

Finance and Resources Committee 21 June 2011

Exit Interview Report 2010/2011

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 2010/2011

Date of paper

7 June 2011

HPC Employee Exit Interview Report 2010/2011

Introduction

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 their line manager. An annual exit interview report is considered by EMT and a summary of trends provided to the Finance and Resources Committee.

Numbers of leavers

During the period 1 April 2010 to 31 March 2011, 15 employees left the HPC (not including temporary agency staff). Of these leavers, 7 employees completed an exit interview. These numbers are significantly lower than in the past, as shown in table 1 below. However data and trends have been analysed as normal in the following report.

Participation rates

The participation rate in exit interviews of 7 out of 15 leavers, or 46%, is similar to the 2008/9 rate, but is lower than the 2009/10 rate of 63%. This lowered participation rate may be partly due to a higher proportion of compulsory leavers as opposed to voluntary leavers this year (see table 1). Exit interviews are voluntary, but the HR team will continue to work on encouraging leavers to complete them.

Table 1. Leavers by financial year

	2008/9	2009/10	2010/11
Voluntary resignations	22	22	10
Compulsory leavers*	3	3	5
Total leavers	25	25	15

*expiries of fixed term contracts, dismissals, redundancies, retirements

Key Trends

- The two main reasons for people leaving the HPC in 2010/11 were to change career or to return to study.
- Categories rated as 'excellent' or 'good' by 100% of leavers were the HPC's location, relationships with colleagues, relationships with managers and job security
- Categories rated as 'excellent' or 'good' by 86% of leavers were HPC benefits, work/ life balance
- 86% of leavers (6 people) rated their manager's leadership as 'excellent' or 'good' while 14% of leavers (1 person) rated it as 'satisfactory'.
- 100% of respondents would recommend the HPC as an employer, and 57% (4 people) would consider returning to the HPC themselves in the future.

Analysis of responses

Main reasons for leaving (Q1, fig. 1)

The main factors contributing towards leaving were career change and return to study. Leaving to go travelling was also a relatively significant factor. These trends are similar to previous years, in which career change was identified as one of the most significant factors in with both the 2009/2010 and 2008/2009 exit interview reports.

Retention of employees (Q 6.fig. 2)

86% of leavers stated that they could not have been encouraged to stay on at the HPC, with 'change in career', 'personal circumstances', 'returning to full time education' and 'visa expired' being given as reasons why they could not stay. These types of reasons, which relate to personal circumstances or career change, are similar to the reasons given in previous years.

Attitudes Towards Management (Q7 and figs. 3 & 4)

This year attitudes towards management were predominantly positive. Manager's leadership style was rated as 'excellent' (57%) or 'good' (29%) by 86% of leavers, with the remaining 14% giving a rating of satisfactory. 100% of leavers rated relationships with managers as 'excellent' (57%) or 'good' (43%).

There were positive comments from individuals who reported that they had 'good', 'great' managers, although one person commented that some managers lacked experience.

In previous reports there have been some expressions of dissatisfaction with managers amongst reasons for leaving. Since then, the modular management development programme has run, providing managers with the practical tools for managing employees. The programme has been well received by the attendees, with some good initial feedback.

Flexible Working

Two employees felt the organisation could offer more flexible working options, in particular flexitime.

Flexitime was recently raised at the Employee Consultation Group and a proposal was considered, as a result, by the Executive Management Team (EMT). The EMT rejected the proposal on the grounds that flexitime would be too onerous to administer and that generous annual leave and a range of other flexible working options, including time in lieu, over-time, altered working hours, etc., were already provided.

The HPC now has 10 employees working part time hours and a further eleven undertaking some form of flexible working. This is another successive increase from the 2008/2009 and 2009/2010 figures.

Learning & Development

There were some positive comments received about training by two respondents, but also some negative from another two, one of whom had the perception that training was not available across the organisation and the other felt that more in depth training needs analysis needed to be carried out.

The HR department is now putting together an organisation wide training plan, to assess the training needs of the organisation and provide courses available to all employees, where there is a general need for them.

Other

There were two positive comments about the introduction of the new pay system, stating that it would provide 'more transparency' and would provide 'greater opportunity to progress'. There were also three comments about HPC pay being 'good'.

Additionally, there were two comments suggesting the introduction of some form of performance related pay (PRP). PRP may be revisited in the future once the new pay system has been embedded into the organisation.

Previous reports have included some negative comments about communication/ interaction between departments, however this year there were no negative comments on this topic.

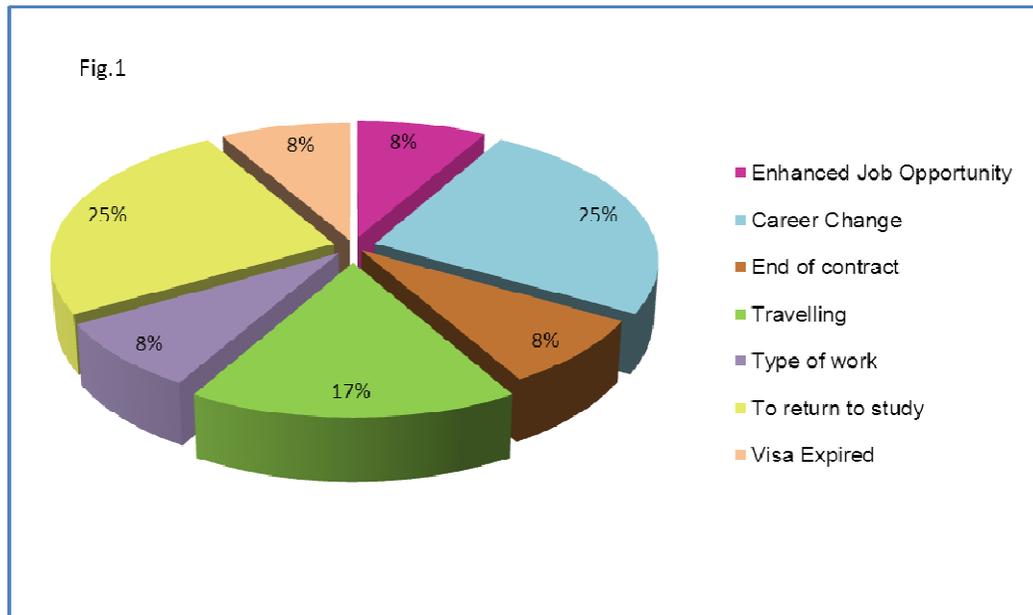
All employees asked said they would recommend the HPC as an employer. This is another very positive result, and an improvement on the previous year when 69% of leavers said they would.

Exit Interview/ questionnaire responses

The following section summarises the responses obtained to questions asked at exit interviews over the period 1 April 2010 – 31 March 2011.

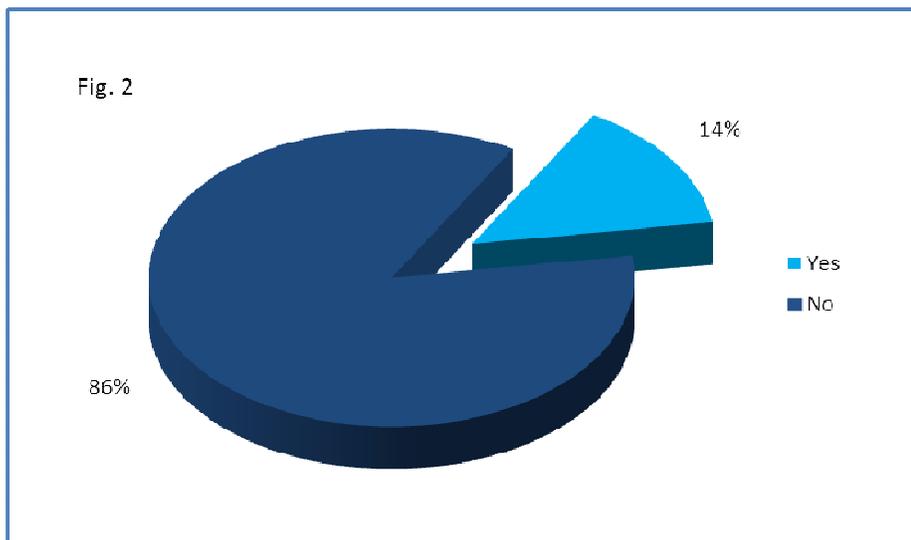
Q1: What factors contributed to your decision to leave the HPC?

(Employees can state more than one reason)



Questions 2 – 5 relate to details of any new employment being taken up by leavers and are therefore omitted from this report to avoid breaching the confidentiality of those who participated.

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



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

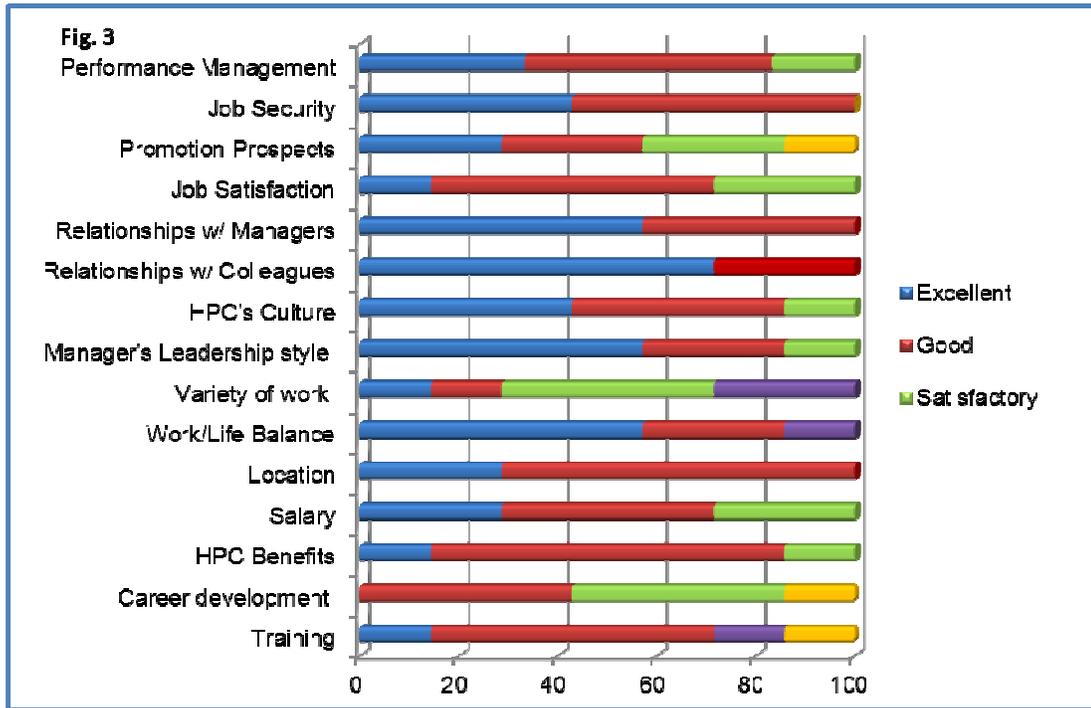


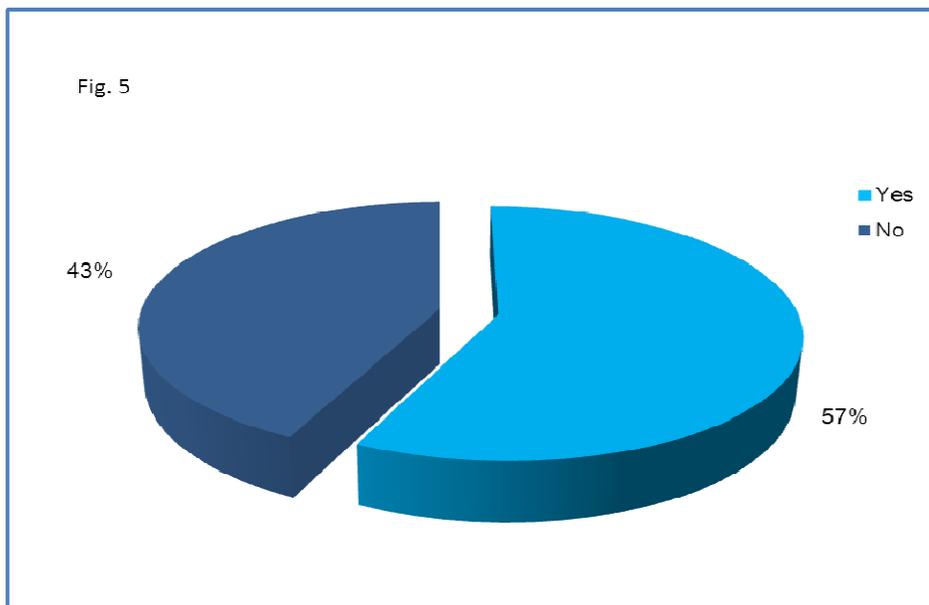
Fig. 4

Categories	Scores/ ratings %				
	Excellent	Good	Satisfactory	Unsatisfactory	Poor
Performance Management	33	50	17	0	0
Job Security	43	57	0	0	0
Promotion Prospects	29	29	29	0	14
Job Satisfaction	57	43	0	0	0
Relationships w/ Managers	71	29	0	0	0
Relationships w/ Colleagues	43	43	14	0	0
HPC's Culture	57	29	14	0	0
Manager's Leadership style	14	14	43	29	0
Work/Life Balance	29	71	0	0	0
Location	29	71	0	0	0
Salary	29	43	29	0	0
HPC Benefits	14	71	14	0	0
Career development	0	43	43	0	14
Training	14	57	0	14	14

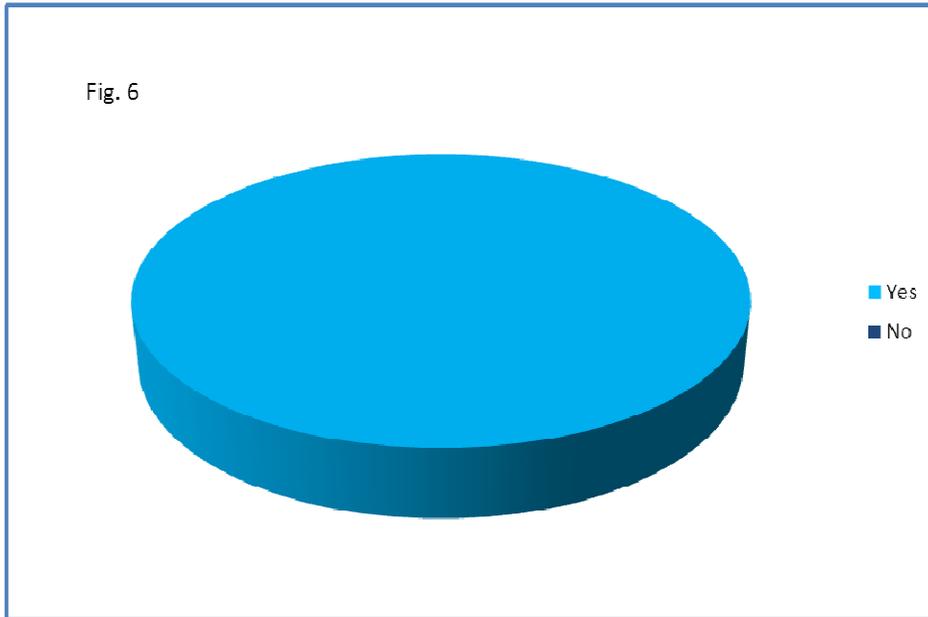
**Q8: How could we have improved your experience at the HPC?
What would you like to see changed?**

Comments	
More transparent performance related pay or tangible rewards	2
Flexi-time would be much appreciated, even limited to work 8am-4pm, or 10am - 6pm as your core hours	2
More HPC specific or department tailored training	1
More training needs analysis	1
Cycle to work scheme	1
Larger kitchen required	1
Better computer system for interaction with other departments (Partners)	1
Introduction of a graduate scheme to allow employees a better understanding of the work of the departments	1
More employees required in the department, compared to the workload	1
Positive comments	
Introduction of the pay system is good and creates more transparency	2

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



Q10: Would you recommend the HPC as an employer?



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

- Corporate Social Policy at the organisation is underdeveloped (1)
- Young workforce at HPC offers a lively work environment, but also results in managers lacking the ability to manage or develop employees. (1)
- This office building is a great place to work (1)
- I really enjoyed working with my manager (1)