

EXIT INTERVIEW QUESTIONNAIRES ANALYSIS OF RESPONSES APRIL to SEPTEMBER 2010

Response rates

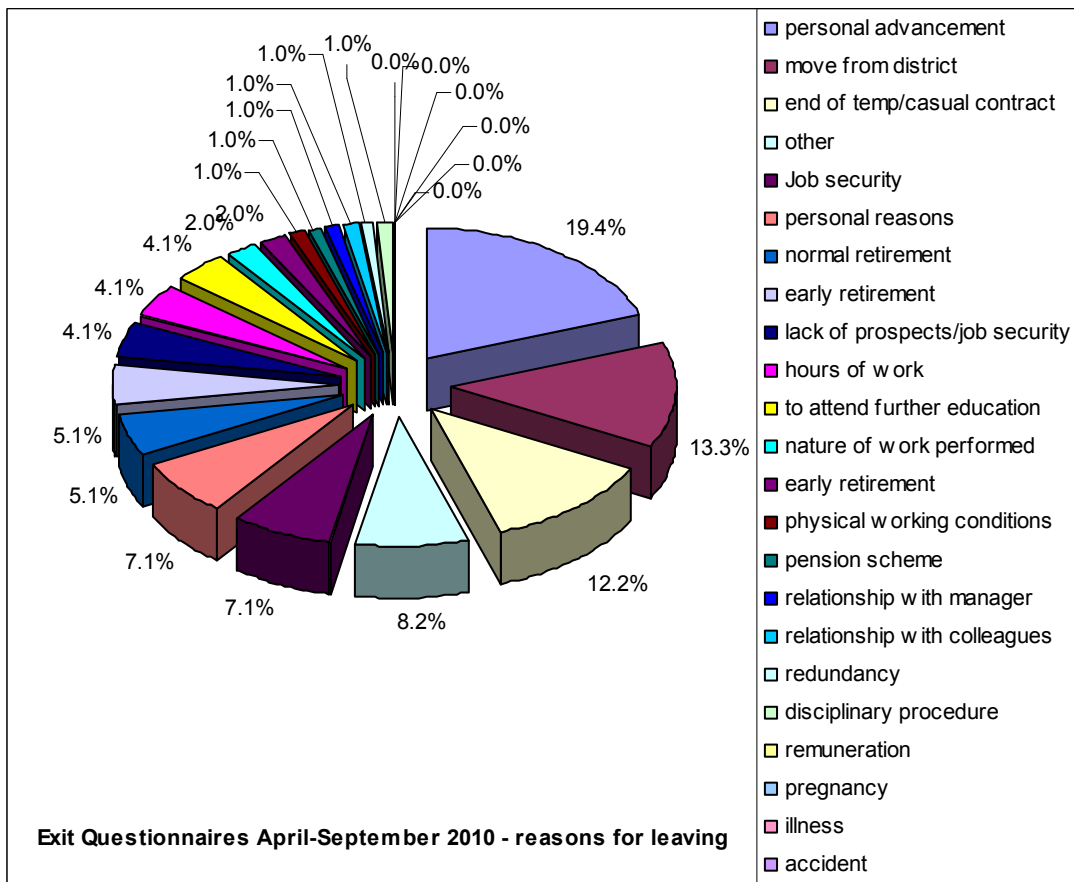
Number of leavers during the period (excluding transfers) **299**
 Number who completed Exit Questionnaires **68**
 Response rate **22.7%**

By department:

	leavers	responses	%
DNP	92	7	7.61%
DOR	33	7	21.21%
CHEX	3	2	66.67%
DCS	54	18	33.33%
DCE	112	34	30.36%

Reasons given for leaving

Note that some respondents give more than one reason. The total reasons will therefore be more than the total respondents show above.



47% of leavers state they left for “non-voluntary” reasons including *move from district, end of contract, normal retirement, redundancy, disciplinary procedure*. 53% therefore left voluntarily.

16.3% state they left for a “negative” reason: *job security, lack of prospects, nature of work performed, relationship with their manager, relationship with their colleagues, physical working conditions*.

The highest single reason given was *personal advancement*, stated by 19 of the 68 respondents.

Respondents’ ratings

A total of 52 "poor" ratings were given by the 68 respondents: (7% of all ratings).

23 of the respondents gave at least one "poor" rating (33%)

Highest numbers of "poor" ratings:

- **Morale in the section:** 8 poor ratings (11.8% of respondents).
- **Training opportunities:** 8 poor ratings (11.8% of respondents).
- **Personal development interviews:** 7 poor ratings (10.3% of respondents).
- **Working environment and conditions:** 7 poor ratings (10.3% of respondents).

Highest number of "poor" ratings by Department:

- DOR: 9.46% of all ratings were poor with 57% of respondents marking at least one rating as poor. Highest "poor" ratings for **Training Opportunities and Personal Development Interviews**.
- DNP: 9.21% of all ratings with 42.1% of respondents marking at least one rating as poor. These poor ratings were evenly spread over most questions.

The main reason for leaving was for "personal advancement" (19 people);

- 1 gave 4 poor ratings (**working environment & conditions, communications, training opportunities and morale in the section**)
- 3 gave 3 poor ratings (**personal development interviews** [3], **management style** [2], **working environment & conditions** [1], **morale in the section** [1], , **management working relationships** [1], **salary** [1])

The joint second main reason for leaving was for "personal reasons" (7 people), only 1 poor rating was given across these individuals.

The other joint second main reason for leaving was "job security" (7 people)

- 3 gave poor ratings for **morale in the section**
- 2 gave poor ratings for **working conditions**
- 1 poor rating was given each for **salary** and **personal development interviews**

Of the 8 who left for "other" reasons, only 2 gave poor ratings, but one individual, within DCE, marked 10 as "poor":

- **training opportunities**
- **salary**
- **communications**
- **working environment and conditions**
- **working hours**
- **work duties and responsibilities** [1],
- **management working relationships** [1],
- **personal development interviews** [1],
- **management style** [1],
- **Morale in the section** [1].

Conclusions

Exit Questionnaires are only being received from under a quarter of all leavers (22% overall), with a particularly low completion rate for those leaving from DNP. This is believed to be due to inconsistency and lack of clarity in the operation and purpose of the completing of these, and as a direct consequent a lack of commitment by managers. There is currently a project being undertaken to *a)* reinforce and clarify the process, and *b)* to introduce a simple on-line completion method, forming an automatic step in the leaving process. The new process will take out the burden currently placed on management and ensure the confidentiality of these questionnaires.

By far the highest number of reasons given for leaving was **personal advancement** (19%). When added to the 7.1% who stated **job security**, and the 4.1% who stated **lack of prospects**, this may well suggest a failure to develop and retain employees that could have benefited the authority further.

Overall, the incidence of "poor" ratings was relatively low, at only 7% of all ratings given. 33% of respondents gave at least one poor rating, with the highest number given to **morale in the section, personal development interviews** and **training opportunities**, which appears to support the observation above.

71% of all ratings were "good". This can be seen as encouraging but to ensure this depicts the feeling across the authority the completion of exit questionnaires around the authority needs to be more common.