



EXIT INTERVIEW SUMMARY DATA

District Attorney

Total Interviews Conducted: 29 (47 vol terms)

January 2020 – September 2021

Reasons for Separation		
Reason	#	%
Better Job Opportunity	10	34%
Pay/Compensation	9	31%
Work Conditions	9	31%
Quality of Supervision	6	21%
Lack of Recognition	6	21%
Retirement	4	14%
Benefits	2	7%
Family Circumstances	2	7%
Other (School or career change)	2	7%

Supervisor Effectiveness (#/% of Interviews)				
Aspects of Supervision	Always	Usually	Sometimes	Never
Demonstrated fair and equal treatment	13/45%	7/24%	4/14%	5/17%
Provided recognition on the job	12/38%	5/17%	6/21%	5/17%
Developed cooperation and teamwork	9/31%	9/31%	3/10%	8/28%
Encouraged and listened to suggestions	11/38%	7/24%	4/14%	7/24%
Resolved complaints and problems	9/31%	10/34%	2/7%	8/28%
Followed policies and practices	14/48%	9/31%	3/10%	3/10%
Provided clear goals and expectations	13/45%	7/24%	2/7%	7/24%
Provided adequate performance feedback	10/34%	10/34%	5/17%	4/14%

Workload (#/% of Interviews)				
Aspects of Workload	Too great	About right	Varied, but all right	Too Light
Was your workload usually	9/31%	3/10%	16/55%	0/0%

Benefits Evaluation (#/% of Interviews)				
Benefits	Good	Fair	Poor	Not Applicable
Base Salary	11/38%	10/34%	8/28%	0/0%
Medical/Dental Benefits	22/76%	5/17%	1/3%	1/3%
Vacations	23/79%	3/10%	3/10%	0/0%
URS Retirement Benefits	22/76%	6/21%	1/3%	0/0%
County Discounts	15/52%	12/41%	0/0%	2/7%

Employee Comments Regarding Areas of Greatest Reward (most liked)	
Area	# of Comments
Type of Work	18
Co-workers/Team	11
Benefits	9
Salary	7
Option to Telecommute	3
Administration	3

Employee Comments Regarding Areas of Greatest Frustration (least liked)	
Area	# of Comments
Management	16
Pay/Compensation	8
Work Conditions	6
Workload/Work life balance	5
Opportunity to grow	5
Co-workers/Teamwork	4



EXIT INTERVIEW SUMMARY DATA

District Attorney

Total Interviews Conducted: 29 (47 vol terms)

January 2020 – September 2021

Comments:

- I'm on my third administration. Under Mr. Gill has been supportive in giving clear and concise direction to be achieved within the administration.
- I absolutely love my job with the County. I feel as though the training for Paralegals is severely lacking with regard to doing our job and how to do it better. There was no official trainer when I was hired - and a coworker showed me the ropes. I would have failed at my job if I hadn't taken the initiative to learn on my own. Once you reach a certain point as a Paralegal - there is nowhere left to go. Paralegal trainers are needed desperately and having one as a full time trainer - with the appropriate compensation - would enable others to learn and grow within their own positions. Especially those who have under 5 years' experience in their field.
- I absolute loved my job and the work I did. I enjoyed the care and service provided to the clients/families that came to the CJC or called for assistance. I enjoyed being the beacon of hope for families/clients who came through. I loved gathering the data and making sure it was as accurate as possible for pin pointing the needs of our communities based on what was reported. I loved finding more efficient processes and implementing them. I loved advocating for my families/clients/myself/staff.
- I feel like Sim has sat up a support system for all of us, particularly for those of us who have difficult work, to not just talk. He made sure we had a support team that we could go to at any time. And I felt like all the unit chief felt like they met with us more often and that created cooperation.
- [REDACTED] was a great mentor and supervisor. I have the utmost respect for her.
- I believe that my position I was given two directives by DA Sims. he assisted me in achieving those directives. This job is today because of leadership support of our administration Sim Gill.
- my immediate supervisor, [REDACTED] was amazing but his hands were tied in relation to some office policy decisions that i felt were questionable.
- I loved the cases i worked on and my teammates. I will miss it. Also, leaving early on holidays was nice. And so was working from home. It's one of the small benefits you can give to improve morale, you should keep it
- The level of responsibility of my job, the people and most recently the care given to employees during Covid outbreak was fantastic and I felt fortunate I was an emoticon SL County.
- The work is extremely satisfying and dynamic. There is also a strong sense of camaraderie in the office
- It was an absolute mixture of different cases. You may handle a dog fighting case today or a 23 year old cold case homicide. I loved coming to work. In the last 10 years I handled the environment law unit. It is different from criminal law. it was a vast opportunity to handle multiple cases.
- I loved the work I did and the people I worked with.
- I love my team and the work we do. The Family Protection Unit is (for the most part) a cohesive team that works together to accomplish our common goals. [REDACTED] is the best team leader. He is supportive and willing to go the extra mile for his team. If you want a great leader on your side - he's the guy.
- I liked the work, the fitness facility and the benefits.
- The work itself. I enjoyed being in court, doing trials, and helping victims find justice.
- I LOVE the benefits and the type of work I do.
- I loved the team work. I was in West Jordan and Salt Lake. I felt I was a member of the team. Even Sim got around and met with us. Everybody had backup and all of them were available if we needed help. they made sure we knew we could come to them at any time.
- I loved the cases I did and the people I worked with. I learned so much!!!!
- [REDACTED] is amazing. Issues came from further up the line.
- My immediate supervisor was amazing but his hands were tied in relation to some office policy decisions that I felt were questionable.



EXIT INTERVIEW SUMMARY DATA

District Attorney

Total Interviews Conducted: 29 (47 vol terms)

January 2020 – September 2021

- I just hope that Sim knows he creates such a wonderful positive experience for all of us. He made life very different for us than it was before he came.
- The micromanagement and disregard for staff/client needs from leadership, favoritism of staff, lack of clear communication, lack of respect for staff, forced initiatives without staff input or client based needs incorporated.
- Micromanaging by the administration/supervisor, the soon to be implemented eprosecutor (no one wants to use it), sometimes overwhelming work load, and overall feeling that we are "just office staff" and don't matter because we aren't lawyers
- The drama of coworkers.
- I didn't like the emphasis on stats over justice. The hiring of inexperienced attorneys and expecting them to jump in with little training. The lack of value given to experience and institutional knowledge. The lack of opportunity to advance.
- I would highly recommend working at the DAs Office to any recent graduate who wants litigation experience. Moreover, the benefits are great. However, I'd be hesitant to recommend a long-term stint with the County due to the pay scale.
- Because the pay is so low for many of us that it is difficult to live on.
- When people tell you they are overwhelmed, please listen. Find the money in the budget to hire more associate staff for the DA's office (Paralegals and Legal Secretaries). At this pace - there won't be anyone left with institutional knowledge to get the job done well or right because of the caseloads they have. The appearance is that there are too many management positions and not enough people doing the work. Trust your employees to get their jobs done, but give them all of the tools they need to do it. Re-distribution of workloads across the board would help alleviate some of the burden on those who do more than others with the same position. There is an inequality issue with the work distribution that can be corrected if its evaluated as a whole - and not within specific segments.
- Consider flexible working hours, or core hours (like 9-3) and then allow people to come earlier or stay later as long as they got their 40 hours in.
- I started looking for another position when we repeatedly said we needed help on our team and the County Council gave us more attorneys without giving us any support staff to accommodate those attorneys. If I was given the help I needed, I would not have searched elsewhere for another job.
- The pay unfortunately does not appear to be commensurate with the type of work and hours we put into the job. The cost of living is rising in Salt Lake City and we are unfortunately losing prosecutors to private practice often because of financial considerations.
- I was given no formal job training. everything you learn is by sitting with someone until they unleash you and you only know you did something wrong by causing a problem. there is no manual, nothing.
- I feel as though the training for Paralegals is severely lacking with regard to doing our job and how to do it better. There was no official trainer when I was hired - and a coworker showed me the ropes. I would have failed at my job if I hadn't taken the initiative to learn on my own. Once you reach a certain point as a Paralegal - there is no where left to go. Paralegal trainers are needed desperately and having one as a full-time trainer - with the appropriate compensation - would enable others to learn and grow within their own positions. Especially those who have under 5 years' experience in their field.
- There are too many staff in administration who have a very skewed understanding of what exactly we do. There have been several times where our own Director, [REDACTED], vocalized she had no clue what we do and then preceded to direct clients in the wrong way. When staff spoke with her about her decisions and offered suggestions and explained their concerns, she justified her actions without providing a space for employees to discuss. The same scenario applies to the Supervisor [REDACTED], however, she also would discuss issues in the open with specific staff and make derogatory comments about specific staff at the CJC to certain CJC staff, DCFS staff and law enforcement. There was no team environment with the onset of her onboarding. Staff have vocalized their concerns in staff meetings and every staff meeting was answered with "It's what [REDACTED] wants or what Administration wants." We've had [REDACTED] turn away families who have donated to the CJC because she did not understand the connection and she did not take the time to



EXIT INTERVIEW SUMMARY DATA

District Attorney

Total Interviews Conducted: 29 (47 vol terms)

January 2020 – September 2021

look up their history of donating to the CJC and even at the suggestions of staff who knew, she deliberately turned them away because she did not believe they were donors and then stated she probably should have checked more, but she was too busy on her computer to care. This particular donor was a family helping their son with his scout project and had donated a rather large amount of donations that have served multiple families in dire need especially during the pandemic. Many families, MDT and donors have called and complained about the lack of care and help specifically from [REDACTED] who are the CJC leadership. Online staff fielded these call to assist beyond the scope of their job descriptions to mend those broken bridges and also to ultimately make sure our families were taken care of. Supervisors were made aware at multiple staff meetings and again, we were told it was in their best interest to leave it up to them. The morale of the office has become a breeding ground of drama and who is in favor of who for the supervisors. Leadership is not appropriate in their actions and SAY they are helping, but actions show otherwise. Staff are at the point of not responding during staff meetings and frustrated because every answer has become Susanne wants it or it's out of their hands because it's what Administration wants. No accountability, no advocacy for staff needs, no direction, favoritism and no transparency with blatant discrimination and disregard for respect.

- As far as training there was none. I showed up on my first day and was like if I had questions ask these people working remote but would be annoyed as were so busy. As far as training down the road, when I got a new assignment was told prior person was doing well and want no drop off so go to him. When you and him feel ready you take over. I went to that person and he was done. It was to the county justice court. I went to him and he just wanted to move on and not train me. He basically said it is a lot like I did before and no communication as to expectations and were not clear. To a degree was told could figure how I want to do things and was not told that by supervisor but others in office. I did that then got pulled in to direct supervisor. I had court every other day and no time to get ahead in prep [REDACTED] Things weren't perfect just adequate. Supervisor said I wasn't performing up to expectations. Supervisor went to others to find out what was going wrong and said wouldn't hold against me. Then second supervisor said was extending probation. Was told that I had personality flaws and I needed to tell him and justified the extension of my own probation I need to improved or I wouldn't have a job. Every issue they identified as a problem they talked to the others about and every one of them was resolved within 24 hours of them bringing to my attention and I finally had time to address them as I didn't have court every other day. That I week I also 150 hearings in the justice court. In addition in that meeting. Was hired from the City prosecutor's office and under same supervisor who I got pulled in to second. I had glowing reviews while with the City. They offered me the County position and so I took that opportunity to move up [REDACTED] At the city I was off probation and had benefits of 6 weeks paid [REDACTED] leave. The city office is extremely under staffed and major crimes unit in DA's Office and have several positions have not been able to fill. Partially within the legal community they don't have a great reputation. That is focused on management. They engineered hiring me at county to deprive that benefit. They were so understaffed that they can't afford to let someone take that time off. When brought to their attention no one denied that is what occurred. They refused to validate my feelings of being manipulated. They gave me week of administrative leave and the title. I left the City and went to the County which was due for a pay raise to what was making at City. Once at County eliminated a position at the city in the County justice court and put me in the justice court while at the County. Also, once I put in my two weeks' notice. My supervisor, the one who brow beat me. He refused to make eye contact with me for my duration. [REDACTED] was the supervisor (the second supervisor alluded to prior.) Entire office culture based if you are yes man to certain individuals in the political structure. If you aren't then won't.
- To be more proactive and use less lip service
- There is way too much favoritism in the agency. No opportunity for anyone unless they are in the small group of the favorite people. There is an obvious gender bias where females don't have the opportunities as males. Salary disparities between males and females existed. Opportunities are not available for those who have proven themselves over years of service. Seniority means nothing to the agency. Advancement to attorneys who have been there 1/3 the time as other attorneys and have less experience. Recognition is to the favored. Bonuses are given routinely to certain people and not based on performance. One example, I been there 13 years and successful convictions and received bonus once. Spoke



EXIT INTERVIEW SUMMARY DATA

District Attorney

Total Interviews Conducted: 29 (47 vol terms)

January 2020 – September 2021

to two males who expect it and they have received it multiple times. Another example of recognition is an officer wrote a glowing letter of my performance in a jury trial. I got a "good job". The person who wrote the letter got a much a recognition. Too much micro - management. You are not treated like an adult to make own decision on own things. Supervisors can't do things to boost morale and provide recognition and instant value to employees. Employees covered under ADA made to feel they are a burden.

██████████ and had to change what was doing. I was told I couldn't talk to boss about medical condition. You can tell the tone ██████████

Did not file ██████████ complaint for fear of retaliation. They'd give you the lesser preferred jobs of put you where talents aren't utilized. One of our best trial attorney's ever told admin was going to try a case a certain way. Did not like her pointing out and they sent her to juvenile where no trials are done. After elections, ██████████, he was taken from our gang team and put in charge of juvenile. He can't mentor others on jury trials. ██████████'s campaign manager also put in Juvenile. ██████████ also. ██████████ only did juvenile, he had never done a jury trial, Sim took him out of juvenile and put him on gang team. ██████████ ended up in Juvenile and was vocal about supporting ██████████. Someone else sent to Juvenile that made a mistake.

- Stop supervising. ██████████ need for control clouds her vision to the fact that her staff are unheard and unhappy. She does not consider our ideas and suggestions if they don't align with her own. She micromanages her staff to death. She really should not be in a supervisory position. I have never loved another job more than I loved my job at the DA's office but she made it miserable. She is the ONLY reason I left. If she was not there, I still would be.
- She was good. I can't say anything bad.
- ██████████ was wonderful. I am very sad that we were all so overworked. I think I missed out on the full ability of having him as my supervisor. He wanted to make sure he could mentor the younger atty's on the team. He was too overworked to provide that much attention.
- If the County was interested, I think the way things are structured inhibit the ability to promote to levels of supervision. More progression
- I really have placed significant thought into my answers and I do feel that I have provided very honest ratings for her. I have had several supervisors during my years with the County and was proud to work under their supervision, but my last supervisor is grossly overpaid and completely absent. She needed to actively participate and be present. She rarely if ever responded to phones calls or emails. She was dishonest, manipulative and motivated by her own personal agenda and not by public service. Her time management skills are terrible. Her actions are highly political and not worthy of what I believe to be County values. Unfortunately, there was not a place to turn as she reports directly to the Elected Official only. I would like to make a positive suggestion for improvement, but when a supervisor is in place only because of their political affiliation and not because of their skill set, I just don't believe that suggestions for improvement are considered.
- I had numerous direct supervisors who were all fantastic. I don't really have input on how they can improve.
- He needs to be a leader. He doesn't deal with problems, he just tells us what's going on and nothing happens until it fades away.
- As far as training there was none. I showed up on my first day and was like if I had questions ask these people working remote but would be annoyed as were so busy. As far as training down the road, when I got a new assignment was told prior person was doing well and want no drop off so go to him. When you and him feel ready you take over. I went to that person and he was done. It was to the county justice court. I went to him and he just wanted to move on and not train me. He basically said it is alot like I did before and no communication as to expectations and were not clear. To a degree was told could figure how I want to do things and was not told that by supervisor but others in office. I did that then got pulled in to direct supervisor, had court every other day and not time to get ahead in prep plus wife just had a baby. Things weren't perfect just adequate. Supervisor said wasn't up to expectations. Sup went to others to find was going wrong and said wouldn't hold against me.



EXIT INTERVIEW SUMMARY DATA

District Attorney

Total Interviews Conducted: 29 (47 vol terms)

January 2020 – September 2021

- [REDACTED], his administrator, is running everyone out of the office. She doesn't communicate. She expects things of people that she doesn't expect from herself. She's rude. She doesn't know the job and she doesn't listen. She plans meetings and doesn't show up. She comes in late to meetings. She's doing this new computer system with the Sheriff's office that has been going on for five years. She doesn't listen to the supervisors about how our office works. The evaluations she doesn't get to on time. Sim needs to pay attention to his Administrators. Follow up with them and evaluate them. See what they're doing and why people are leaving.
- It was very clear that if you didn't agree with Sim's politics it was hard to progress. The WJ campus was awesome. [REDACTED] has done a great job to connect with the employees. He encouraged us to take our accrued vacation time. I don't know what the office is like downtown. I know they just bought a ping pong or pool table. I think that is a mistake. rather than giving us a way to recreate at work,, find a way to provide awards or recognition or plaques. Lack of trust in the leadership. I would like to see them move toward more therapists. Find ways to support us rather than buying pool tables and ping pong table.
- Also, once I put in my two weeks' notice. My supervisor, the one who brow beat me. He refused to make eye contact with me for my duration. [REDACTED] was the supervisor (the second supervisor alluded to prior).
- training is the one place that if the DA's office focused on. there are a lot of holes to patch right now. I know there 's a knee jerk reaction to get attorney's back in the court room is important. but personalized training for each employee. Maybe two weeks of actual training would save so much stress and would be a benefit in the long term so here's a day of welcome to the county now get int he court room.
- The pay scale for the District Attorney is completely out of whack with the private market and the recent increase in costs of living. If the County doesn't improve attorney pay there is going to be a real crisis on the horizon. Recent law grads literally cannot afford to work there. Student loan payments, combined with the crazy cost of housing, it simply isn't viable at this point.
- The compression screwed a lot of people. I think they need to look at the compression again. on the last pay increase I didn't get anything because I was red-lined. They used to give a donation to your 401K when redlined.
- Reward people so that retirement is not just a 401k. Pensions encourage employees to stay longer while 401ks are potable and allow employee to move freely. Especially for attorneys working in the public sector, as private sector salaries higher.
- My County employment experience has been positive. I have worked through many changes in the form of the County's structure and I've been happy with it. I think the County has been a good place to work for the past 3 decades. Training opportunities and communication has been great.
- I thought it was excellent until they did compression pay and hiring people. I have been here for 20 plus years. They took away my 401K and kept my pay low but now they're hiring new people at my same pay.
- I think that the biggest issue for County employment is people who make it a career, is there enough diversity of job experience to keep them their for their entire career. Lack of advancement even without pay increases. Developing leadership opportunities.
- I think Salt Lake County has been great. It's a wonderful.