

**TEXAS DEPARTMENT OF CRIMINAL JUSTICE**  
**PD-07 (rev. 5), “EMPLOYEE EXIT SURVEY AND INTERVIEW”**  
**FEBRUARY 1, 2021**  
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TEXAS DEPARTMENT  
OF  
CRIMINAL JUSTICE

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## **EXECUTIVE DIRECTIVE**

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**SUBJECT:** EMPLOYEE EXIT SURVEY AND INTERVIEW

**AUTHORITY:** Tex. Gov't Code §§ 493.001, 493.006(b), 493.0071, 651.007; BP-02.08, "Statement of Internal Controls"

**APPLICABILITY:** Texas Department of Criminal Justice (TDCJ)

**EMPLOYMENT AT WILL CLAUSE:**

This directive **does not** constitute an employment contract or a guarantee of continued employment. The TDCJ reserves the right to change the provisions of this directive at any time.

Nothing in this directive limits the executive director's authority to establish or revise human resources policy. This directive guides the operations of the TDCJ and **does not** create a legally enforceable interest for employees or limit the executive director's, deputy executive director's, or division directors' authority to terminate an employee at will.

**POLICY:**

Exit surveys and interviews for employees who are voluntarily separating from employment with the TDCJ shall be conducted in accordance with this directive. Participation by a separating employee in the exit survey and interview process is voluntary.

**DISCUSSION:**

The purpose of the employee exit survey and interview process is to provide a voluntarily separating employee the opportunity to communicate the employee's reasons for leaving the TDCJ. The information provided assists the TDCJ in identifying methods for improving employee retention.

## **PROCEDURES:**

### I. General Provisions

- A. Each employee who provides notice of voluntary separation from TDCJ employment shall be offered an opportunity to complete the State of Texas Employee Exit Survey provided by the State Auditor's Office (SAO) on the SAO website at the following address: <https://www.sao.texas.gov/Apps/Exit>.
- B. In addition to the survey, an employee who voluntarily separates from a correctional officer (CO), parole officer (PO), food service manager (FSM), or laundry manager (LM) position shall be offered an opportunity to participate in an exit interview. Such an employee may elect to complete the survey, participate in the exit interview, or both.
- C. No documentation relating to the survey or the exit interview shall be filed in an employee's unit or department human resources file.

### II. State of Texas Employee Exit Survey

#### A. Human Resources Representative Responsibilities

Upon being notified of an employee's separation from employment, the human resources representative shall determine whether the employee is eligible to take the survey based on the List of Voluntary Separation Reason Codes (Attachment A). If the employee is separating employment for one of the reasons on the list, the human resources representative shall perform the following steps.

If the employee is initially not eligible to take the survey but the reason code for the employee's separation later changes, the human resources representative shall generate a Unique ID for the employee and proceed as directed in Section II.A.1-2, as appropriate. The human resources representative shall retain the Unique ID and information indicating the reason for the delay in generating the ID in a separate file for each fiscal year and in alphabetical order by last name.

#### 1. Generate a Unique ID

- a. The human resources representative shall access the SAO website and generate a Unique ID for the employee. A Unique ID shall be generated even if the employee:
  - (1) Chooses not to take the survey; or
  - (2) Is not available; for example, if the employee does not provide notice of separation and mails in the TDCJ Employee ID Card.

- b. When the “Generate Unique Identifiers” webpage displays, the human resources representative shall select the job title of the exiting employee and enter the employee’s two-character paycheck distribution code in the “location/facility” blank.
- c. The human resources representative shall provide the employee with the original Unique ID.
- d. The human resources representative shall write the employee’s name on a copy of the Unique ID and maintain the copy of the Unique ID in a separate file for each fiscal year and in alphabetical order by last name within each file. Maintaining a copy of the Unique ID webpage:
  - (1) Allows the human resources representative to provide the employee with the Unique ID if the employee elects to use a computer outside the TDCJ and misplaces the copy of the webpage prior to completing the survey; and
  - (2) Provides documentation the employee was given the opportunity to complete the survey.
- e. If a Unique ID has been generated in error or an employee decides not to separate after a Unique ID has been generated, the human resources representative shall send an email to the Field Operations Section, Human Resources Division identifying the Unique ID and explaining why the ID was not used. The Human Resources Field Operations Section shall notify the SAO by email that the Unique ID was not used and should be deleted.
- f. If the employee is not available, the human resources representative shall mail a copy of the Unique ID and the Employee Instructions for the State of Texas Employee Exit Survey (Attachment B) to the employee via first class mail. These documents may be mailed along with the *Separation and Retirement Guide* and enclosed forms, also known as the separation packet. However, since the Unique ID expires after 30 days, the exit interview documents need to be mailed the same day the human resources representative generates the Unique ID for the employee.

2. Use of TDCJ Computer

If the employee is available, the human resources representative shall offer the employee an opportunity to complete the survey online before the

employee leaves the TDCJ. The human resources representative shall advise the employee that a TDCJ computer or a computer outside the TDCJ may be used to complete the survey.

a. The human resources representative shall provide the employee with a copy of the *Separation and Retirement Guide* and enclosed forms and a copy of the Employee Instructions for the State of Texas Employee Exit Survey if the employee:

- (1) Elects to use a computer outside the TDCJ; or
- (2) Chooses to use the TDCJ computer assigned to the employee at the employee's desk.

The human resources representative does not need to access the SAO website for the employee or supervise the employee while the employee is completing the survey.

b. If the employee does not have an assigned computer and elects to use a computer inside the TDCJ, the human resources representative shall locate a computer for the employee to use. The human resources representative shall:

- (1) Ensure the computer to be used allows the employee uninterrupted use until the employee has completed and electronically submitted the survey;
- (2) Exit all software applications except an Internet browser;
- (3) Access the SAO website for the employee;
- (4) Remain in the same office as the computer being used until the employee has completed and submitted the survey, in order to ensure that no other Internet site or confidential information is accessed during the completion of the survey; and
- (5) Exit the SAO website after the employee has electronically submitted the survey.

## B. Employee Responsibilities

If the employee elects to complete the survey, the employee shall advise the human resources representative whether the employee elects to use a TDCJ computer or a computer outside the TDCJ.

1. If the employee elects to use a computer outside the TDCJ, the employee shall complete the survey within 30 calendar days of receiving the Unique ID provided by the human resources representative. The Unique ID may only be used one time, and it expires 30 calendar days after being issued. The employee shall follow the instructions provided by the human resources representative.
2. If the employee elects to use a TDCJ computer and the human resources representative instructs the employee to use the computer assigned to the employee at the employee's desk, the employee shall complete the survey prior to or on the employee's last day of work. The employee shall follow the instructions provided by the human resources representative.
3. If the employee elects to use a TDCJ computer and the human resources representative instructs the employee to use another employee's computer, the employee shall follow the online exit survey instructions and complete the survey after the human resources representative has accessed the online survey for the employee.

If the employee accesses another website or other information while using the computer, the employee may be subject to disciplinary action in accordance with PD-22, "General Rules of Conduct and Disciplinary Action Guidelines for Employees."

4. The employee shall immediately inform the human resources representative when the survey has been completed and electronically submitted.

### III. Exit Interviews for Voluntarily Separating Correctional Officers, Parole Officers, Food Service Managers, and Laundry Managers

For the purpose of this directive, the reference to PO includes only those positions within the parole officer career ladder, which includes PO I and PO II.

#### A. Human Resources Representative Responsibilities

1. Upon being notified of a CO's, PO's, FSM's, or LM's voluntary separation, the human resources representative shall:
  - (a) Offer the employee the opportunity to participate in an exit interview; and
  - (b) If the employee elects to participate in the interview, set up the interview time and date with the interviewer and the separating employee.

2. The human resources representative shall maintain all TDCJ Exit Interview Logs (Attachment C) in a fiscal year file and dispose of the file in accordance with the TDCJ *Records Retention Schedule*.

B. Interviewer Responsibilities

If available, the senior warden shall be the interviewer for a voluntarily separating CO, FSM, and LM; and the Parole Division regional director shall be the interviewer for a voluntarily separating PO. If the senior warden or Parole Division regional director is unavailable, a designee may conduct the interview.

1. If the employee elects to participate in an exit interview, the interviewer shall conduct a brief, informal interview with the employee in accordance with the Guidelines for Conducting an Exit Interview (Attachment D).
2. The interviewer shall ensure the TDCJ Exit Interview Log is completed, even if the employee refuses the interview or is unavailable to be offered the opportunity to participate in the interview.
3. The senior warden or Parole Division regional director shall track separation trends to improve unit or parole region operations and retention.

TDCJ divisions, units, and departments are encouraged to conduct exit interviews with all voluntarily separating employees to identify turnover trends and other job-related information and issues.

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Bryan Collier  
Executive Director

**Texas Department of Criminal Justice  
State of Texas Employee Exit Survey**

**LIST OF VOLUNTARY SEPARATION REASON CODES**

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The human resources representative shall offer the State of Texas Employee Exit Survey to an employee who is voluntarily separating employment for one of the following reason codes:

RS51	Inadequate Salary
RS52	Lack of Opportunity for Advancement
RS53	Dissatisfaction with Supervisor or Co-workers
RS54	Dissatisfaction with Travel
RS55	Dissatisfaction with Work Hours
RS56	Dislike/Unsuitability for Assigned Duties
RS58*	Personal Reasons Not Related to the Job
RS59	Reasons Unknown
RE68	Retirement
TR65	Transfer to a Different State Agency with No Break in Service

\* Does not include: (1) an employee who has exhausted leave eligibility and separates employment; or (2) an employee allowed to resign during mediation.

Texas Department of Criminal Justice

**EMPLOYEE INSTRUCTIONS  
FOR THE STATE OF TEXAS EMPLOYEE EXIT SURVEY**

(For an employee who elects to complete the survey at a location outside the TDCJ or who is completing the survey from the employee's desk inside the TDCJ.)

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1. Your human resources representative has provided you with a copy of the SAO webpage that includes your Unique ID number to access the survey. **The Unique ID is only valid for 30 days. Once you use the Unique ID, it is no longer valid. You can only use the Unique ID one time.**
2. The website address to access the survey is: <https://www.sao.texas.gov/Apps/Exit>
3. A screen entitled "Texas State Auditor's Office, State of Texas Employee Exit Survey" displays.
4. Read the information on the screen.
5. Type in your Unique ID in the place indicated near the bottom of the screen.
6. Click on the "Take Survey" login button.
7. Follow the step-by-step instructions on the survey.

## TDCJ Exit Interview Log

For Correctional Officers, Parole Officers, Food Service Managers, and Laundry Managers Who Voluntarily Separate

Unit or Parole Region: \_\_\_\_\_

Employee Name Last, First, MI	Month/Day of Birth	Effective Date of Separation MM/DD/YYYY	Position Title	Interview Offered		Interview Held		Interview Date	Interviewer's Printed Name
				Yes	No	Yes	No	Interview Time	Interviewer's Signature
				If No, Why:		If No, Why:			
				If No, Why:		If No, Why:			
				If No, Why:		If No, Why:			
				If No, Why:		If No, Why:			
				If No, Why:		If No, Why:			

Distribution: Original – Unit or Department

**Texas Department of Criminal Justice**  
**Guidelines for Conducting an Exit Interview**

1. The interview should be brief and informal.
2. The interviewer should obtain information from the separating employee that could be used to enhance operations and improve retention.
3. Notes may be taken during the interview to assist in tracking separation trends. The interviewer shall file such documentation in a separate file maintained for this purpose.
4. The employee may discuss any issues relative to the employee's decision to separate employment.
5. In certain circumstances involving personal issues or formal complaints, the interviewer may recommend the services of the Employee Assistance Program or recommend that the separating employee contact the Employee Relations Intake Team, Human Resources Division. If the separating employee makes a report of a Title VII claim of discrimination or sexual harassment, the interviewer shall notify the Employee Relations Intake Team.