

Finance and Resources Committee 17 November 2009

Exit Interview Report 2008/2009

Executive summary and recommendations

Introduction

All employees who leave employment at the HPC are encouraged to take part in a confidential exit interview. An annual exit interview report is considered by EMT and a summary of trends provided to the Finance and Resources Committee. This year statistical information was analysed and follow up action was taken by HR in June, but there has been a delay in producing the written report.

Decision

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

Background information

None

Resource implications

None

Financial implications

None

Appendices

Appendix 1 – Exit Interview Report 2008/2009

Date of paper

3 November 2009

Date	Ver.	Dept/Cmte	Doc Type	Title	Status	Int. Aud.
2008-05-06	a	HRD	AOD	Exit Interview Report Paper F&R June 08	Final DD: None	Internal RD: None

HPC Employee Exit Interview Report 2008/2009

Introduction

During the period 1 April 2008 to 31 March 2009 25 employees left the HPC (not including temporary agency staff). All 25 leavers were invited to attend exit interviews and of these, 12 agreed. This response rate is similar to previous years.

Key Trends

- 92% of leavers would recommend the HPC as an employer, and 67% would consider returning in future.
- The main reason for people leaving the HPC in 2008/09 was to take up enhanced job opportunities elsewhere, followed by career change and dissatisfaction with line management.
- Categories rated as 'excellent' or 'good' by over 70% of leavers were: training, benefits, variety of work, relationships with colleagues and relationships with managers.
- Categories rated as 'poor' by a small minority of leavers were: location, promotion prospects, and job security.
- 58% of leavers rated their manager's leadership as 'excellent' or good' while 33% of leavers rated it as unsatisfactory.
- The 12 leavers were employed in 8 different departments across the HPC, and feedback was spread evenly across departments

Predominant Comments

At least 33% of respondents commented on the following:

- Supportive management
- Positive culture
- The need to increase interaction and information sharing with other departments

Analysis of Key Trends

Main Reasons for Leaving

The main reasons for leaving in 2008/09 were; enhanced job opportunities elsewhere, career change and dissatisfaction with line management. This shows some change from 2007/08 when the main leaving reasons were; travelling, lack of advancement, career change and enhanced job opportunities elsewhere.

Attitudes Towards Management

Three leavers cited dissatisfaction with line management as one of the main reasons contributing to their decision to leave (Q1). These three cases were investigated by HR, but none of them gave rise to particular concerns. One case was discussed with the relevant Director in June.

Elsewhere in the exit interview data 33% of leavers commented on the high level of support that they had received from their line manager (Q11). 58% of leavers rated their manager's leadership as 'excellent' or 'good' while 33% of leavers rated it as 'unsatisfactory' (Q7). This represents a significant improvement on the 2007/08 report, when 60% of leavers rated their manager's leadership as 'unsatisfactory or 'poor'.

Although the data shows significant improvement management development and training of new line managers remains a priority, and a management development plan, including leadership development, will be researched and developed by HR in early 2010.

Internal Communications:

In 2007/08 only one leaver commented unfavourably on internal communications, but in 2008/09 42% of leavers commented on the need to increase interaction and information sharing between departments. Recent developments that should improve this area include:

- an updated intranet site is due to be launched shortly
- the recent setting up of the new Employee Consultation Group
- cross departmental groups working on specific areas such as Equality and Corporate Social Responsibility Group

Feedback on internal communications between departments will be analysed in the next exit interview report, and in the next Employee Survey planned for 2010 to assess the need for further action.

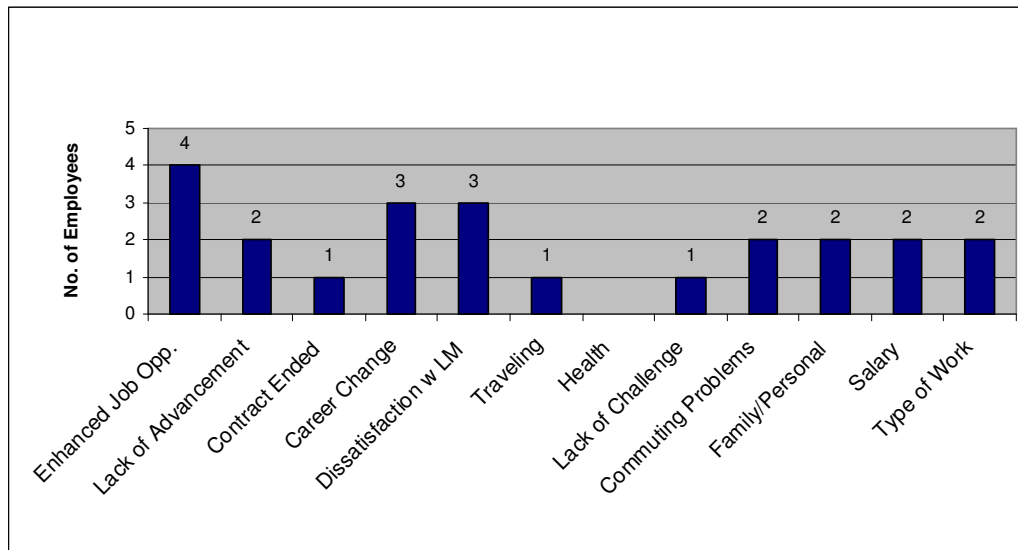
Response rates for exit interviews

Response rates for exit interviews have been relatively low for the past two years at around 50% of leavers. In order to encourage greater participation and improve data collected HR is now taking a more active role in arranging and conducting exit interviews. Employees are still free to opt out of exit interviews if they wish. So far participation rates for 2009/10 are running at 75% of leavers.

Leavers Comments

The following section summarises the responses obtained to questions asked at exit interviews over the period 1 April 2008 – 31 March 2009.

Q1: What factors contributed to your decision to leave the HPC? (Employees can state more than one reason)



- Q2: Who are you going to work for?**
Q3: What position are you taking up?
Q4: How did you hear about the job?
Q5: What is the remuneration and benefits offered by your new job?

Responses to questions 2 – 5 are omitted from this report to avoid breaching the confidentiality of those who participated.

Q6: Could the HPC have done anything to make you stay?

No	(10)
Salary increase	(1)
Encouragement from manager to stay	(1)

Q7: How would you rate the following categories in your personal experience with the HPC?

	Excellent	Good	Satisfactory	Unsatisfactory	Poor	Not stated
Training	58%	25%	8%	8%	0%	0%
Career	33%	33%	17%	0%	0%	17%
Benefits	50%	33%	8%	0%	0%	9%
Salary	8%	58%	25%	8%	0%	0%
Location	0%	58%	8%	8%	8%	18%
Work/Life Balance	17%	33%	42%	8%	0%	0%
Variety	25%	58%	8%	8%	0%	0%
Manager's Leadership	33%	25%	8%	33%	0%	0%
Culture	33%	33%	25%	0%	0%	8%
Relationships with Colleagues	50%	33%	17%	0%	0%	0%
Relationships with Managers	33%	42%	8%	17%	0%	0%
Job Satisfaction	17%	25%	33%	17%	0%	8%
Promotion Prospects	17%	8%	17%	25%	8%	25%
Job Security	50%	8%	25%	0%	17%	0%
Performance Management	42%	17%	25%	8%	0%	8%

**Q8: How could we have improved your experience at the HPC?
What would you like to see changed?**

- Increased interaction and information sharing with other departments (5)
- More desk space (2)
- Inconsistent pay structure and system (2)
- Improved communication from senior management (2)
- Manager should not show favouritism towards certain employees (2)
- More staffing resource in my team (2)

More flexibility around contractual hours to assist work/life balance	(1)
More trust in employees and less monitoring and control	(1)
Less frequent changes of process	(1)
Policies should be applied consistently across all departments	(1)
Inflexibility and over-reliance on process and policy	(1)
More variety in my job	(1)

Q9: Would you consider returning to the HPC in the future?

Yes	(8)
No	(4)

Q10: Would you recommend the HPC as an employer?

Yes	(11)
No	(1)

Q11: Do you have any additional comments you would like to make?

Positive culture	(5)
Supportive management	(4)
Good benefits	(3)
Great place to work	(2)
Good opportunities provided by internal recruitment and promotions	(1)
Worked with a great team	(1)