

Finance and Resources Committee 11 September 2012

Exit Interview Report 2011/2012

Executive summary and recommendations

**Introduction**

All employees who leave employment at the HCPC 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**

This paper is for information only. No decision is required.

**Resource implications**

None

**Financial implications**

None

**Appendices**

Appendix 1 – Exit Interview Report 2011/2012

**Date of paper**

31 August 2012

# **HCPC Employee Exit Interview Report 2011/2012**

## **Background**

All employees who leave employment at the HCPC 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 provided to the Finance and Resources Committee.

## **Introduction**

During the period 1 April 2011 to 31 March 2012, 19 employees left the HCPC (not including temporary agency staff). Of those leavers, 15 were invited to attend exit interviews or complete an exit questionnaire, and of these requests, 14 were completed. This represents a 93% response rate, which is a second successive improvement on the results of previous years.

Employees not invited to complete an interview or a questionnaire included employees who:

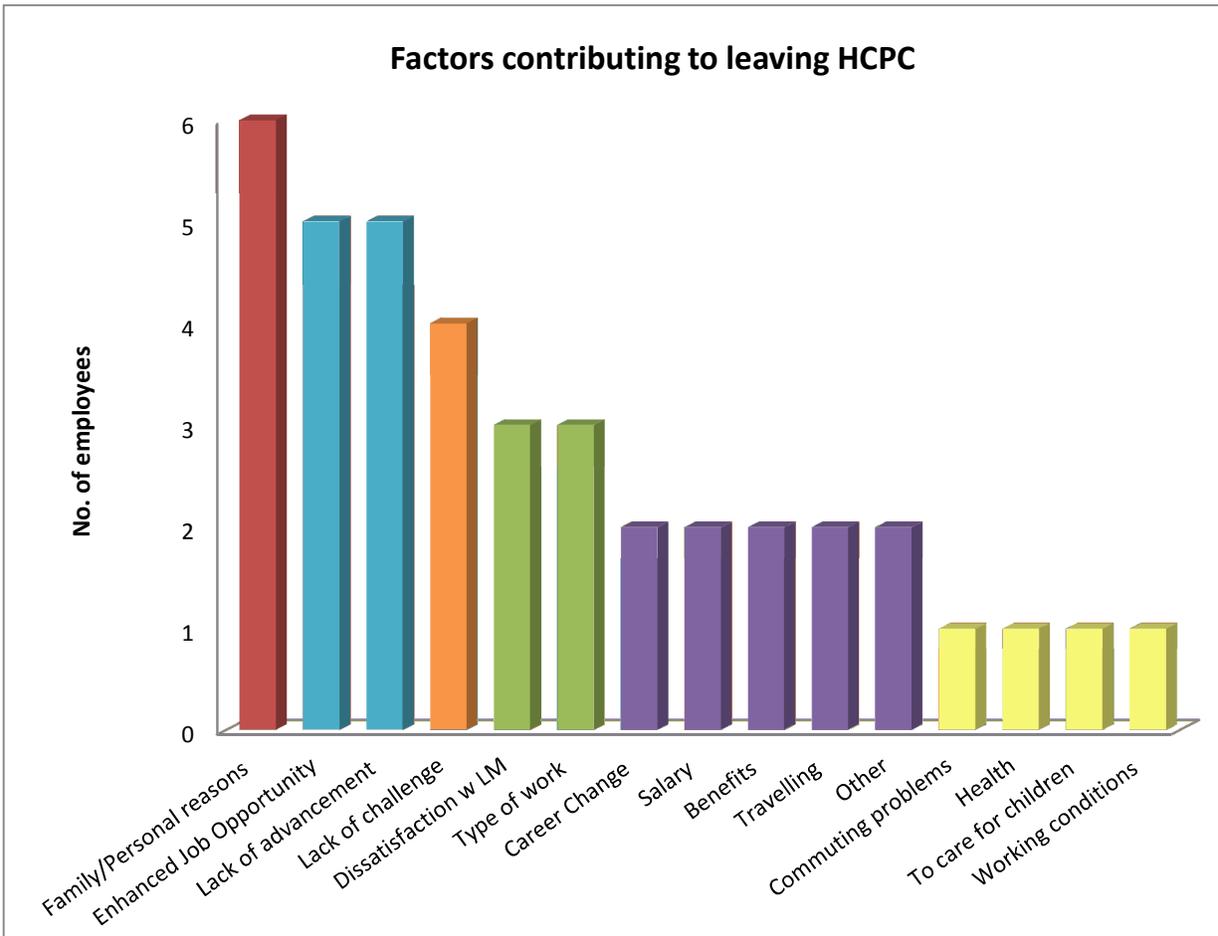
- did not successfully complete their probation (3)
- were compulsory leavers from the organisation (1)

This left just one employee who declined to complete the questionnaire.

## Question responses and Key trend analysis

The following section summarises the responses obtained to questions asked at exit interviews over the period 1 April 2011 – 31 March 2012, and provides some analysis of the key trends identified.

### **Question 1: What factors contributed to your decision to leave the HCPC?**



### Main Reasons for Leaving

The main factors which contributed towards reasons for leaving the HCPC in 2011/2012 were:

<b>Factor</b>	<b>Cited by</b>
Family/ personal reasons	43%
Enhanced job opportunity	36%
Lack of advancement	36%
Lack of challenge	29%

A non-work related factor - family/ personal reasons, was the factor cited more than any other by leavers. For the first year out of the last three, career change did not figure as one of the main reasons for leaving.

There were some negative factors included in response to this question, these were:

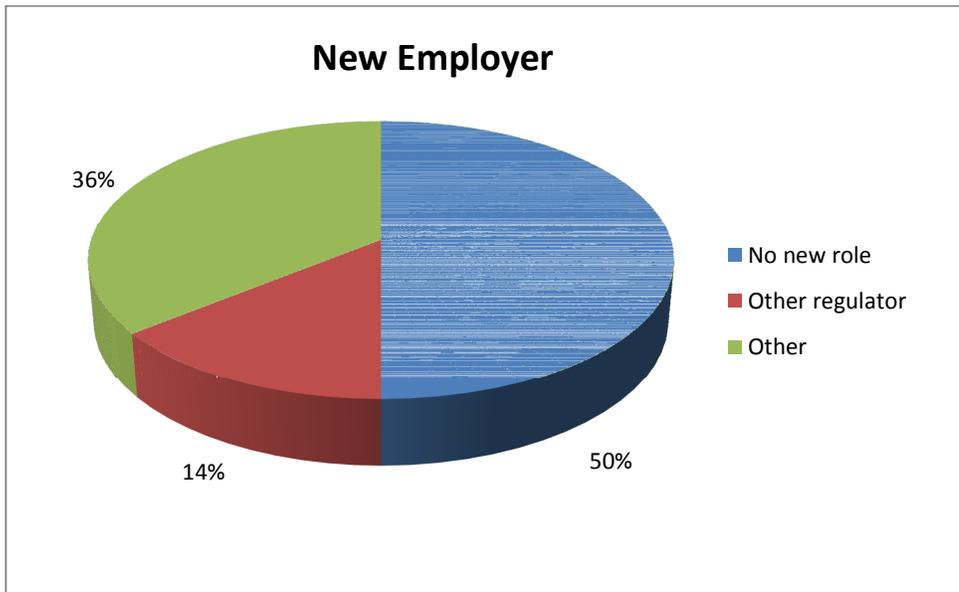
<b>Factor</b>	<b>Cited by</b>
Dissatisfaction with line manager	21%
Working conditions	7%

In last year's survey dissatisfaction with line managers was not reported as a reason for leaving, so this factor will be kept under review. However it is worth noting that in the answer to question 7 below none of these leavers rated their overall relationship with their line manager as being 'unsatisfactory' or 'poor'.

Comments about dissatisfaction with the line manager relate to three different managers, and the HR department has followed these up in the relevant departments when it has been appropriate to do so.

The comment regarding dissatisfaction with working conditions came from one leaver and could have been due to the amount of hot-desking and office moves which have taken place in recent months, due to the organisation increasing in size and needing to expand its office space.

## Question 2: Who are you going to work for?



### New Employer

Of the respondents who answered this question, 50% were going to work for another employer;

- 14% were going to work for another regulator.
- 36% were going to work for another type of organisation.

The remaining 50% were leaving to undertake other pursuits.

## Question 3: What position are you taking up?

For data protection reasons, detailed analysis cannot be provided in response to this question. However, 71% of those to which this question applied were going into new roles which they considered to be a promotion, whilst 29% were going to roles which were at a similar level to the one they were leaving.

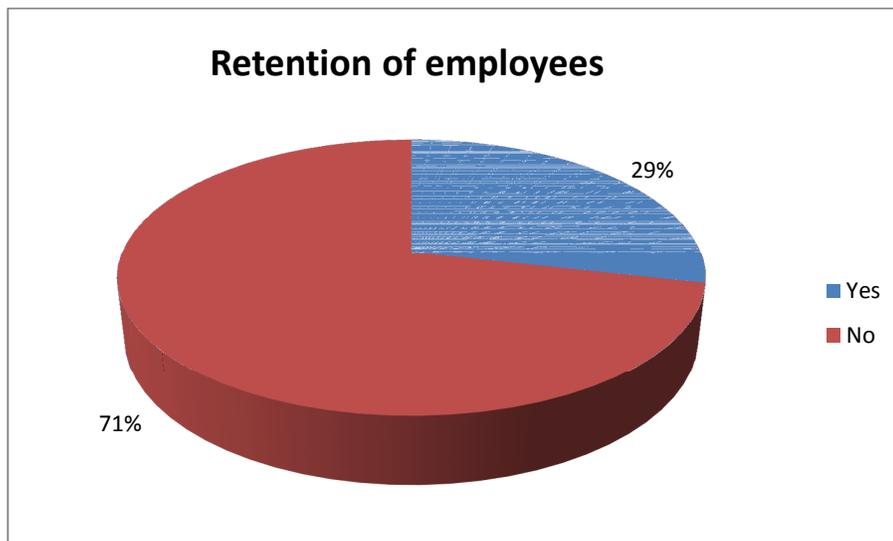
## Question 4: How did you hear about the job?

This question brought a variety of different answers, although the main response was 'not applicable'.

## Question 5: What is the remuneration package and benefits offered by your new job?

The 57% of leavers who were going into new jobs, went into roles which were paying higher salaries than they were receiving at the HCPC and 29% were going into roles which were paying a lower salary. The remaining 14% were going to receive a similar level of salary.

**Question 6: Could HCPC have done anything to encourage you to stay?**



When asked, 71% of leaving employees said that the HCPC could not have done anything which would have encouraged them to stay. Reasons for this included.

- Leaving due to personal reasons (2)
- Training to become a solicitor, no progression at HCPC (2)
- Time to move on

Of the 29% who said they could have been encouraged to stay, answers included:

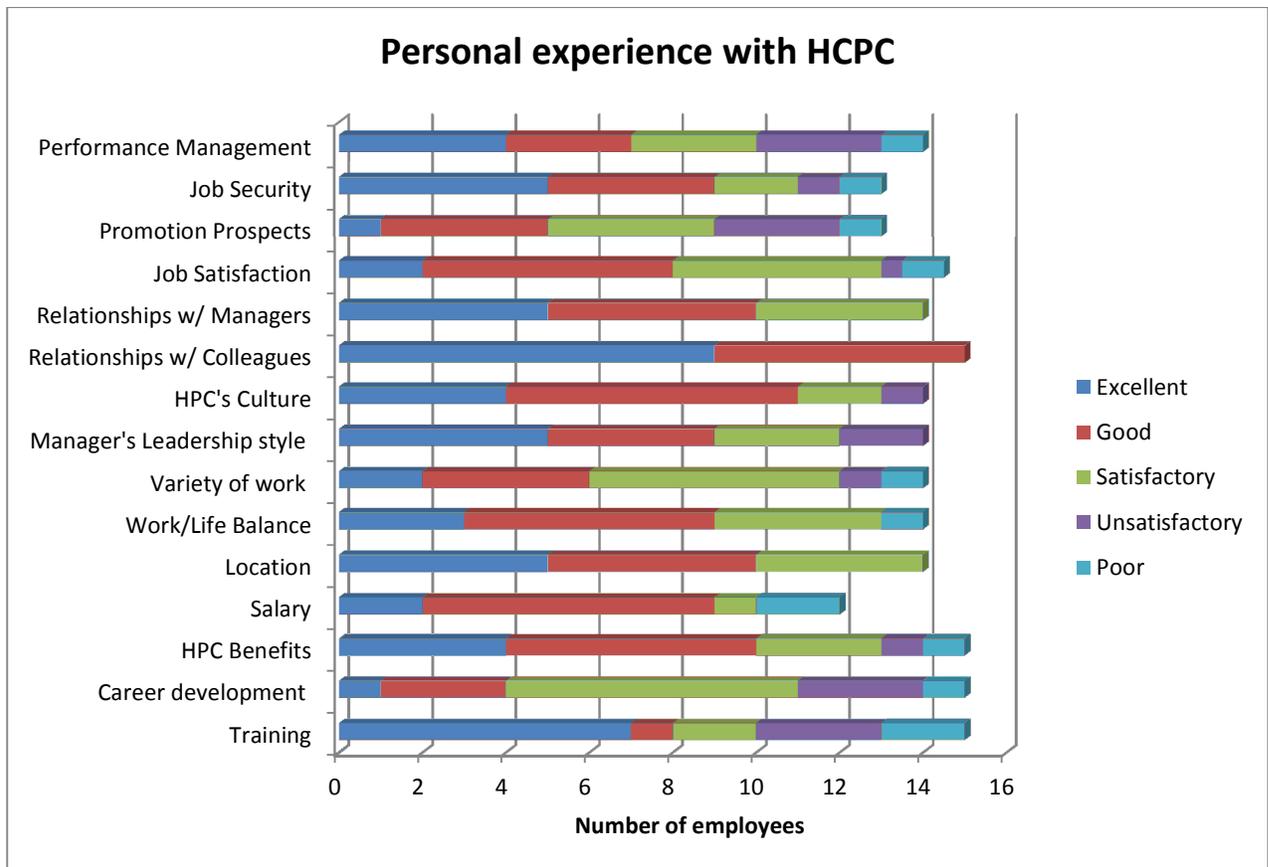
- Would not have left if had more support from line manager
- Would have liked to have worked for another department

Last year's report also showed that the majority of leavers felt that the HCPC could not have done anything to encourage them to stay because their main reasons for leaving were personal.

**Question 7: How would you rate the following categories in your personal experience with the HCPC?**

Leaving employees were asked to rate a variety of aspects of their working experience at the HCPC, the results are detailed below.

	% Ratings				
	Excellent	Good	Satisfactory	Unsatisfactory	Poor
Training	47	7	13	20	13
Career development	7	20	47	20	7
HCPC Benefits	27	40	20	7	7
Salary	17	58	8	0	17
Location	36	36	29	0	0
Work/Life Balance	21	43	29	0	7
Variety of work	14	29	43	7	7
Manager's Leadership style	36	29	21	14	0
HCPC's Culture	29	50	14	7	0
Relationships w/ Colleagues	60	40	0	0	0
Relationships w/ Managers	36	36	29	0	0
Job Satisfaction	13	40	33	3	7
Promotion Prospects	8	31	31	23	8
Job Security	38	31	15	8	8
Performance Management	29	21	25	21	7



## Positive Results

The following areas received the highest combined rating of either 'excellent' or 'good' when rated by employees.

- The highest scoring element of leaving employees' experience with the HCPC was 'relationships with colleagues, rated as 'excellent' or 'good'; by 100% of leavers
- A similar element - HCPC's culture, was rated as excellent or good by 79% of leavers.
- Salary was rated as 'good' or 'excellent' by 75% of leavers
- Both relationships with managers and location received a 'good' or 'excellent' rating of 71%
- Managers' leadership style was rated good or excellent by 64% of leavers, although this was a drop of 20% compared with the previous year.

## Less Positive Results

The areas which received the highest rating of either 'poor' or 'unsatisfactory' from leavers were:

Factor	Cited by
Training	33%
Promotion prospects	31%
Performance management	29%
Career development	27%

### Training

Some of the comments around training, referred to departmental training and referred to

- Not wanting to undergo mandatory training if already qualified
- Wanting to undergo more developmental training

The HR department are again running an organisational training plan in 2012/2013, and a review of the training and development policy is planned. Larger departments continue to run specialist training.

### Promotion

The individuals who rated promotion prospects and career development poorly may have been working in smaller departments within the organisation in which there is less opportunity for career development compared with larger departments.

During the period 1 April 2011 – 31 March 2012 the organisation carried out recruitment campaigns for 34 roles, some internal only and some internal and external. Of these 34 appointments made, 16 (47%) went to internal candidates.

**Question 8: How could we have improved your experience at the HCPC?  
What you would like to see changed?**

There were no particular themes which emerged in response to this question. The only area in which more than one leaver commented was recruitment.

- One leaver commented that they wanted the organisation to be more open about promotions
- The other wanted more transparency around the recruitment process

A summary of the other comments is listed below, each of which were made by one person.

**Areas which would have improved experience at the HCPC**

- More support from line manager
- Improve communications between Registration teams
- HCPC to harness employees' ideas better
- More structured training within the department
- Not having fixed 9-5 working hours
- Would like to have sat with team, found not doing so a negative experience
- Support departments to have been given more resource and opportunity not to work manually

Additionally, some positive comments were made in response to this question.

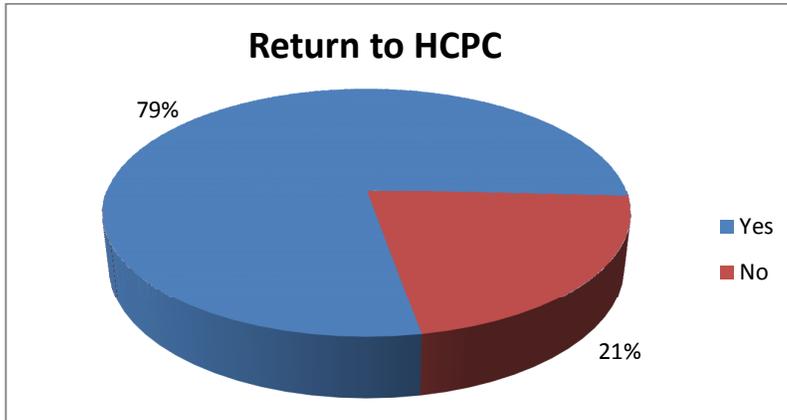
**Positive comments**

- Everyone is approachable, HR are approachable, open door policy. Has seen a lot of change and things have got better.
- Appreciative of their manager and Head of Department, who they thought were great.

**Question 9: Would you consider returning to the HCPC in the future?**

The response to this question provided an improved result, compared to the previous year, when 57% of leavers said they would return compared to this year's 79% (11).

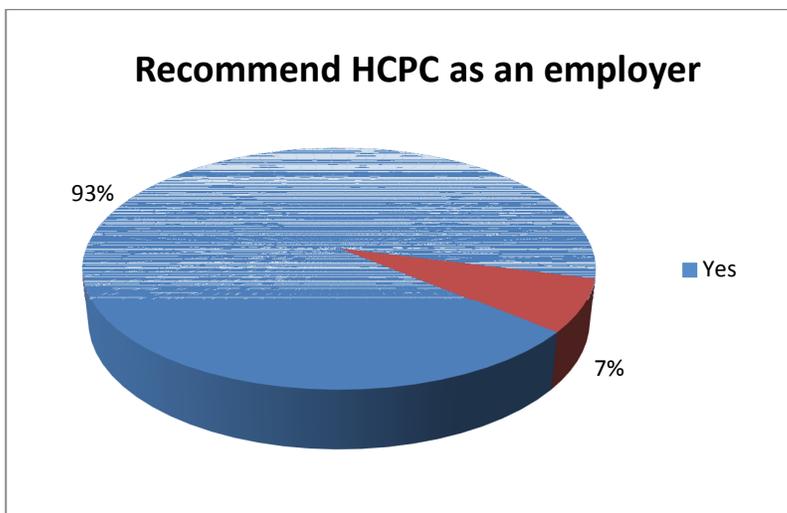
<b>Yes</b>	<b>No</b>
79% (11)	21% (3)



**Question 10: Would you recommend the HCPC as an employer?**

93% would recommend the HCPC as an employer, with 7%, answering 'maybe'. The response to this question was a slight decline when compared to the previous year's result, when 100% of leavers said 'yes'. Significantly, no leaving employee said that they would not recommend the HCPC as an employer.

<b>Yes</b>	<b>No</b>	<b>Maybe</b>
93% (13)	0	7% (1)



**Question 11: Do you have any additional comments you would like to make?**

Four of the leavers used this question to praise their managers and the support they had provided.

Other comments varied from department specific to organisation specific subjects. Examples included:

Departmental

- Communication from other departments to FTP is not great, maybe FTP should do all employee meetings. FTP is like a separate section.
- Frustrated from an IT perspective, more investment is needed in software. Has influence on productivity, big influence on role you do - could be doing more productive work rather than keying in data.

Organisational

- Hot desking is not ideal - office space needs to be sorted out. It is an employer's responsibility to house staff.