

ANALYSIS OF EXIT QUESTIONNAIRE INFORMATION

To: **Staffing and Appeals Committee**

Date: **20thApril 2016**

From: **Martin Cox, Head of People**

Electoral division(s): **All**

Purpose: **The purpose of this report is to show a summary of the exit information gathered from employee leavers during the 2015 calendar year.**

Recommendations: **The Committee is asked to note the content of this report.**

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1.0 PURPOSE

- 1.1 The purpose of this report is to share the employee exit information for the 2015 calendar year.

2.0 BACKGROUND

- 2.1 In December 2015 the Executive Director of Children, Families and Adults (CFA) presented a report to the General Purposes Committee concerning the recruitment and retention of social care staff. During the discussion the question of why people tend to leave the organisation was raised, and it was then suggested by Members that exit information should be reported to Staffing and Appeals Committee for them to be sighted on any potential or emerging issues.

3.0 EMPLOYEE LEAVERS AND EXIT QUESTIONNAIRES

- 3.1 At 31st December 2015 there were 6176 people employed by Cambridgeshire County Council(CCC) with a total Full Time Equivalent (FTE) of 3849.
- 3.2 In the calendar year 2015 there were 1053 leavers, of which 673 left by means of resignation or retirement. Of those 191 completed an exit questionnaire which is a return of 25.95%.
- 3.3 Exit questionnaires are only requested from people who leave by means of a resignation process, not those whose employment is ended for any reason by the employer.
- 3.4 Of the 1053 leavers the breakdown of leaving reasons is as shown in Table 1 below.
- 3.5 Table 1

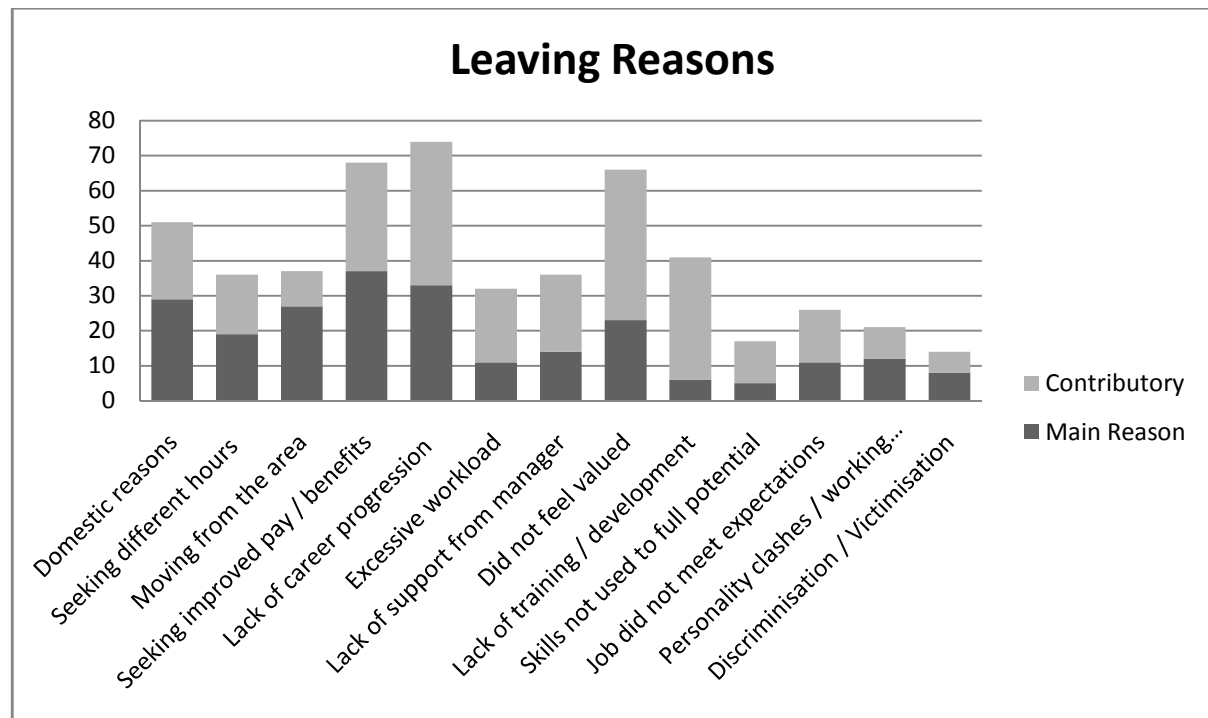
Reason employment ended	Number
Resignation	673
End of contract	136
Dismissal	22
Redundancy	63
Retirement	63
TUPE Transfer	91
Death in Service	5

- 3.6 Current arrangements are: when someone resigns they are sent a letter by the HR Transactions Team (**Appendix 1**) that encourages them to complete an exit questionnaire. A copy of the exit questionnaire is attached (**Appendix 2**).
- 3.7 Research shows that the average response rate for paper and pencil exit interviews is approximately 30-35% so in an effort to improve the response we have recently added a reminder to the manager's checklist for leavers to require them to also ask the leaver to complete the exit questionnaire and encourage them to do so.

4.0 EXIT INFORMATION DATA

4.1 Exit information received during 2015 shows the main reasons given as both the main and contributory reasons for leaving are as shown in Graph 1 below.

4.2 Graph 1

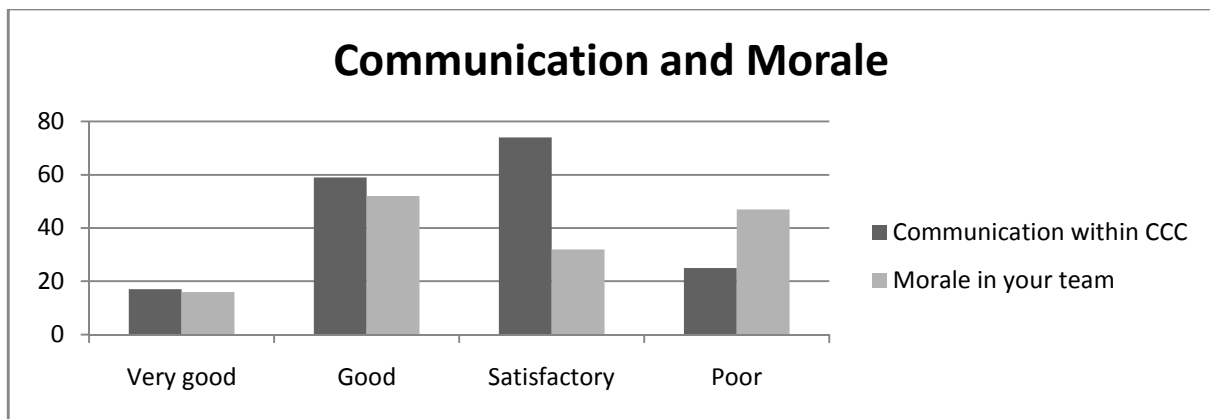


4.3 Although the literature on exit questionnaires/interviews is sparse, the Chartered Institute of Personnel and Development (CIPD) research reports that most people cite job dissatisfaction, managerial relationships, recognition, reward and career development as reasons for leaving.

4.4 Our data shows the top 3 reasons for leaving as lack of career progression, seeking improved pay and benefits, and not feeling sufficiently valued so these are similar to the above. These are aspects that the Council's Workforce Strategy will focus on and seek to understand the reasons behind this.

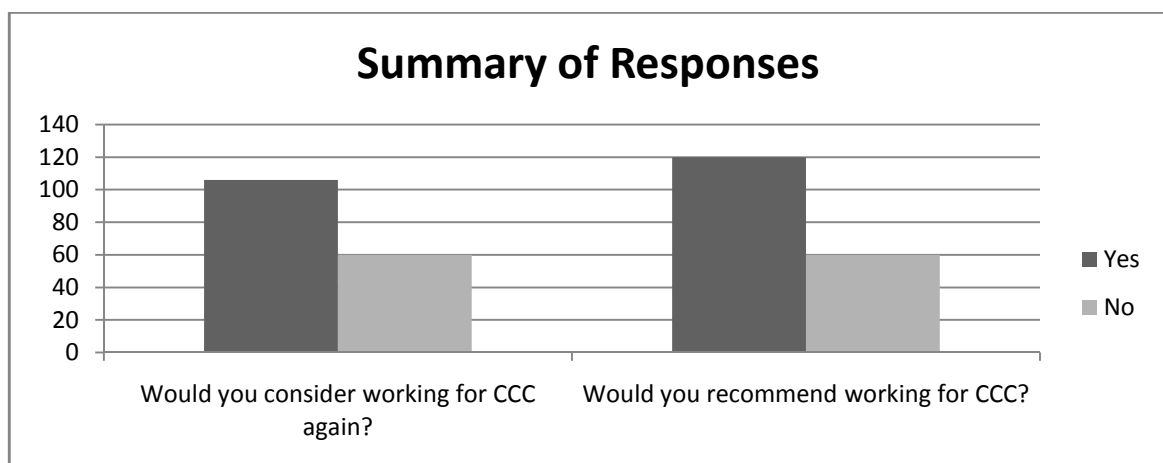
4.5 Another key element of data gathered from the exit questionnaire is around employee morale and views on communication within CCC. Graph 2 below shows the responses on this topic.

4.6 Graph 2



4.7 The final questions from the exit questionnaire focus on whether the leavers would consider working for the Council again or would recommend the Council as an employer to others. The results of this aspect of the data are shown below in Graph 3.

4.8 Graph 3



5.0 NEXT STEPS

5.1 Typically the return rate for exit questionnaires in most organisations tends to be poor, the general view on why seems to be that people don't always feel strongly and therefore don't afford the time to complete them. We have now added to the Managers check list a prompt for them to draw the attention of leavers to the exit questionnaire, explain the value to the employer, and encourage them to complete it. Whether this has a positive impact on the return rates remains to be seen but it is hoped that this will see an improvement in both the quantity and quality of the data received.

5.2 The Workforce Strategy will address the reasons people are citing as both main and contributory reasons for leaving the organisation through its action plan.

Dear

I write to you following receipt of your resignation letter and am sorry to note that you will be leaving Cambridgeshire County Council.

When any employee leaves we ask them to complete a simple exit questionnaire in order to help us to develop our employment policies and practices for the future. We are looking for honest feedback and value any comments you feel able to provide. The information you provide will help your Directorate and the Council to improve as an employer. Please be assured that any information you supply will be treated in strict confidence and will not be disclosed to anyone without your prior permission. If you prefer, you could also complete the questionnaire without giving your name.

We estimate that the questionnaire will take no more than 10 minutes to complete and hope you will spare this time to assist us. The questionnaire can be found by clicking on the following link. [Online exit questionnaire](#)

If you would like to discuss your reasons for leaving in person, please don't hesitate to contact your line manager, or, HR Advisor, who will be pleased to arrange to meet you. We are very keen to hear your views so please do use this facility.

Exit Questionnaire - Confidential

We are sorry that you have decided to leave Cambridgeshire County Council. Please take a few minutes to complete the following questionnaire. This will help us understand why people choose to leave the Council. We are looking for honest feedback and value any comments you are able to provide.

Thank you for taking the time to complete the questionnaire.

We wish you every success in the future.

Name (Optional) _____

Job Title: _____

Where you work: _____

Children, Families and
Adults' Services (CFA)

Public Health ☐

Economy,
Transport and
Adult's Services
(ETE) ☐

Customer Service
and
Transformation
(CST) ☐

LGSS ☐

Directorate: _____

Location: _____

Start Date in Current Post: ____/____/____ Leaving Date: ____/____/____

Reasons for Leaving

There may be several reasons for why you have decided to leave CCC. Please tick the reasons you consider relevant, as either main reason(s) or contributory factor(s). If you would like to make further comments, please use the box at the end of the questionnaire.

	Main Reasons	Contributing Factors
Domestic reasons	<input type="checkbox"/>	<input type="checkbox"/>
Seeking different hours to suit personal circumstances	<input type="checkbox"/>	<input type="checkbox"/>
Moving from the area	<input type="checkbox"/>	<input type="checkbox"/>
Seeking improved pay/benefits	<input type="checkbox"/>	<input type="checkbox"/>
Lack of career progression opportunities	<input type="checkbox"/>	<input type="checkbox"/>
Low work load	<input type="checkbox"/>	<input type="checkbox"/>
Excessive workload	<input type="checkbox"/>	<input type="checkbox"/>
Lack of support from manager	<input type="checkbox"/>	<input type="checkbox"/>
	Main Reasons	Contributing Factors
Did not feel valued by my employer	<input type="checkbox"/>	<input type="checkbox"/>
Lack of training/development opportunities	<input type="checkbox"/>	<input type="checkbox"/>
Job did not match expectations	<input type="checkbox"/>	<input type="checkbox"/>

Personality clashes/difficulties with working relationships	<input type="checkbox"/>	<input type="checkbox"/>
victimization		
Other, please give details in the additional information section	<input type="checkbox"/>	<input type="checkbox"/>
If you had a grievance did you use the CCC Grievance Procedure?	Yes <input type="checkbox"/>	No <input type="checkbox"/>

Communication, Support, Development

How would you rate the following?

	Very Good	Good	Satisfactory	Poor
Communication within Cambridgeshire County Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication within your team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support from your line manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Morale in your team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee benefits package	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appraisal Scheme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learning opportunities/training (both on/off the job)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervision/1:1 arrangements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall View

Would you consider working for CCC again?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Would you recommend working for CCC?	Yes <input type="checkbox"/>	No <input type="checkbox"/>

Please use this section to give any further comments.

Additional Comments

Do you consent to comments being shared with service management in order to address the issues that you have raised?

Yes ☐ No ☐