Finance and Resources Committee 19 June 2008

Exit Interview Report 2007/2008

Executive summary and recommendations

Introduction

All employees who leave their employment at the HPC are offered the opportunity (and are encouraged) to partake in a confidential, voluntary exit interview. The Human Resources Department compiles a report of the findings on an annual basis, which the Executive Management Team then consider.

Details of how many employees completed the exit interviews are attached in Appendix 1. It is worth noting that of all the comments, one department is mentioned several times (for example in poor ratings about manager's leadership styles, leavers who would return to the HPC but who would not return to same department, and where better internal communications and training opportunities were required). The vast majority of comments which indicated that improvements were required were also received from employees within this department, which is the Registrations Department. The Registrations Department management team were already aware of the concerns raised in the report, and their steps to try and address these concerns are outlined in the outcomes section of the report.

In order to supplement the information provided by employees in the exit interviews, the Human Resources Department will be conducting an employee attitude survey of existing employees. This will be occurring during this financial year as part of our workplan.

Decision

The Council/Committee is requested to note the document. No decision is required.

Background information

An exit interview report is conducted every year and presented to the Executive Management Team. Previously the Committee has received a summarised version of the report as part of the usual updates in the Human Resources operational report. However it was felt that the Committee may find it beneficial

to view the report in its entirety, and therefore this is presented rather than a summary of findings.

Resource implications

Nil

Financial implications

Nil

Appendices

Appendix 1 – Exit Interview Report 2007/2008
Appendix 2 – Exit Interview Questionnaire

Date of paper

20 May 2008

Appendix 1 - Exit Interview Report 2007/2008
1 April 2007 to 30 April 2008

Background

An exit process, including exit interviews was introduced at HPC for the first time in April 2005. The first summary report of exit interviews was presented to EMT in May 2006 and it was agreed that a report would be produced annually from then on.

Introduction

During the period 1 April 2007 to 30 April 2008 there were 22 employees who left the organisation (not including temporary agency staff or 2 employees who failed to pass their probations). All 22 leaving employees were offered exit interviews and of these, 10 agreed. It should be noted that due to the circumstances in which five employees left (such as payment in lieu of notice, maternity leave, short notice period due to annual leave), exit interviews were posted to their homes and none of these forms were returned. All respondents were happy for their exit interviews to be shared with their managers.

Last year's exit report showed 24 leaving employees and 12 completed exit interviews.

Key Trends and Findings

- The predominant reason for people leaving the HPC was travelling, followed next in equal shares by lack of advancement, career change and enhanced job opportunity. The latter three factors were the most predominant reason in the report from the previous year.
- 60% of leavers did not feel the HPC could have done anything to encourage them to stay.
- 60% of leavers did not have another job to go to at the time of leaving.
- Categories rated as 'excellent' or 'good' by over 70% of leavers were: training, HPC benefits, work/life balance, relationships with colleagues, job security and culture.
- Categories rated as 'poor' by a small minority of leavers were: performance management, job satisfaction, promotional prospects, variety, career development and training.
- 40% of leavers rated their manager's leadership style as 'excellent' or 'good', however, 60% rated it as 'unsatisfactory' or 'poor'.
- Half of all 'unsatisfactory' ratings and all of the 'poor' ratings received across all categories were made by leavers from one department.
- 70% of leavers said that they would consider returning to the HPC, however of these leavers, nearly half would not return to the same department.

- The vast majority of leavers would recommend the HPC overall as an employer.
- In the last report, 42% of leaver's said that better internal communications were needed. This comment was not made at all this year except for at a departmental level.

Predominant Comments

- In the previous exit report, 50% of leavers commented that managers were inexperienced and lacked management skills. These comments were from a spread of departments across the HPC. In the current report, specific comments on poor management were only received from leavers from one department.
- Inadequate training (from one department only).
- Good opportunities overall at the HPC

Improvements

The Human Resources Department has continued to run training programmes for managers and the 2007/08 year saw managers attend training on Diversity, Finance for Non-Financial Managers, Interview Techniques and Performance Management. Dismissal and Disciplinary training is scheduled mid-May 2008.

The success of this training appears to have been reflected in the decrease seen in the current report on overall comments about poor management.

Employees have attended training sessions throughout the year on Diversity and we have received positive feedback on this, as well as a positive comment within this year's exit report.

We have also allowed two employees to take short sabbaticals for the first time during the past year which were for the purpose of travelling and a mixture of unpaid and annual leave was used. It was hoped that this would allow us to retain valued employees and minimise turnover and this was successful in these instances. The HR Department are currently working on a policy to formalise this practice.

The Communications Department undertook a comprehensive audit of the HPC's internal communications in December 2006 and a report of the findings was taken to EMT for discussion in March 2007. One outcome of this review has been to hold focus groups of employees to consult on an updated intranet site to aid internal communications and this is due to be rolled out within the first quarter of 2008.

The Middle Management Group (MMG), which was created in July 2006, had a facilitation day with an external trainer in April 2007 to discuss how the group had been functioning, their remit and their interaction with employees and the EMT. Throughout the 2007/08 year the MMG has been involved in

feeding back employee comments to the EMT and has been allocated the Corporate Social Responsibility project by the EMT and are now successfully progressing this.

The combination of the internal communications review and the MMG feedback structure may be responsible for the noticeable improvement in internal communications since the last exit report.

The Human Resources Department will continue to run Diversity training for new starters on a rolling basis as well as management skills courses for new managers.

Leaver's Comments

The document below summarises the responses within the exit interviews conducted over the past year. The questions are marked in bold as they appear on the exit form and the order of responses has been varied for each question to retain anonymity.

Q1: What factors contributed to your decision to leave the HPC?
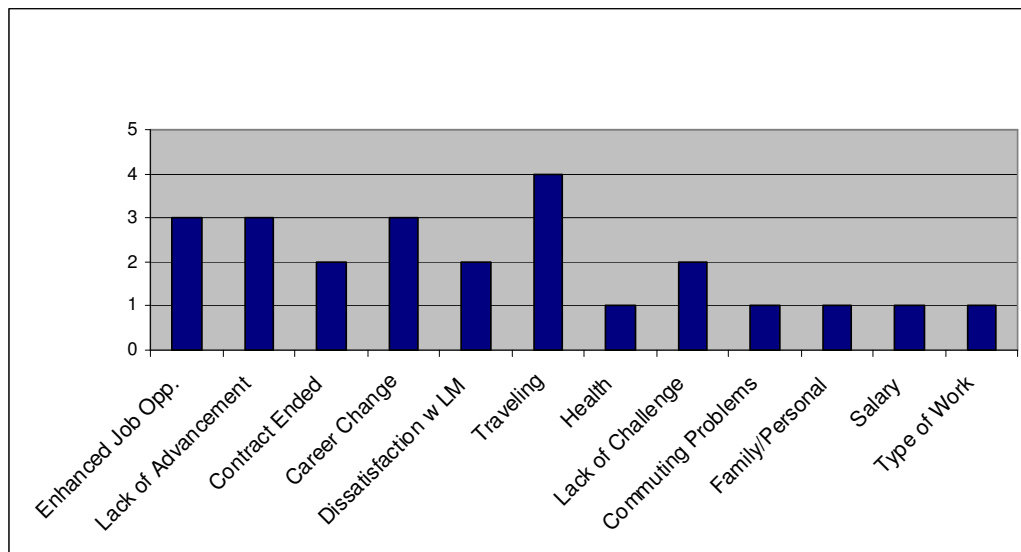
Q2: Who are you going to work for?
These positions have not been specified as this is a public version of the document and may breach confidentiality of those who participated.

Q3: What position are you taking up?
These positions have not been specified as this is a public version of the document and may breach confidentiality of those who participated.

Q4: How did you hear about the job?
N/A   (7)
Internet   (2)

Friend   (1)

Q5: What is the remuneration package and benefits offered by your new job?

Salary per annum	Annual Leave	Pension	Other
£30,000 (a decrease)	25 days	3% from E'er	o Buy/sell annual leave o FlexiTime o Home Working
£23,000 (an increase)	Unknown	Unknown	Unknown
£27,500 (an increase)	26 days	E'er matches E'ee 3% to 10%	o Buy/sell annual leave
N/A (7)	N/A (7)	N/A (7)	N/A (7)

Q6: Could the HPC have done anything to encourage you to stay?
- No   (6)
- Salary increase   (2)
- Encouragement from manager to apply for other positions internally   (1)
- Managers keeping their personal feelings out of how they communicate with people   (1)
- Better communication from management   (1)
- More challenge in the job   (1)

Q7: How would you rate the following categories in your personal experience with the HPC?
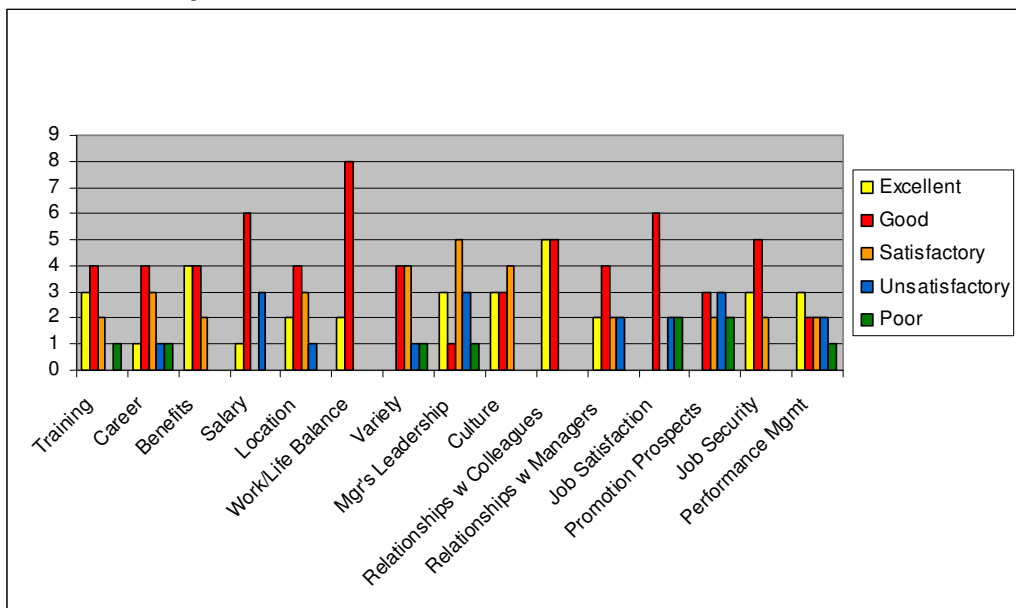
Q8: How could we have improved your experience at the HPC? What would you like to see changed?
- Better communication and interaction with new starters (1)
- Budgets are a bit haphazard- departments have to create own budget tracking system (1)
- Expenses- should not have to pay for own meals, taxis and transport which can sometimes be in excess of £100 (1)
- Salary increase – doing the same role as others but being paid less for it (2)
- Better communication from management and between all layers of management (1)
- Better communication between manager and employee (2)
- Making staffing levels a priority to create manageable workloads (1)
- Better enforcing of processes once a decision has been made on how it should be done (1)
- Occasionally people can be non-diverse in their comments but the E&D training was very good. (1)
- More professionalism and competency from managers (2)
- Issues should be raised in person and not by email (1)
- More office space (1)
- Larger kitchen/break area as HPC grows (1)
- Preconception by partners that they are superior to employees (1)
- Flexi-time (1)

Q9: Would you consider returning to the HPC in the future?
- Yes: 4
- Yes, but not same department: 3
- No: 3 (No reason, commute, time had come)

Q10: Would you recommend the HPC as an employer?
- Yes: Reasons included (in majority order): Benefits, work/life balance, job security, supportive and friendly atmosphere and a growing organisation (9)
- No: No reason given (1)

Q11: Do you have any additional comments you would like to make?
- Department needs more staff, feels rushed off feet (1)
- The level of changes/movement within department has been messy (1)
- No consultation on acting-up arrangements within the department (1)
- Need more support (1)
- Feel some people within department are favoured over others (2)
- Department too impersonal and robotic (1)

- Liked colleagues (1)
- Management styles need to be looked at (2)
- Accommodating and good manager (1)
- Feels lucky to have worked at HPC (1)
- More non-pub located events (1)
- None (3)

Outcomes

The EMT discussed the report and in particular, the consistency of concerns raised by employees leaving from the Registrations Department. Input from the Head of Registrations was sought. It was agreed that the Registration Department were already aware of the concerns raised in the report through informal feedback and management observations, and are attempting to address these issues through:

- A new department structure consisting of three teams rather than two which provides the Registration Advisors with improved management support;
- A quality controls and checks programme which not only mitigates the risk of processing errors but also allows for effective feedback to be delivered to Registration Advisors regarding their individual performance.
- Professional Contact Centre Management training which has been delivered by an external specialist to managers within the department;
- The introduction of a departmental training manual which documents all of the Registration Department processes in detail. A process to document individuals training needs has also been introduced and this process also assesses the competency of the employee once the training has been delivered; and
- The departments first ever off site team building event in March 2008, which will now be an annual event.

It was agreed that the feedback from this Department in particular would be closely analysed next year in the 2008/2009 report to see if changes had been demonstrated.

Appendix 2: Exit Interview Form

Private and Confidential

Human Resources Department: Exit Interview Form

This form is to be used during the exit interview with a resigning employee
and their preferred interviewer (see HR Exit Process for details of nominated
interviewers).

Interviewer to outline to interviewee the following:
- HPC regret that you are leaving and would appreciate it if you would
  help us improve our interaction with our employees by helping us to
  complete this form.
- We appreciate some issues may be sensitive and emphasise that all
  information you provide will be treated in the strictest confidence.
- Please note all sections are to be completed on a voluntary basis.
- I will read each of the questions to you and record your answers during
  the interview.

Name of employee: _____

Department: _____ **Job title**: _____

Director/Manager: _____

Start Date: _____ **Leaving date**: _____

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1. What factors contributed to your decision to leave HPC?

☐ Enhanced job opportunity   ☐ Retirement

☐ Career change   ☐ Salary

☐ Commuting problems   ☐ Benefits

☐ Dissatisfaction with line management   ☐ Travelling

☐ End of contract   ☐ Type of work

☐ Family/personal reasons   ☐ Working conditions

☐ Health   ☐ Other (please state):

☐ To care for children   _____

☐ Lack of advancement   _____

☐ Lack of challenge

2. Who are you going to work for?

_____

_____

3. What position are you taking up?

_____

_____

4. How did you hear about the job?

_____

_____

5. What is the remuneration package and benefits offered by your new job? How much is your current salary at HPC and how much will your new salary be? (please note we realise this may be sensitive information however this helps us benchmark our salaries against other organisations and see if it is a factor contributing to employees leaving).

Salary: _____

Annual leave: _____

Pension: _____

6. Could HPC have done anything to encourage you to stay?

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_____

7. How would you rate the following categories in your personal experience with HPC? (Please tick all categories that apply). Please use the space below if you have any further comments

Category	Excellent	Good	Satisfactory	Unsatisfactory	Poor
Training/development of employees	☐	☐	☐	☐	☐
Career development	☐	☐	☐	☐	☐
HPC Benefits	☐	☐	☐	☐	☐
Salary	☐	☐	☐	☐	☐
Location	☐	☐	☐	☐	☐
Work/Life balance	☐	☐	☐	☐	☐
Variety of work	☐	☐	☐	☐	☐
Manager's leadership style	☐	☐	☐	☐	☐
HPC's culture	☐	☐	☐	☐	☐
Relationships with colleagues	☐	☐	☐	☐	☐
Relationships with Managers	☐	☐	☐	☐	☐
Job satisfaction	☐	☐	☐	☐	☐
Promotional prospects	☐	☐	☐	☐	☐
Job security	☐	☐	☐	☐	☐
Performance Management	☐	☐	☐	☐	☐

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8. How could we have improved your experience at HPC? What would you like to see changed?

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9. Would you consider returning to HPC in the future?

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10. Would you recommend HPC as an employer? Please state the reasons why or why not.

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11. Do you have any additional comments you would like to make?
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Thank you for your assistance in completing this questionnaire.

*I **do** give my permission for the content of this exit interview form to be viewed by my manager* ☐

*I **do not** give permission for the content of this exit interview form to be viewed by my manager** ☐

*Please note that it is difficult to make effective improvements if the manager cannot be made aware of comments made in exit interviews.

_____   _____

Signature of Terminating Employee   Signature of Interviewer

Please note: Interviewer to return completed form to the Human Resources Department