

HR Off Boarding Sub-committee meetings

San Mateo County (with Conrad Fernandes)

- <https://www.smcgov.org/hr/exit-survey>
- Less than 5% participate (less than 1% in some departments)
- Very few phone exit interviews are done (same questions as survey for consistency)
 - Most submit the online survey (5 questions)
- Still working through how/when to share feedback to leadership (quarterly, twice a year, etc.)
- Don't send reminders to people after they have left
- He recommends we automate the exit survey process if possible
- They also send out an engagement survey that they use a third-party vendor to manage
 - They ask a question about if the employee plans to leave the county in the next year
 - Have been using these surveys for over ten years
- Each department assigns an "engagement champion" and is tasked with coming up with recommendations based on the data collected from the engagement survey
- Organizational changes have happened based on data collected from the engagement surveys, not so much from the exit surveys
- Conduct "stay" interviews to check in with employees from time to time to make sure they are satisfied and learn more about their pain points so they can address them before it is too late
 - Not every department conducts these interviews

Contra Costa County – Risk Management (with Cristina Perez)

- Only for permanent voluntary or retirement
 - 2-3 employees a year
- 19-20 questions in person 1-on-1, collect County property
- Data shared with Director who then shares with respective Manager
 - Not aware of implementation of data; left to discretion of Director and Manager
- No formal or informal interdepartmental exit process best practices
- Offer later survey if not comfortable with in-person exit interview
- Open to suggestions from sub-committee for improvement
 - Continue with in person process, and if more to say, direct to county-wide process for more information

Santa Clara County – Employee Services Agency (with Brandon Pham and Nicodemus Geefay)

- Exit interview process is a bit disjointed, not centralized
- As of now, departments run their own exit surveys but are starting to use a broader, county-wide exit survey though still managed by each department
 - Most interviews are done in person, but some departments will conduct phone interviews
 - Within ESA, everyone who leaves is supposed to fill out both their exit survey and the county-wide exit survey
- No exit interview survey for employees who have been terminated
 - However, they conduct exit interviews for employees who are transferring to another department
 - Originally anyone who left a department gets a survey as if leaving the county to email on file one week after, even though only transferring between departments
- Automated process through their HR system - a survey link gets sent to personal email address of employee who recently left - saw a 10-20% response rate
 - Getting more and more email bounce backs
- Last January (2024) teamed up with Gallup on surveys that are given to employees throughout the year to gauge satisfaction
 - Ask for employee ID # in the survey but no other personal info - if the former employee chooses not to enter employee ID # then the survey is totally anonymous
 - Exiting employees have the option to submit anonymous feedback
- The survey data is downloaded into an excel file and then imported into Power BI to gather and analyze the data roughly every six months
 - ESA will sit with the departments to go over the data
- Turnover rates county-wide - 1.8% retirement, 3% resignation, <1% involuntary termination
- Two primary zones: automated survey link is sent by ESA (centralized) and departments are asked to try their best to conduct exit interviews before the employee leaves (decentralized)
- Suggestion: If really want to do something county-wide, then need assistance from top brass (i.e. Board of Supervisors) otherwise, will struggle to get all the departments to comply
 - If there is no mandate from Head of County, then timeline for implementation can take a long time.
- No new implementations made to departments or overall from data as recent implementation is too new

Alameda County – Public Works Human Resources (with Bismarck Blanco (HR Manager))

- General countywide exit survey sent; Departmental exit interview surveys done too.
- Not every employee gets exit survey
 - All supervisors have one to hand out.
- HR sometimes will get involved, if known issues exist.
 - Neutral analysts are used to conduct interviews.
- 60-70% survey completed
- If 2 weeks' notice is given, 1-page form given (resignation form).
 - If it is not filled out, HR will fill out form and add to exit interview packet.
- Exit interview vs. Engagement Survey
 - Training Office and Diversity Equity Office partner together
 - Online form does not work for all employees
 - Engagement Task Force has temporarily paused.
 - Questions for improvement should not be leading (ex. Male dominated field – Sheriff Office; “How do we add more females?”)
- Follow-ups are not performed after initial exit.
 - Follow-ups conducted if known issues exist (ex. 3 Hispanic women leaving department).
 - Can lead to internal investigations of department.
 - No improvements to exit survey by HR unless issues discovered.
- Can be anonymous, but not in Public Works.
 - Anonymous emails of issues can lead to internal investigations.
- Diversity Unit also handles complaints.
- Main focus currently is massive county-wide ADA Accessibility project to be completed by 2027.