often completed by employees who may have been dissatisfied based on their specific experience, the data is often skewed toward capturing negative feedback and can disproportionately reflect a negative experience. Therefore, while valuable, exit interviews should be considered alongside other employee feedback mechanisms, such as the employee engagement survey to obtain a broad view of employee perspectives.

Included is the current exit interview policy and procedure (Appendix 1) as well as the exit interview questionnaire (Appendix 2).

Summary of Exit Interview Policy and Process

The *Exit Interview Policy and Procedure* outlines that any permanent full-time employee who voluntarily leaves the City of Greater Sudbury is eligible to participate in the exit interview process.

A summary of comments received is shared with Council on a regular basis during the CAO’s closed quarterly report to Council in Closed Session.

The following outlines the activity relating to exit interviews:

Year	Surveys issued	Surveys declined	Survey completed	Interviews conducted
2023	9	1	8	1
2024	5	0	5	5

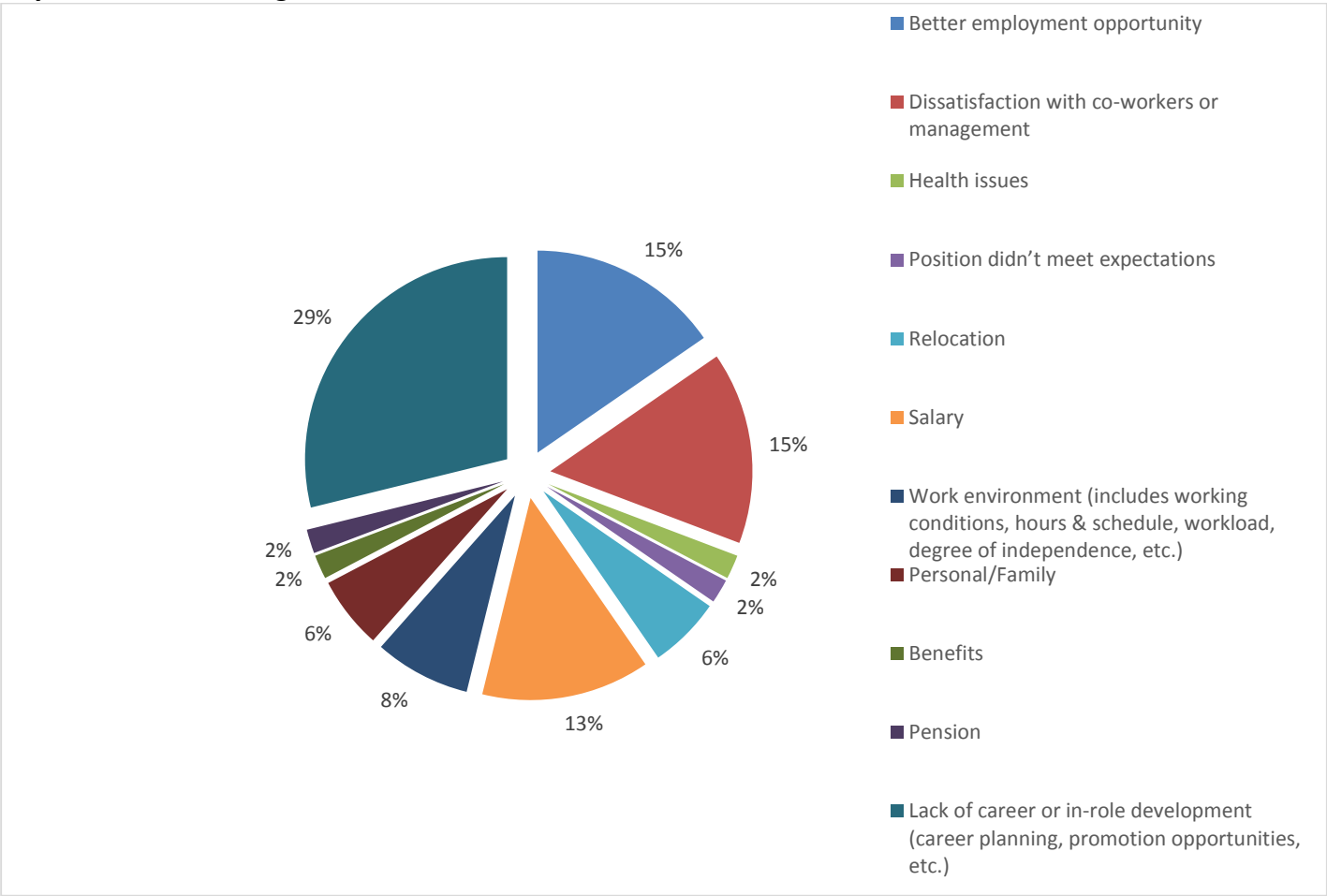
There have been 146 permanent full-time employees who left the organization since January 1, 2023.

Themes of exit interviews

Positive elements of the employee experience

- Positive experience with welcoming and supportive colleagues, leading to enjoyable interactions.
- Proud of accomplishments, community impact, and the variety of responsibilities.
- Enjoyed being involved in the process of improving service delivery.
- Enjoyed working with passionate employees.
- Valued building relationships and contributing positively to the department's progress.
- Ability to make use of capability and potential.
- Opportunity to grow professionally.

Key reasons for leaving



Summary by factor

Better employment opportunity

- Opportunity to take on leadership role.
- Compensation structure had more flexibility (e.g. merit-based pay structure).
- Anticipated improvement to work/life balance.

Dissatisfaction with co-workers or management

- The work environment presents significant challenges, including a high workload and, for non-union staff, unpaid overtime.
- Disrespect and negative treatment from members of the community and Council.
- Lack of performance feedback.
- Inconsistent treatment of staff by some leaders.
- Lack of understanding from the senior leadership of operational priorities and requirements, which makes it challenging to meet unrealistic expectations, at times.
- Lack of recognition for senior leaders in the organization.

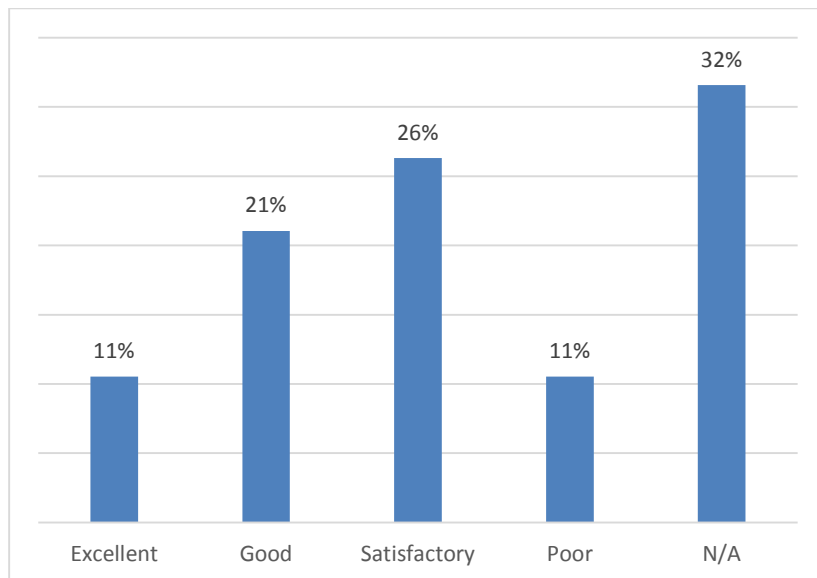
Lack of career development AND Lack of in-role development

- Limits to career advancement; further, the administrative burden is too great to focus on skill development.
- Not receiving the training required to effectively perform the role.

Work environment (includes working conditions, hours and schedule, workload, degree of independence, etc)

- Work/life balance is not possible in some areas and those boundaries are not respected.
- Work is made difficult working with difficult people and bureaucratic systems.
- Not receiving the resources required to effectively perform the role.

Overall employee experience

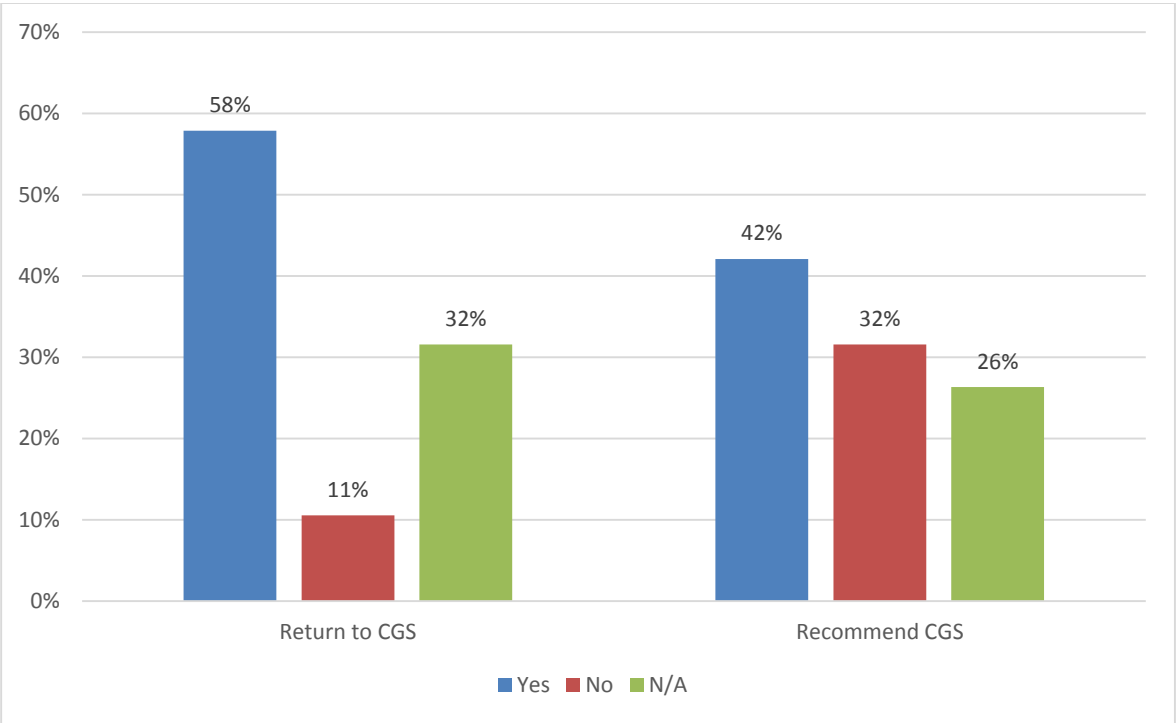


Recommend CGS as an employer

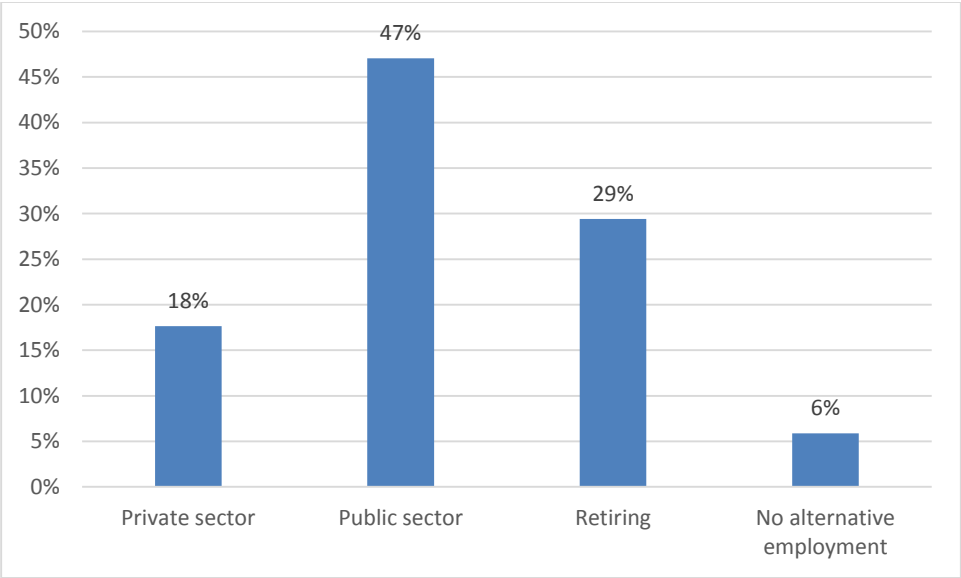
A part of the exit survey probes whether a departing employee would:

- a) Return to CGS at some point in their career.
- b) Recommend CGS as an employer to friends and/or family.

The majority of departing employees would be willing to return to CGS at some point in their career, but fewer would recommend CGS to friends and/or family.



Type of employment that departing employees are moving to:



Human Resources is currently in the process of revising our exit interview process which is anticipated to increase the number of respondents and reinforce that each departing full-time permanent employee can request a verbal exit interview. All employees can participate in an online questionnaire but reaching departing / departed employees can be challenging where personal email addresses or phone contacts are unknown. In the current state, there are too many departing employees to conduct verbal exit interviews.

There is an opportunity to revise our current process to improve the exit interview response rate. One change would be to externalize verbal exit interviews, when requested, and have them conducted by a third party.

	Vendor 1	Vendor 2
One-time account set up	\$2,500	n/a
Verbal exit interview	\$100/interview	\$40/interview
Semi-annual analysis report	\$2,500	n/a

When research was conducted into how our municipal counterparts managed exit interviews, the following results were identified.

	Kitchener	Halton	Guelph
Verbal interview offered to all eligible employees	No	Yes	No
External vendors used to conduct verbal interviews	No	No	No
Online questionnaire used to conduct interviews	Yes	Yes	Yes

Resources Cited

There were no other resources cited to produce this report.