

Approved: November 13, 2025
Resolution No. 25-131

Ogemaw County is committed to the development and retention of employees. To support this commitment, the Board of Commissioners has developed an Exit Interview process and survey.

In Human Resources terms, an exit interview is set of questions designed to elicit information from an employee who has decided to leave the organization. The exit interview can play an important part in understanding why employees choose to leave the organization.

The information received from each exit interview provides insight into the County's work environment and the factors that may lead to an employee's decision to leave the County. Trends can be identified that may lead to changes in employment practices and the work environment. The goals of any changes that are made will be designed to improve employee retention/reduce turnover.

- A. Summary. Several tools are available to conduct the exit interview. The exit interview can be conducted through (1) a face-to-face interview, or (2) an online exit interview that can be accessed on the County web page. The steps listed below should be followed.
1. Once an employee provides notice that they are leaving the County (i.e. retiring, resigning, etc.), the immediate supervisor should contact the County Administrator about the pending employee separation and request that the exit interview process be initiated. The supervisor should provide the employee's name, contact information and last date of employment.
 2. The Administrator will contact the employee and ask them to participate in the exit interview process. If the employee agrees to participate, they will be provided with the option of participating in a face-to-face interview and/or be given the option to complete the online exit interview available on the County web page.
 3. If an employee agrees to a face-to-face exit interview, they will also be asked to complete the online exit interview so data can be captured about the employee's experience working with the County. Capturing consistent data on several variables can provide valuable data that can be analyzed on an organization-wide basis or by individual departments to identify trends on why people are leaving.
 4. For employees who are not contacted prior to their leaving the County, the County Administrator will send the former employee a notice requesting that they participate in the exit interview process by way of the online survey and/or by

completing a paper version of the survey and returning it in a postage paid return envelope.

B. Exit Interview Guidelines.

1. The Administrator will attempt to conduct exit interviews for all employees who voluntarily separate from the County including employees leaving positions in elected offices.
2. Face-to-face interviews will be conducted by the Administrator. This means that the employee's direct manager or immediate supervisor should not conduct the exit interview. Having the Administrator conduct the face-to-face exit interview may improve the employee's comfort level in providing direct and honest feedback. The employee may invite one other person to attend the face-to-face interview. For employees not comfortable in participating in a face-to-face interview, online and paper and pencil options are also available as described above.
3. The exit interview is designed to solicit information from exiting employees about themselves, their department and management. Additionally, the interview will ask about satisfaction levels with different aspects of the organization that may have influenced their decision to leave the County.
4. Exit interviews are confidential and will be used by the County to identify trends as to why people are leaving and which may lead to changes in employment practices designed to improve the County work environment and improve employee retention.

C. Conducting the Face-to-Face Interview.

1. An attempt will be made to conduct the interview at least one week before the employee's departure date.
2. Exit interviews are voluntary, informal and confidential. Employees who do not wish to participate in a face-to-face interview will be invited to complete the online survey available on the County web page.
3. Participating employees should be allowed to express their thoughts and feelings without interruption.
4. The role of the Administrator is to gather information and stay objective. Personal comments and opinions are not to be inserted.

- D. Follow-up Steps. The Administrator will periodically review the information captured in online surveys to analyze the data that has been collected. Once the analysis is complete, the Administrator will develop one or more executive summaries for the entire County organization and others for individual departments. These reports may include;
1. Ratings on different variables such as the work environment, quality of supervision, etc.
 2. Comments sorted by subject matter.
 3. Potential recommendations for improving the work environment and increasing employee retention.