

Finance and Resources Committee 29 July 2010

Exit Interview Report 2009/2010

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 for information.

### **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 2009/2010

### **Date of paper**

13 July 2010

Date	Ver.	Dept/Cmte	Doc Type	Title	Status	Int. Aud.
2010-07-13	a	HRD	PPR	Exit Interview Report Paper F&R July 10	Final DD: None	Internal RD: None

# **HPC Employee Exit Interview Report 2009/2010**

## **Background**

All employees who leave employment at the HPC are encouraged to take part in a confidential exit interview, either with a member of the Human Resources department or with their line manager. An annual exit interview report is considered by EMT and a summary of trends provided to the Finance and Resources Committee.

## **Introduction**

During the period 1 April 2009 to 31 March 2010, 21 employees left the HPC (not including temporary agency staff). All 21 leavers were invited to attend exit interviews or complete an exit questionnaire and of these 13 agreed. This represents a 62% response rate and is an improvement on previous results. The questionnaires analysed cover leavers from 6 departments across the HPC.

## **Key Trends**

- The main reason for people leaving the HPC in 2009/10 was to take up enhanced job opportunities elsewhere, followed by career change and salary.
- Categories rated as 'excellent' or 'good' by over 69% of leavers were: training/development of employees (9 people), HPC benefits (10 people), and work/life balance (10 people).
- Categories rated as 'poor' by a small minority of leavers were: manager's leadership style, variety of work, location and salary (1 person for each).
- 62% of leavers (8 people) rated their manager's leadership as 'excellent' or 'good' while 23% of leavers (3 people) rated it as 'unsatisfactory' or 'poor'.
- 69% of respondents (9 people) would recommend the HPC as an employer, although only 38% (6 people) would consider returning to the HPC themselves in the future.
- 69% of leavers (9 people) stated that they could not have been encouraged to stay on at the HPC.

## **Analysis of Key Trends**

### Main Reasons for Leaving

The main reasons for leaving in 2009/10 were; enhanced job opportunities elsewhere, career change and salary. This remains fairly similar to the 2008/09 report, when the main leaving reasons were; enhanced job opportunities elsewhere, career change, and dissatisfaction with line management.

### Attitudes Towards Management

Two leavers cited dissatisfaction with line management as one of the main reasons contributing to their decision to leave, pointing in particular to inflexible and fixed management styles, and the inability to resolve issues at line management level. Prior to resignation however, these two individuals had been performance managed and their comments were therefore anticipated. Directors within the respective departments were made aware of the situations at the time.

Elsewhere in the data 38% of leavers commented on their individual managers, describing them as 'supportive', 'fantastic', 'flexible', and 'accommodating' (Q7 – free text, and Q11). 62% of leavers rated their manager's leadership style as either 'excellent' or 'good', with only 23% describing rating it as 'unsatisfactory' or 'poor', which is an improvement on the 2008/9 figures which were 58% and 33% respectively.

Since the beginning of 2010 there have been a number of first time line management appointments, so although the data shows significant improvement in this area, management development and training of new line managers remains a priority. 31% of respondents commented on the need for management training / development under questions 7 and 8. Work is currently underway with JSB Training to develop a management development plan tailored specifically to the needs of the HPC. This is due to be rolled out from September 2010.

### Retention of employees

69% of leavers stated that they could not have been encouraged to stay on at the HPC (Q6). However, the majority of comments accompanying this response were not negative but linked instead to career progression, better opportunities outside of the HPC, a move overseas, and a return to education.

### Internal Communications:

In 2008/09 42% of leavers commented on the need to increase interaction and information sharing between departments, and since then the following has been implemented -

- an updated intranet site, allowing individual departments to post news items on activities taking place in their areas
- the establishment of the Employee Consultation Group (ECG) in October 2009, whose purpose is to provide opportunities for consultation and discussion about areas of mutual concern to the HPC

and its employees; to enable employees' views and interests to be expressed to EMT and the Chief Executive; and to provide opportunity for employees to express their views or concerns at an early stage

This year's data showed improvement in this area, with only a small percentage (15% - 2 people) commenting on the need for more transparency on certain organisational processes, such as pay.

Flexible Working

3 out of 13 employees wanted more flexible working, however in many cases the HPC is encouraging and responding to employee requests in this area. As of 31 March 2010, the HPC had 8 (6%) employees working part time, and 9 (7%) employees working flexible hours. This is an improvement on the previous year's figures, i.e. 3 part time workers (3%) and 7 people working flexible hours (6%).

Response rates for exit interviews

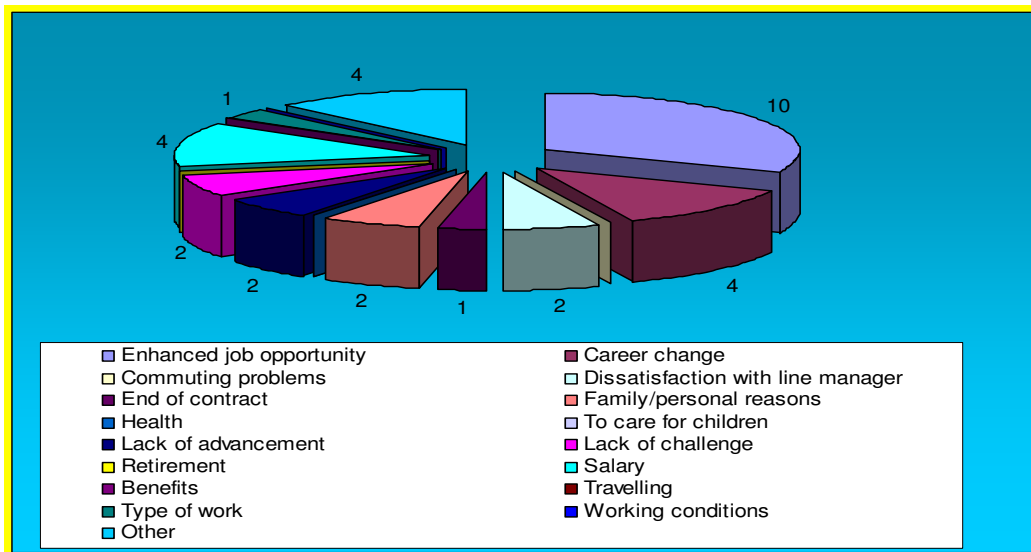
The response rate for exit interviews has been relatively low in the past (around 50% of leavers 2006 - 9). In order to encourage greater participation and improve data collected HR has taken a more active role in arranging and conducting exit interviews, with all leavers contacted individually to arrange a face to face meeting with a member of HR, or their line manager if preferable. Employees are still free to opt out of exit interviews if they wish, and in these situations they are asked to complete a questionnaire instead. As a result, this year has seen an increase in the response rate (62%)

**Leavers Comments**

The following section summarises the responses obtained to questions asked at exit interviews over the period 1 April 2009 – 31 March 2010.

**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?**

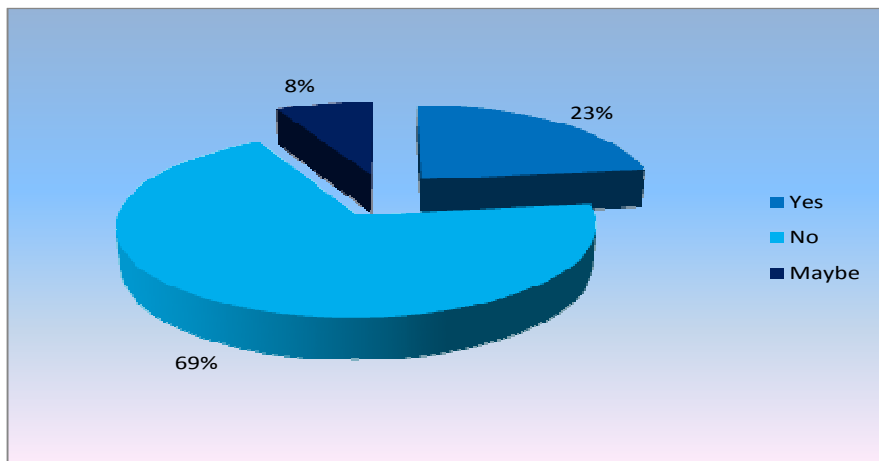
**Q4: How did you hear about the job?**

**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.

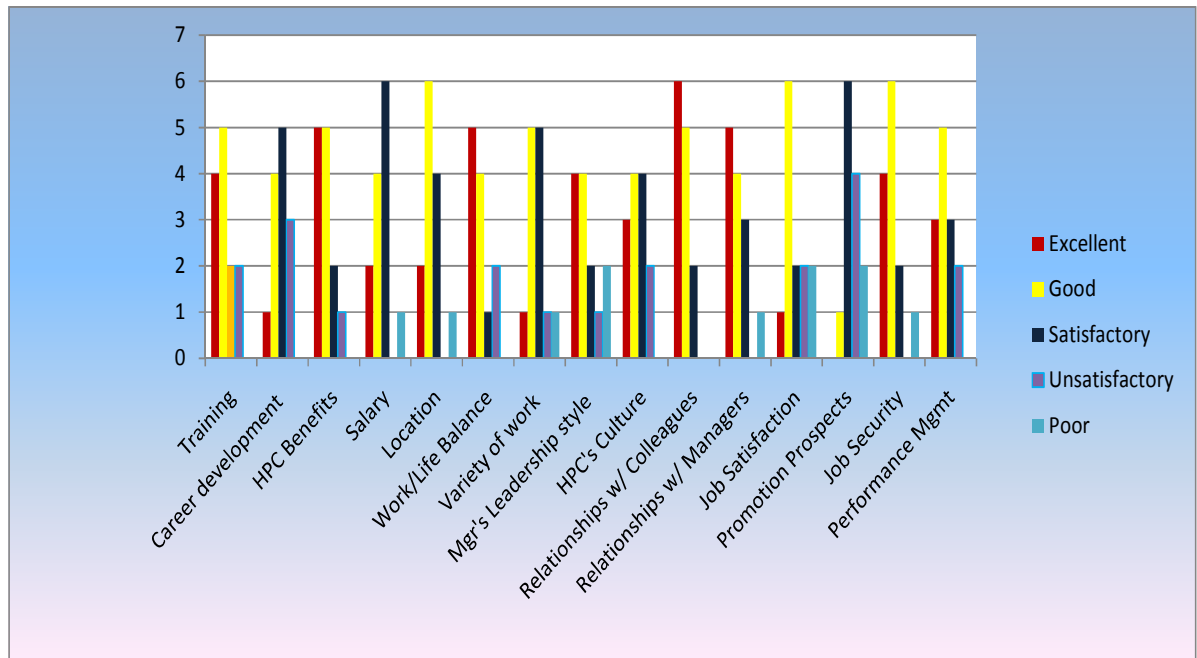
**Q6: Could the HPC have done anything to make you stay?**

Yes	(3)
No	(9)
Maybe	(1)



Of the 4 people who answered 'yes' and 'maybe', 1 person would have wanted behaviour changes from their line manager, 2 people would have wanted a higher salary, and 1 person would have wanted a change in the scope of their job.

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



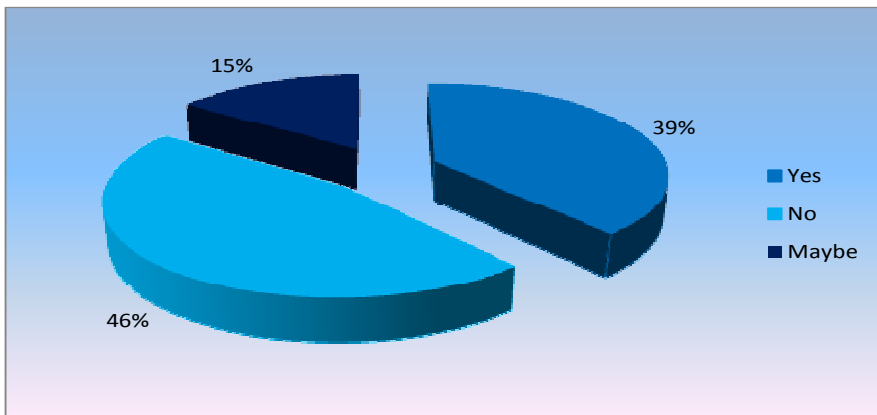
	<b>Excellent</b>	<b>Good</b>	<b>Satisfactory</b>	<b>Unsatisfactory</b>	<b>Poor</b>
Training	31%	38%	15%	15%	0%
Career development	8%	31%	38%	23%	0%
HPC Benefits	38%	38%	15%	8%	0%
Salary	15%	31%	46%	0%	8%
Location	15%	46%	31%	0%	8%
Work/Life Balance	38%	38%	8%	15%	0%
Variety of work	8%	38%	38%	8%	8%
Mgr's Leadership style	31%	31%	15%	8%	15%
HPC's Culture	23%	31%	31%	15%	0%
Relationships w/ Colleagues	46%	38%	15%	0%	0%
Relationships w/ Managers	38%	31%	23%	0%	8%
Job Satisfaction	8%	46%	15%	15%	15%
Promotion Prospects	0%	8%	46%	31%	15%
Job Security	31%	46%	15%	0%	8%
Performance Mgmt	23%	38%	23%	15%	0%

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

A more family friendly approach / flexible working / flexi-time	(3)
A more challenging role – current role has a ceiling / shelf life	(2)
Extra support / resources in the team	(2)
Advocacy training in FTP	(2)
Stop putting 'manager' in titles	(1)
More openness regarding career structures and pay bands	(1)
More scope to set own goals	(1)
Less travelling	(1)
More training and development for managers to break culture of micro-management	(1)
Senior management to listen to and take advice from employees and junior management	(1)
Better relationship with line manager	(1)
Consolidation of 'dead weight' roles	(1)
A canteen	(1)
More socialising	(1)

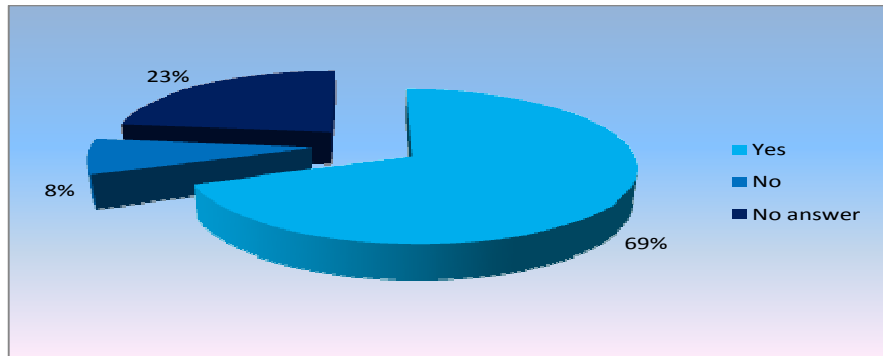
**Q9: Would you consider returning to the HPC in the future?**

Yes	(5)
No	(6)
Maybe	(2)



**Q10: Would you recommend the HPC as an employer?**

Yes	(9)
No	(1)
No answer	(3)



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

Have enjoyed working at the HPC	(6)
Have appreciated the HPC as a good stepping stone	(1)
There are flaws in the management structure of my department	(1)
Have found hot-desking to be quite frustrating	(1)
A bigger kitchen would enable you to meet other people in the organisation	(1)
Pay and performance should be linked	(1)
More transparency around pay	(1)
I had a flexible, accommodating, and supportive director	(1)
My department had a good sense of team spirit and an open and relaxed culture	(1)
Good benefits	(1)