



Organization, Personnel and Effectiveness Committee

Exit Interview Update

Item 6a

August 19, 2025

Item 6a Exit Interview Process

Exit Interview Update

Subject:

Exit Interview Update

Purpose:

- key lessons learned from the exit interview process
- insights from exit interviews conducted over the past year

Overview

Agenda

- Lessons Learned
- Process
- Results
- Themes: Recommendations & Insights
- Next Steps
- Q&A

Exit Interviews

Lessons Learned: Response Rate

Voluntary Participation

- Currently 25% response rate: 30% - 35% is typical
- Employees are less likely to respond after they have departed.
- Enhancing tools to get visibility earlier into employee separations.

Exit Interviews

Lessons Learned: Response Rate

What Drives Survey Participation?

- Knowing feedback will lead to action
- Opportunity to contribute meaningfully
- Knowing it's safe to share candid feedback
- Feeling appreciated and invested in MWD's future
- Desire to feel heard and appreciated

Exit Interviews

Exit Interview Process

1. Initiate Questionnaire: Employee Notice of Separation
2. Collect Feedback: Confidential Questionnaire with Optional Interview
3. Analyze Themes: Identify trends/root causes
 - Aggregated before sharing to further improve confidentiality

Exit Interviews

Exit Interview Process (continued)

4. Inform Leadership: Share findings to support decision-making
5. Implement Actions: Address critical issues
6. Communicate Outcomes: Report/changes made

What We Capture

Exit Interview Process: the Questionnaire

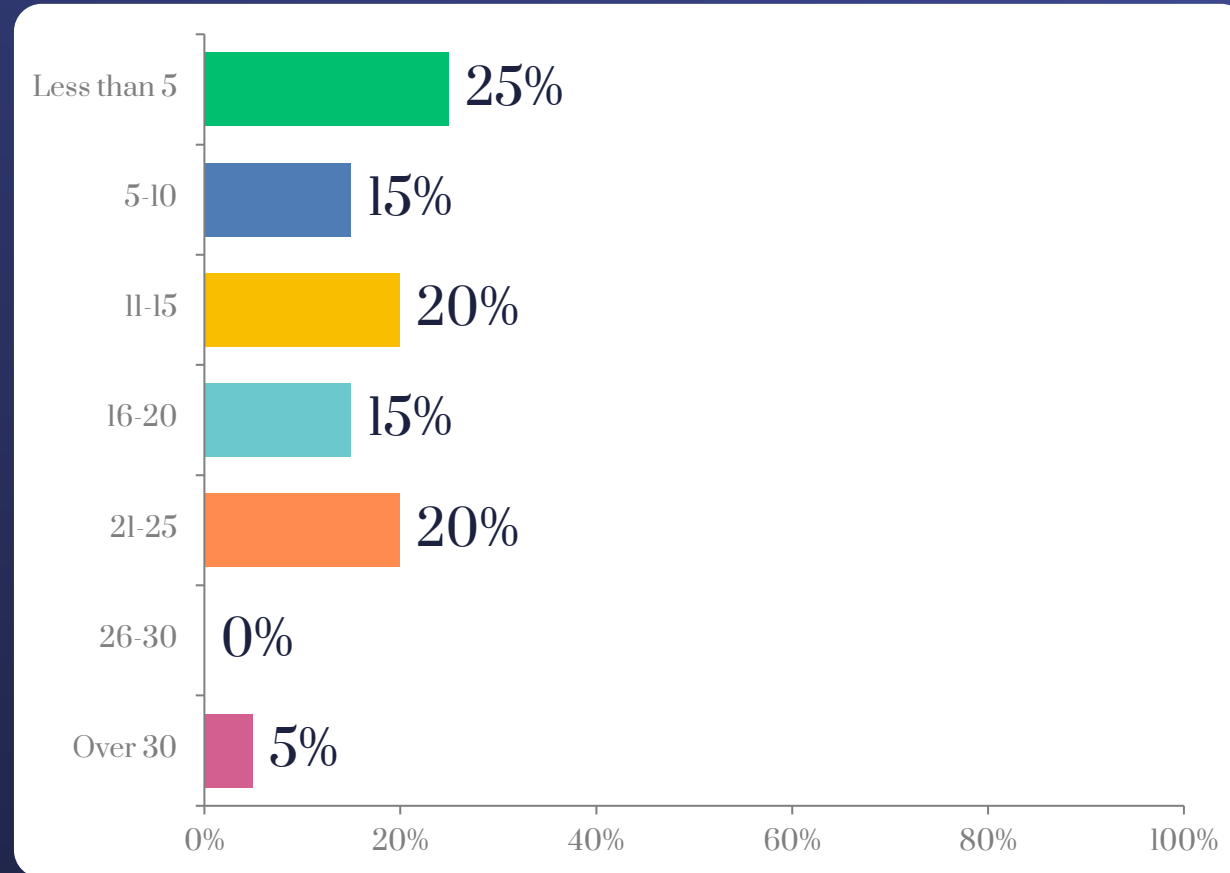
- Demographics
- Reason for Leaving
- Overall job satisfaction and experience
- Adequate training to perform job
- Working relationship with immediate supervisor
- Knowledge capture/transfer
- Recommend a career at MWD
- Appeal of new job opportunities
- Assess MWD's future
- Open feedback

Exit Interview Results: 8/1/24 – 8/1/25

- Results highlight both strengths and opportunities for improvement.
- Results closely align with Annual Employee Survey Results
- Key Focus Areas:
 - Trust in Leadership and Future Outlook

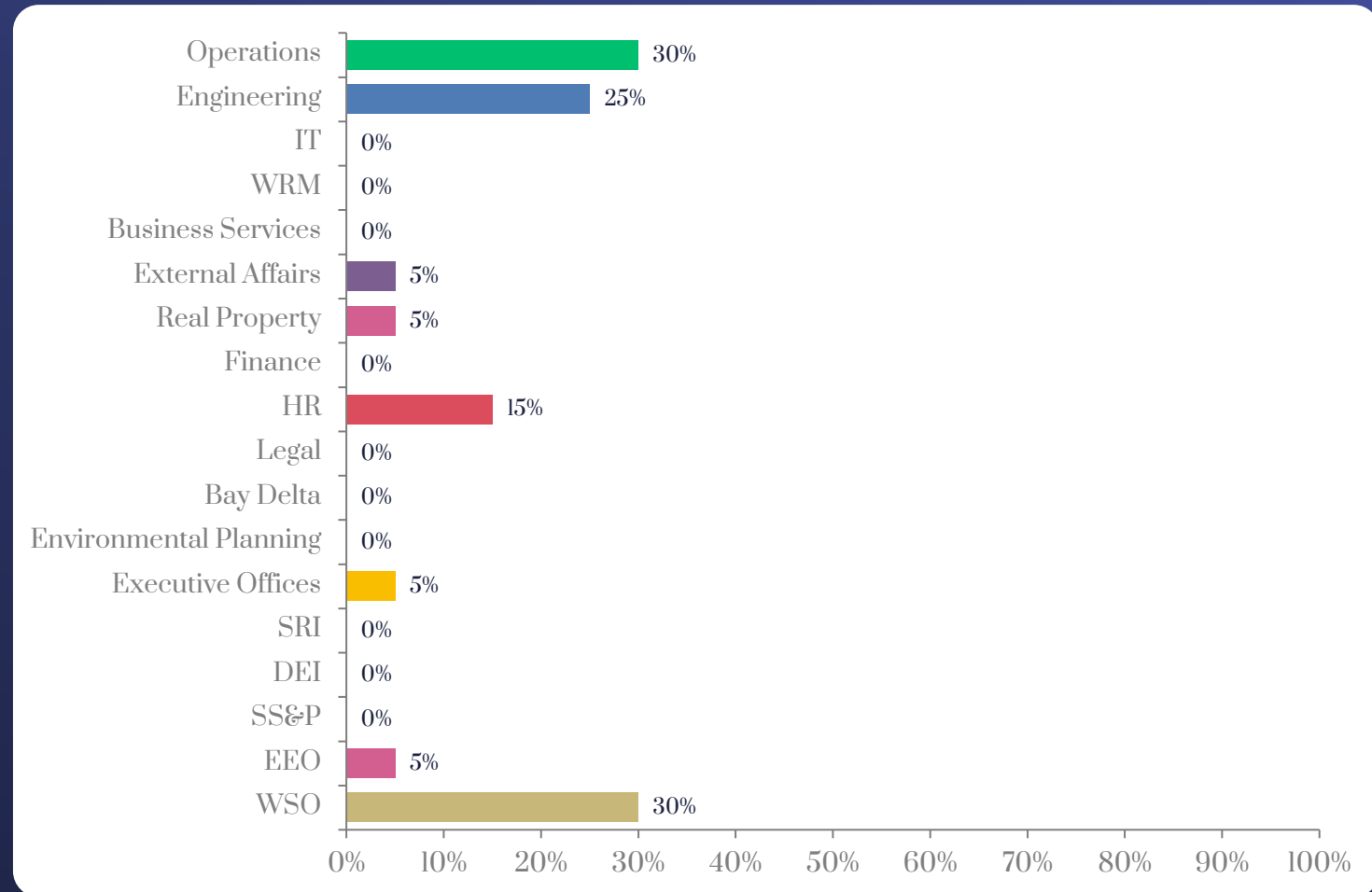
Questionnaire Results 8/1/24 – 8/1/25

Q1: For how many years did you work at MWD?



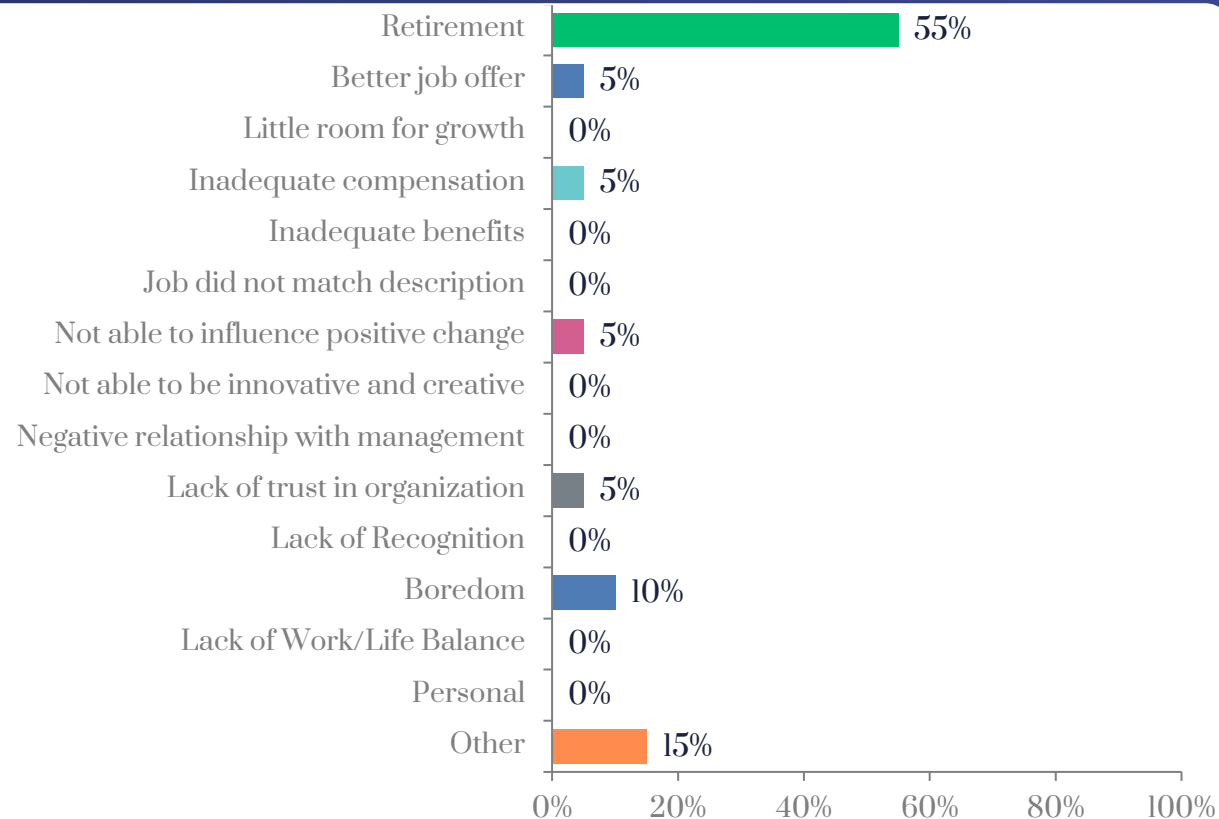
Questionnaire Results 8/1/24 – 8/1/25

Q2: For which functional area did you work?



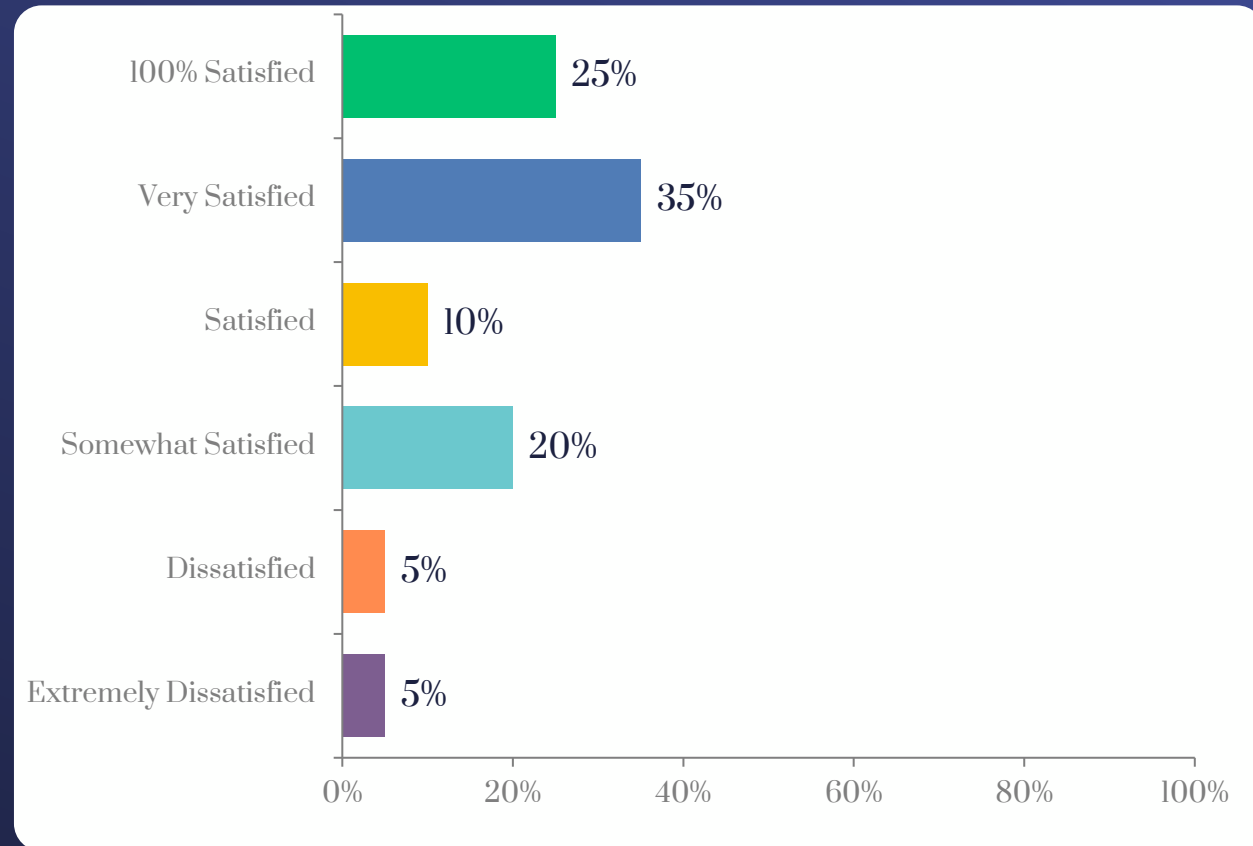
Questionnaire Results 8/1/24 – 8/1/25

Q3: Please indicate what best describes your reason for leaving MWD:



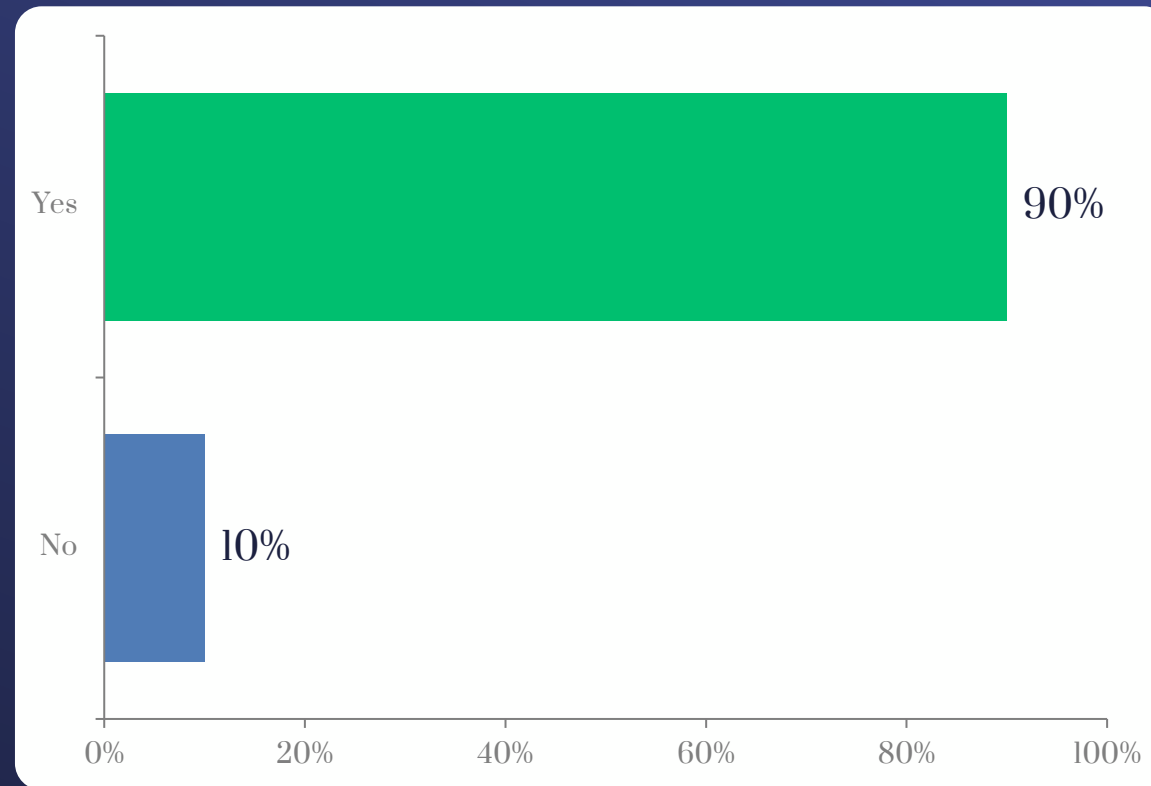
Questionnaire Results 8/1/24 – 8/1/25

Q4: Rate your overall satisfaction during your time at MWD:



Questionnaire Results 8/1/24 – 8/1/25

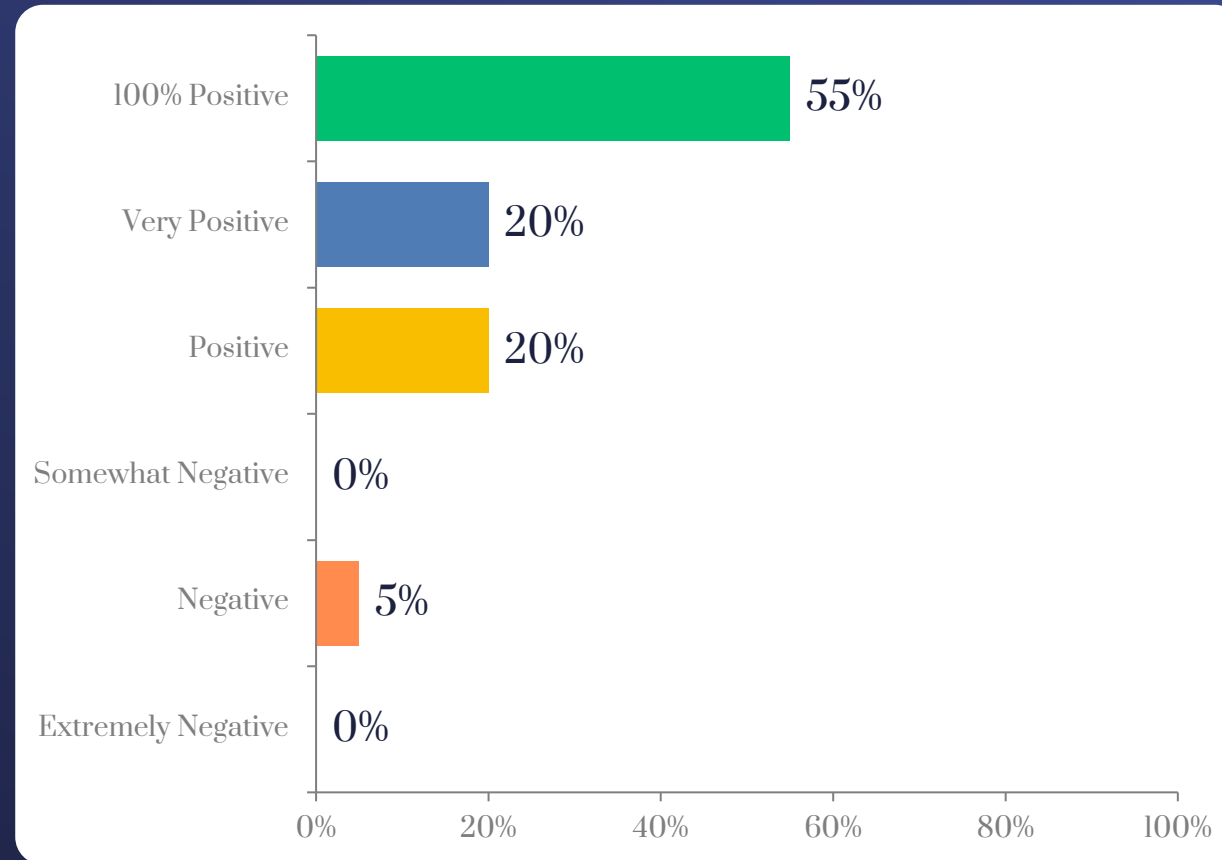
Q5: Did you feel adequately trained to perform your job at MWD?



* 1:1 Interviews: 80% mentioned need for on-the-job training

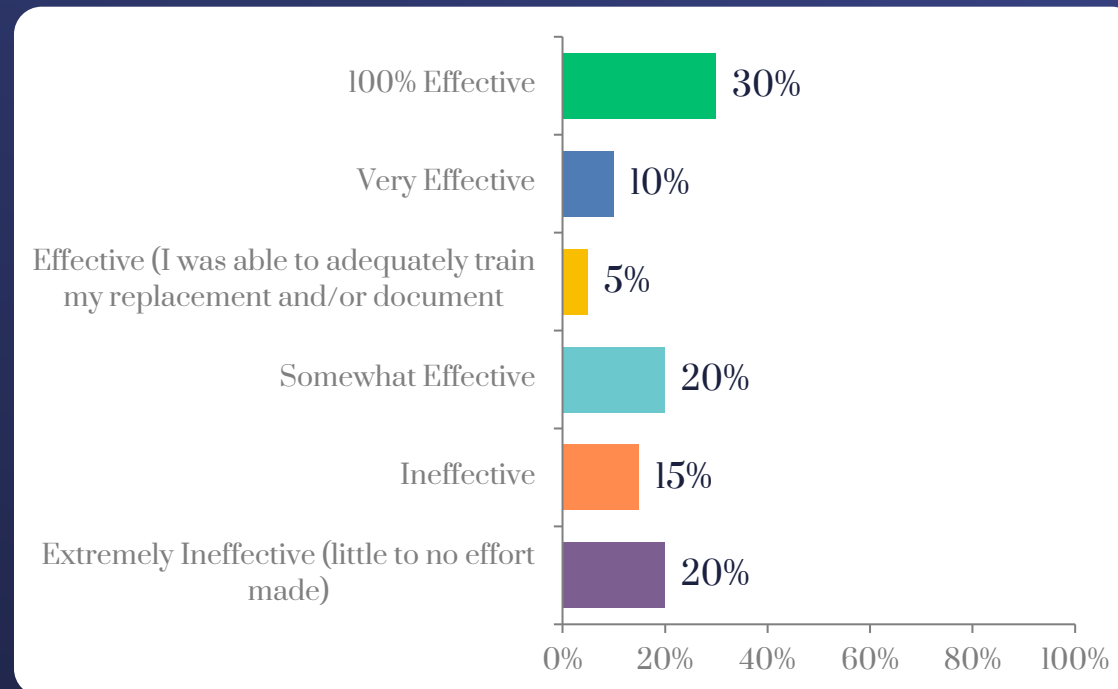
Questionnaire Results 8/1/24 – 8/1/25

Q6: Please rate your working relationship with your immediate supervisor:



Questionnaire Results 8/1/24 – 8/1/25

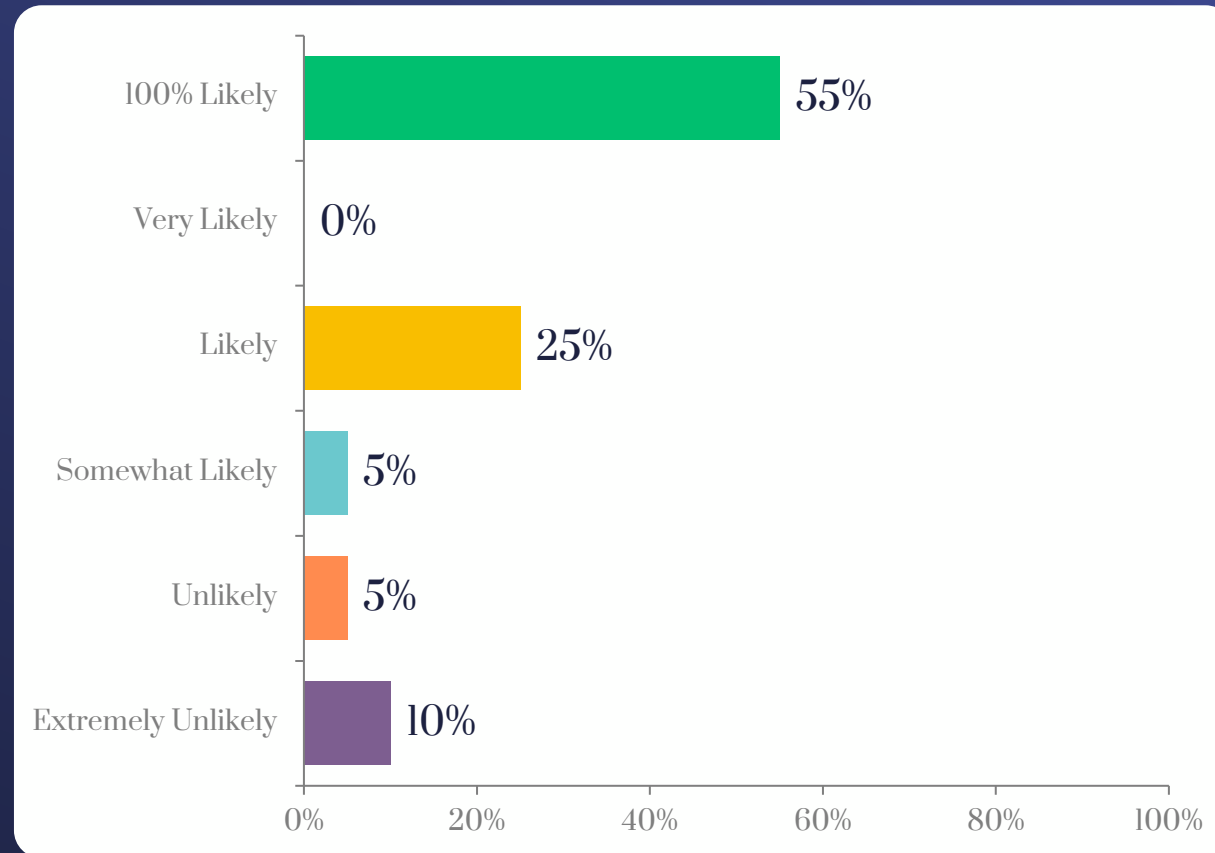
Q7: Please evaluate MWD's effectiveness at capturing and transferring your knowledge and expertise (training another team member to take on your responsibilities) before you left:



* 1:1 Interviews: 95% mentioned need for knowledge transfer

Questionnaire Results 8/1/24 – 8/1/25

Q8: How likely would you be to recommend a career at MWD?



Q9: In a few words please share, how do you see MWD's future? (Comments)

Questionnaire Results 8/1/24 – 8/1/25

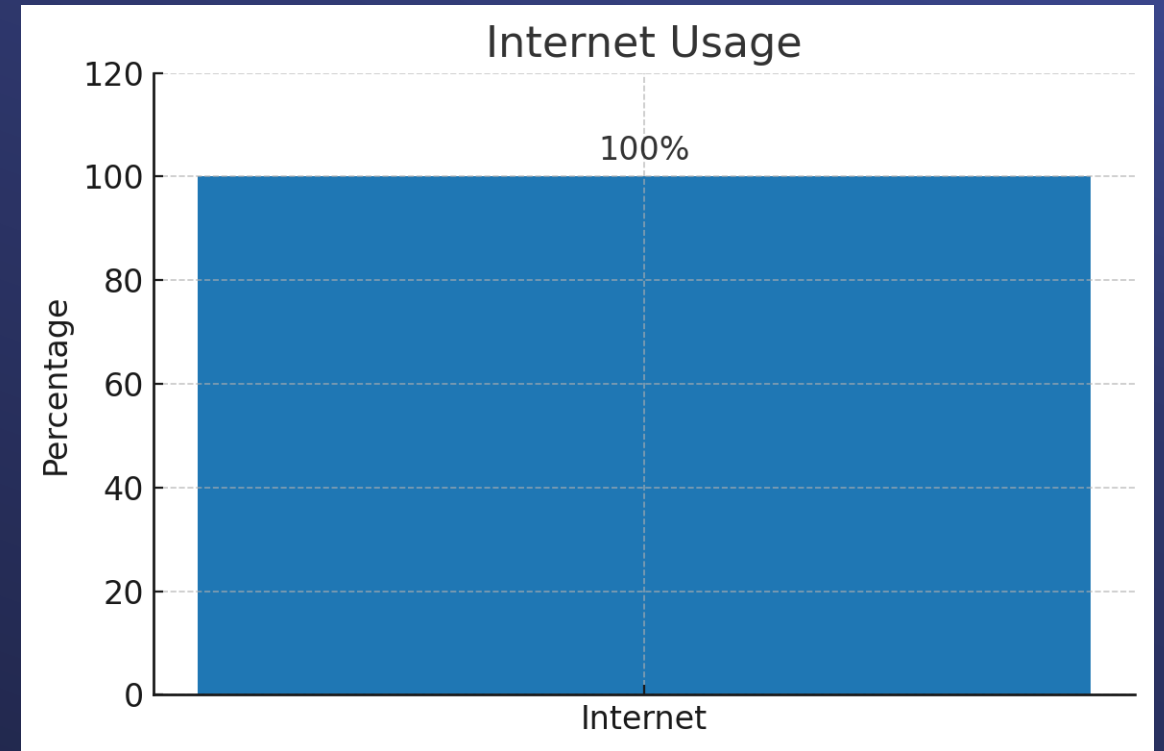
MWD Future Outlook – Aggregated Themes

- Strong potential if challenges addressed
- Cautious optimism tied to leadership
- Risk of decline due to trust/talent loss
- Cultural issues hinder innovation
- Infrastructure and mission respected
- Morale and transparency are critical

Q10: If you are taking a position with another company, what resources did you use to find your new role:

- Internet

Questionnaire Results 8/1/24 – 8/1/25



Questionnaire Results 8/1/24 – 8/1/25

Q11: Is there any other feedback you would like to provide regarding your experience at MWD?
(Comments)

- Appreciation for MWD and positive experience.
 - Future outlook is positive.
- Enhance Career Development & Training
 - 80% of responses asked for more on the job training.
- Address trust in Leadership and Management to improve morale
 - Improve two-way communication and address favoritism
 - Strong support and trust in direct Supervisors

Exit Interviews

Themes: Recommendations & Actions

Recommendation	Actions
Strengthen Leadership Development	<ul style="list-style-type: none">• New Interim Manager Training developed & implemented• MMU continues to train Managers on key leadership principals and tools• New training program negotiated for MAPA members• District is enhancing mentorship opportunities• Graduate Programs (MPA)
Rebuild Trust in Operations	<ul style="list-style-type: none">• 42% of employees in their role less than 2 years & average time in current position is 3.8 years• Revising policies and procedures: clarifying roles and responsibilities• More on the job training• New employee training plans as part of onboarding and a renewed focus on cross-training and succession planning

Exit Interviews

Themes: Recommendations & Actions

Recommendation	Actions
Improve Culture & Morale	<ul style="list-style-type: none">• Improving two-way communication: Town Halls held by GM and Board Chair• Explaining why decisions are made• Employee Surveys: Annual and Exit• Employee Inspection Trips• Day Trips to Local Facilities (Pure Water, etc.)• Employee Appreciation Events (Desert BBQ)• Classification & Compensation Studies• Workshops on resume development and interview skills• Removing silos: improving communication between Groups and functional areas

Exit Interviews

Next Steps

Goal: Strengthen employee engagement and improve the employee experience.

Human Resources Responsibilities:

- Centralizing and documenting exit interview roles & responsibilities
- Timely communication with employees who are separating
- Finalize updates to Separation Policy H-05

Management Responsibilities:

- Encourage exit interview participation
- Develop and implement solutions based on feedback

