

## 5.2.9 Exit Survey and Exit Interview

### (a) Policy

- (1) California Correctional Health Care Services (CCHCS) and Division of Health Care Services, California Department of Corrections and Rehabilitation (CDCR) shall provide permanent and limited-term employees who are voluntarily separating from CCHCS/CDCR (e.g., transfer to another state agency, resignation, retirement) or laterally transferring to a different CDCR facility or CCHCS program, the opportunity to participate in the CCHCS Exit Survey and Exit Interview (ESEI) process.
- (2) The ESEI process is voluntary. Employees are not required to participate in any aspect of the process, but are encouraged to do so. Employees may choose to only complete the online Exit Survey or only participate in an Exit Interview. Participation in one aspect of the process does not mandate participation in the other.

### (b) Overview

- (1) Employee turnover can be one of the greatest financial costs to an organization in addition to the operational costs, as remaining staff are impacted with increased workload and the potential loss of valuable knowledge. The benefits of determining the cause(s) of employee turnover and increasing employee retention are evident on both a strategic and practical level.
- (2) The ESEI shall provide CCHCS information on those factors that most commonly predict attrition and retention (i.e., the work environment, organizational culture, applicability of processes and systems, and quality of management). The ESEI process is generally seen by existing employees as a sign of a positive organizational culture. The process is designed to discover the causes behind employees' separating or transferring, share the information with executive leadership and ultimately result in improvement to the organization.
- (3) The ESEI process shall provide the separating or transferring employee an opportunity to:
  - (A) Provide feedback;
  - (B) Leave the organization, CDCR facility or CCHCS program feeling valued; and
  - (C) Potentially create a path for return in the future.
- (4) The ESEI process offers both a quantitative process, one of data points and anonymity and a qualitative process, one of communication and engagement. Together, they are designed to target the way individuals choose to convey information. The ESEI process is designed to create a multi-targeted assessment of the underlying causes of employee turnover. As such, all employees who engage in the Exit Interview are encouraged to complete the online Exit Survey so that all necessary data points can be captured.

### (c) Purpose

The data from the ESEI process, combined with other human resources metrics (e.g., vacancy rates, length of vacancies, employee movement within CCHCS), will provide executive leadership with an understanding of employment trends and employee needs so that CCHCS can create mechanisms to improve recruitment and retention strategies aimed at addressing employee issues.

### (d) Procedure

- (1) In order to ensure all employees are given the opportunity to participate in the ESEI process, upon notification of an employee voluntarily separating or laterally transferring, the employee's manager/supervisor, designee, or assigned Personnel Liaison shall initiate the ESEI process no later than two weeks before the employee's last day of physical work.
- (2) The employee's manager/supervisor shall access the CCHCS Service Portal via the Lifeline intranet page, then click on the Employee Separation tab under Human Resources to report the details of the employee separation or transfer to initiate the ESEI process. The CCHCS Service Portal shall auto-generate an email notification of the employee's separation to the Workforce Development and Talent Management (WD&TM) Section via the ESEI inbox at [CCHCSExitSurvey@cdcr.ca.gov](mailto:CCHCSExitSurvey@cdcr.ca.gov).
- (3) **Exit/Transfer Survey**
  - (A) The WD&TM Section shall send an email to the separating or transferring employee upon receipt of the CCHCS Service Portal notification. The email shall contain a link to either an Exit Survey or a Transfer Survey, depending on the separation type and an option for the employee to express their interest in participating in an Exit Interview by responding to the email.
  - (B) Employees shall have access to the electronic Exit or Transfer Survey during their last two weeks at work.
  - (C) Employees shall be allowed sufficient state time and use of a state computer to complete the survey prior to their last day of work.

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Health Care Department Operations Manual

**(4) Exit Interview**

**(A) Difficult to Recruit Classifications**

1. Upon receipt of a separation notification for those classifications deemed difficult to recruit, the assigned WD&TM Section Manager shall automatically schedule an Exit Interview, although participation remains voluntary.
2. Difficult to recruit classifications include:
  - a. Nurse Practitioner
  - b. Physician Assistant
  - c. Physician and Surgeon
  - d. Staff Psychiatrist
  - e. Psychiatric Nurse Practitioner

**(B) Employee Requested**

1. The Exit Interview shall be conducted by the assigned WD&TM Section analyst/manager during the last week of employment and should take approximately 30 minutes to conduct. The employee's direct supervisor shall not attend.
2. The Exit Interview shall be scheduled at a mutually convenient time for the separating or transferring employee and the WD&TM Section analyst/manager.
3. If an employee declines an Exit Interview but communicates verbally or in writing the reasons for the decision to separate or transfer directly to their supervisor/manager, the supervisor/manager shall document this information in an email and send to [CCHCSExitSurvey@cdcr.ca.gov](mailto:CCHCSExitSurvey@cdcr.ca.gov). If the information was relayed in a written format, the written document from the separating or transferring employee shall also be sent directly to [CCHCSExitSurvey@cdcr.ca.gov](mailto:CCHCSExitSurvey@cdcr.ca.gov).

**(5) Reporting**

The WD&TM Section provides a quarterly Exit Survey Interview report for Human Resources leadership and executives to review outcomes and reported trends. Any potential legal issues or concerns identified shall be addressed via a separate formal reporting method, which includes the sharing of high-level results of the ESEI process with Directors/Deputy Directors when a concern has been identified. Reported concerns will not be associated with individual survey data, and all anonymity shall be protected.

**Revision History**

Effective: 05/2017

Revision: 08/2021