

## **Finance and Resources Committee, 18 July 2013**

### Exit Interview Report 2012-2013

#### Executive summary and recommendations

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 – Employee Exit Interview Report 2012/2013

#### **Date of paper**

5 July 2013

# **HCPC Employee Exit Interview Report 2012/2013**

## **Background**

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 2012 to 31 March 2013, 26 employees left the HCPC in total (not including temporary agency staff), and 24 left voluntarily.

Of those 24 voluntary leavers, 21 were invited to attend exit interviews or complete an exit questionnaire, and of these requests, 19 were completed. The analysis in the following report therefore covers feedback from 19 individuals.

Employees not invited to complete an interview or a questionnaire included individuals who did not successfully complete their probation, who resigned following a lengthy period of sick leave, and who resigned while, or shortly after, undergoing a formal HR process.

## **Employee turnover rates**

The rate of employee turnover increased to 14% over the course of 2012/13, compared with 9% in the previous year. HCPC employee turnover is now running slightly above the national average which is 11.9%\*.

This increase in turnover took place in the months following the transfer of regulation of social workers to the HCPC. Increased employee turnover can sometimes occur during or following periods of significant organisational growth and change. Turnover rates will continue to be monitored over 2013/14 to see if they re-stabilise or continue to increase.

## **Main reasons for leaving**

Reasons for leaving do not appear to relate directly to organisational change, increased workloads or to poor work/life balance. They relate more to a perceived lack of promotion opportunities at the HCPC and to pay. Further analysis of these areas is provided below. The all employee survey due later this year and the EMT's follow up work from the all employee away day on culture will provide further opportunities to assess employee views and to identify appropriate action.

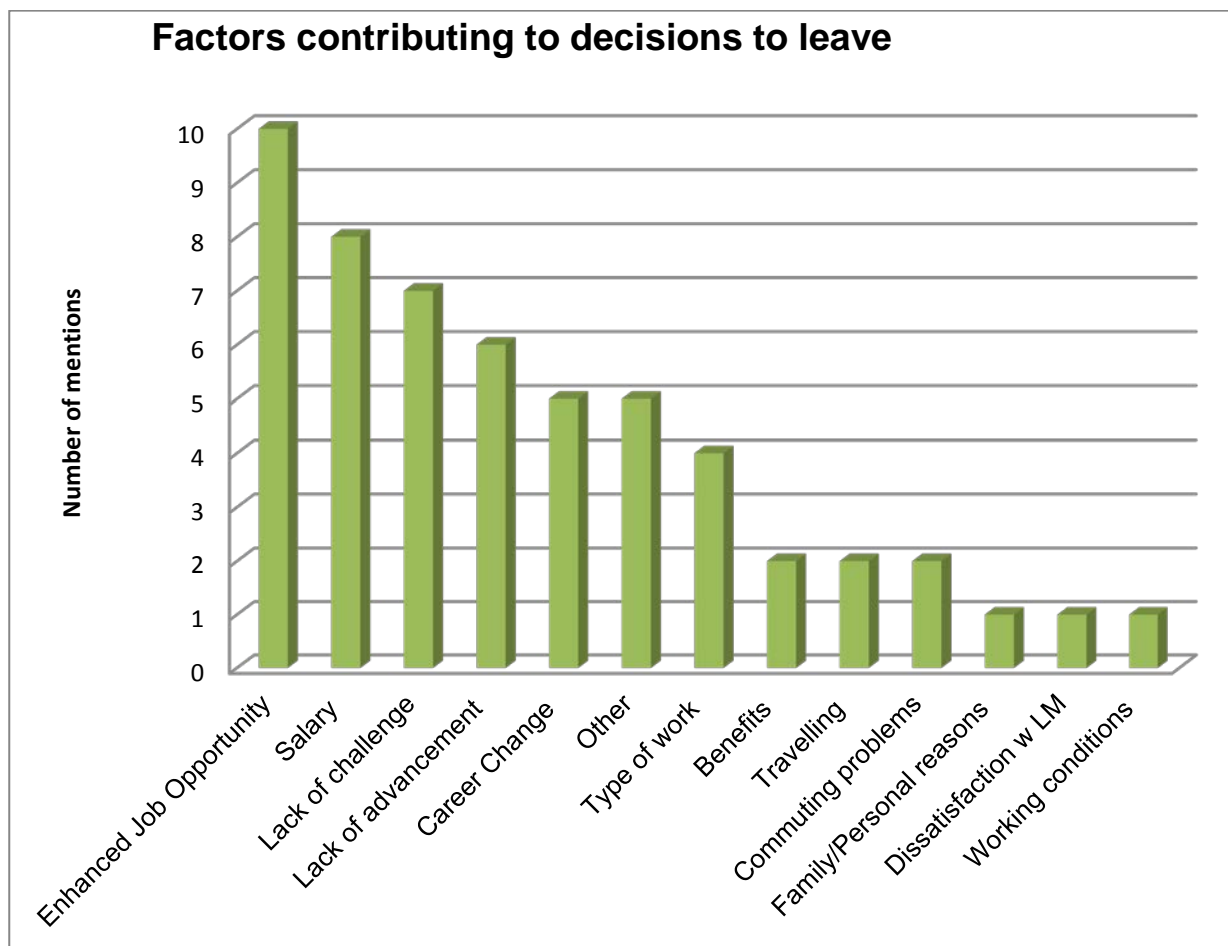
In spite of increased turnover rates, the attitudes of people leaving the HCPC remain largely positive towards the organisation. Organisational culture, relationships with managers and carer development are rated particularly highly. 95% of leavers would recommend the HCPC as an employer, and 69% would consider returning in the future.

\* CIPD Managing Labour turnover survey 2013

## Responses and Key trend analysis

The following section summarises the responses obtained to questions asked at exit interviews over the period 1 April 2012 – 31 March 2013, and provides some analysis of the key trends identified amongst the 19 leavers.

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



### Main Reasons for Leaving

The chart above shows the main factors affecting employees' decisions for leaving the HCPC in 2012/2013. Employees were able to select more than one reason. In terms of percentages, the main reasons were as follows:

Factor	Cited by
Enhanced job opportunity	52%
Salary	42%
Lack of challenge	37%
Lack of advancement	32%

'Enhanced job opportunity' normally appears in the top three factors impacting on decisions to leave and in some years, for example 2009/2010, it was cited by over 75% of leavers.

## **Enhanced job opportunity**

The HCPC is able to offer a high volume of opportunities for internal promotions and job changes, but inevitably these opportunities will not be suitable for all individuals. In the financial year 2012/2013, 29 out of 77 appointments made (37.6%) went to internal candidates. In the previous financial year 16 out of 39 appointments made (41%) went to internal candidates.

## **Salary**

This is the first time for a number of years that salary has figured prominently in employees' reasons for leaving. This factor will be kept under review, to see if it indicates a significant trend in financial year 2013/14. The average pay rise received at the HCPC from April 2013 was slightly higher than in previous years. This may assist to some extent in retaining employees, although views amongst HR professionals on the effectiveness of increasing pay in order to reduce employee turnover are mixed.

## **Other factors influencing decisions to leave**

The 'lack of challenge' and lack of advancement factors were mentioned by similar percentages of leavers last year.

The two employees who left due to commuting problems were former GSCC employees who were travelling to the HCPC from Rugby on a daily basis.

There were only a couple of wholly negative factors included in response to this question, these were:

<b>Factor</b>	<b>Cited by</b>
Dissatisfaction with line manager	5%
Working conditions	5%

In last year's survey dissatisfaction with line managers was reported as a possible emerging trend influencing decisions to leave and was kept under review. This year only one leaver mentioned this as an issue and under question 7, below, relationships with managers were rated either 'excellent' or 'good' by all leavers.

The comment regarding working conditions related to the amount of hot-desking and office moves which were necessary due to expanded employee numbers.

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



Of the 19 respondents who answered this question, 63% were going to work for a new employer;

- 53% were going to work for another type of organisation (mainly in the public or not for profit sectors)
- 10% were going to work for another regulator.

Three employees were leaving to set up their own business, which is a new development for HCPC leavers.

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

37% of leavers were going into new roles which they considered to be a promotion, while 21% were going to roles which were at a similar level to the one they were leaving. The other respondents were either changing career or were not taking up a new position.

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

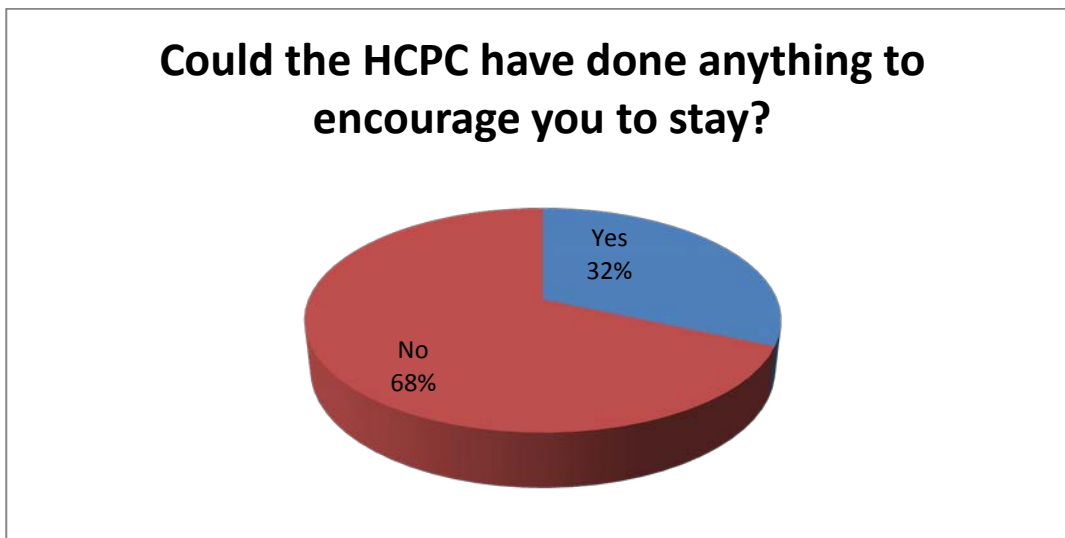
Leavers heard about new jobs via the following methods:

Online advertising	7
Word of mouth	3
N/A	7
Recruitment consultant	2

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

42% of leavers went into roles which were paying higher salaries than they were receiving at the HCPC and 16% were going into roles which were paying a very similar or lower salary.

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



When asked, 68% of leaving employees said that the HCPC could not have done anything which would have encouraged them to stay. This is a similar percentage to previous years. Reasons for this included.

- Leaving due to personal reasons (2)
- no future career path possible at HCPC (3)
- Location (3)

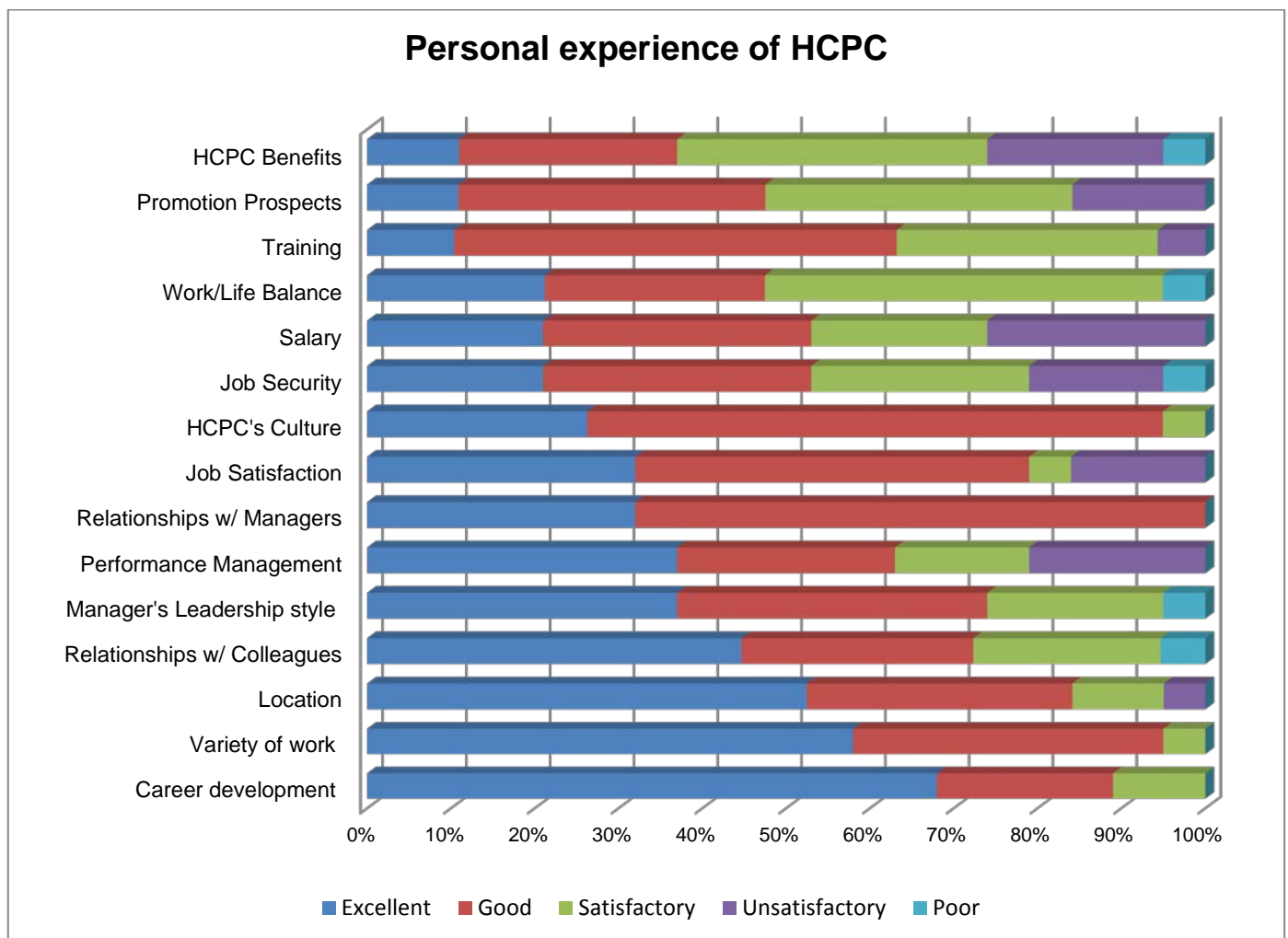
Of the 32% who said they could have been encouraged to stay, the main answers included:

- Would have stayed if salary of new job offer could have been matched (2)
- Would have stayed if there was increased scope for future career progression (3)

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

Leavers 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
Career development	68%	21%	11%	0%	0%
Variety of work	58%	37%	5%	0%	0%
Location	53%	32%	11%	5%	0%
Relationships w/ Colleagues	42%	26%	21%	0%	5%
Manager's Leadership style	37%	37%	21%	0%	5%
Performance Management	37%	26%	16%	21%	0%
Relationships w/ Managers	32%	68%	0%	0%	0%
Job Satisfaction	32%	47%	5%	16%	0%
HCPC's Culture	26%	68%	5%	0%	0%
Job Security	21%	32%	26%	16%	5%
Salary	21%	32%	21%	26%	0%
Work/Life Balance	21%	26%	47%	0%	5%
Training	11%	56%	33%	6%	0%
Promotion Prospects	11%	37%	37%	16%	0%
HCPC Benefits	11%	26%	37%	21%	5%



## Positive Results

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

- The highest scoring element was 'relationships with managers, rated as 'excellent' or 'good'; by 100% of leavers
- HCPC's culture and variety of work, were rated as excellent or good by 95% of leavers.
- Career development opportunities at the HCPC were also rated highly by 89% of leavers, although 'promotion prospects' scored lower. This suggests that in some areas the HCPC is good at developing people, but may not always have the right opportunities which enable them to remain here.
- Other areas that 70% or more of employees rated as good or excellent were location, relationships with colleagues and manager's leadership style.

## Less Positive Results

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

Factor	Cited by
Salary	26% (5 leavers)
HCPC benefits	21% (4 leavers)
Performance management	21%
Job security	21%

As stated under question 1 above, dissatisfaction with salary and benefits is a new development which has not featured in exit surveys for some years. This will be monitored to see if develops into a longer term trend.

Comments about job security are likely to relate to some of the uncertainties which were unavoidable due to the requirement to transfer employees from the General Social Care Council (GSCC) in August 2012.

It was not clear whether the relatively low scoring for performance management related to an insufficient number of one to one meetings with managers, to targets set or to the appraisal system. Further information will be gathered about this during the all employee survey which is due to take place in 2013.

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

5 leavers made positive comments in this section about HCPC people, culture and the organisation as a whole;

- People are friendly and helpful. The awayday was good.



- Enjoyed working at HCPC, good culture and people, it has been a good experience
- Good place to work
- It has all been good
- The organisation is successful which makes it satisfying to work at HCPC

Changes and improvements mentioned by more than one person were as follows;

2 employees who left a particular department commented that the hierarchical structure and the divide between managers and employees in the department should be changed.

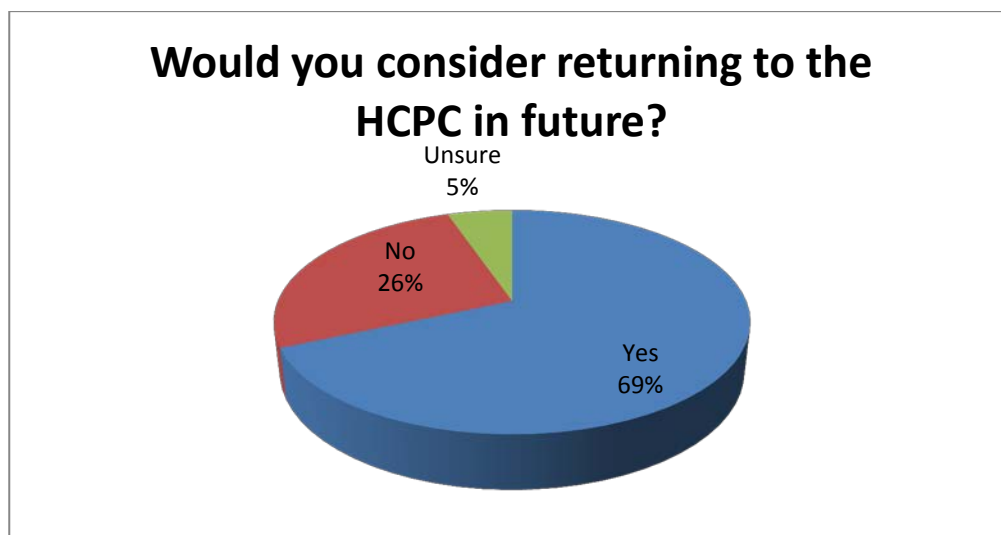
2 employees commented that improved communications were needed, one in relation to their department and the rest of the organisation and the other in relation to communication about organisational wide changes between management and employees.

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

- More use of my skills and knowledge and more recognition of them
- Better defined induction needed
- Increased workload in my department means that the atmosphere is gradually getting worse
- There should be some sort of rest room where you can go to relax
- My department should be sitting together, not in separate buildings
- More investment in IT and the network needed
- There should be better recognition for taking on extra work and working overtime

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

69% of leavers this year said that they would consider returning to the HCPC in future, compared with 79% last year and 57% the year before.



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

95% would recommend the HCPC as an employer, with 5%, answering 'maybe'. The response to this question is very similar to last year's result when 93% of leavers said 'yes'.

Yes	No	Maybe
95% (18)	0	5% (1)



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

The comments made in response to this question were overwhelmingly positive

- Other departments progress employees through their career and it is a great place to work
- Wants to say thank you, has enjoyed working here.
- Overall, managers in the department have been really great and supportive.
- Enjoyed time, felt bad for leaving at short notice
- Family friendly, people within team have time off to tend to these personal related issues.
- HCPC should try to maintain its culture.
- Thoroughly enjoyed working at HCPC and sad to be leaving
- Enjoyed time here, felt that the HCPC is a good organisation to work for, would not be leaving if didn't have to leave
- Does not regret making the transition to HCPC - has been a really good experience, sad to be going