

Agenda Item 4(ii)

Enclosure 2

**Health and Care Professions Council
22 September 2016**

Employee exit interview report

To note

**From Teresa Haskins, Director of Human
Resources**

Council, 22 September 2016

Annual employee exit interview report 2015/16

Executive summary and recommendations

Introduction

Employees who leave employment at the HCPC voluntarily are encouraged to take part in a confidential exit interview. Anonymised data from these interviews is used to produce an annual exit interview report at the end of each financial year.

Any significant trends identified in reports are used to inform short and longer term planning of organisational Human resources work.

Decision

The Council is requested to note the paper. No decision is required.

Financial implications

None

Resource implications

None

Date of paper

9 September 2016

HCPC 2015/2016 Employee Exit Interview Report

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1. Introduction

Employees who leave employment with the HCPC voluntarily are encouraged to take part in a confidential exit interview, either with a member of the Human Resources department or with their line manager. Numbers of leavers and leaving reasons are monitored on a monthly basis, and an annual exit interview report is produced after the end of each financial year.

2. Scope

This report focuses on those employees who chose to leave the organisation voluntarily during the last financial year. During the period 1 April 2015 to 31 March 2016, 28 employees left the HCPC voluntarily out of a total of 32 leavers.

Of the 28 voluntary leavers, 23 completed an exit interview (82%), an increase of 11% on the previous year. The analysis in the following report therefore covers feedback from those 23 individuals.

3. Employee turnover rates

The HCPC voluntary employee turnover rate of 13% (at the end of March 2016) was in line with the latest available national voluntary turnover rate of 12.8%¹.

The HCPC's overall turnover rate, which includes compulsory leavers, also decreased over the year from 21% to 14% at the end of 2015/16. This was lower than the total overall turnover rate of 20.7%¹.

Level and Department of leavers

Of the 32 leavers, there was only one senior manager (Band B). 24% of leavers were Band C managers, whilst 52% were Band D Officer level employees and 18% were Administration level Band E employees.

The distribution of leavers by HCPC department is as follows:

Department	Number	Percentage of leavers
Fitness to Practise	15	47
Registration	6	19
Communications	4	13
Finance	2	6
Education	1	3
Human Resources	1	3
IT	1	3
Projects	1	3
Facilities	1	3

¹ Labour Turnover rates: 2015 XpertHR survey

4. Executive summary

Exit interview respondents were asked to comment on their views of the HCPC and the factors which contributed to them leaving the organisation.

The most frequently cited factor was 'enhanced opportunity in another role' (59%). The other reasons which leavers cited were; salary (32%) and lack of advancement (27%).

Factors mentioned less frequently include; lack of challenge (18%), working conditions (18%) and dissatisfaction with line manager (14%).

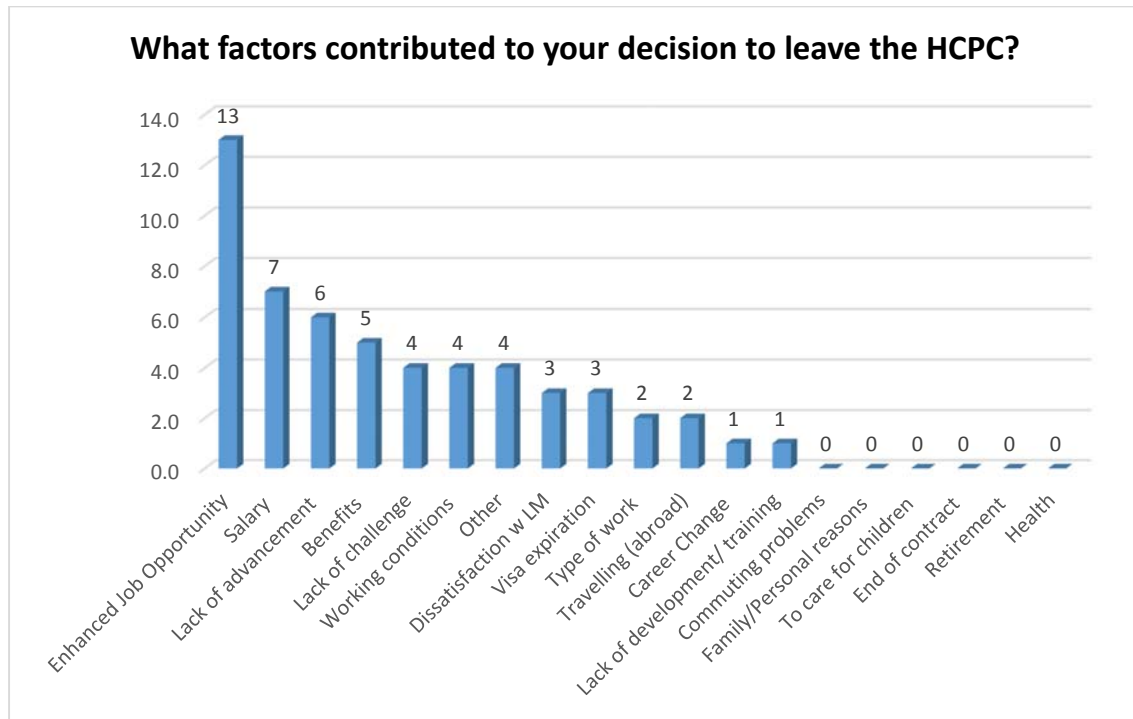
The overall view of people leaving the organisation remains largely positive, with relationships with colleagues, job security, relationships with manager, work/life balance and HCPC's culture all rated highly by leavers.

There were some similarities between the main comments and leaving reasons of leavers and the findings of the recent employee engagement survey. Areas of overlap include career progression, senior management visibility and flexible working options. These areas will be looked into further in the coming months as part of a broader action plan arising from the survey.

5. Analysis of data

The following section summarises the responses to the exit interview questions, over the period 1 April 2015 – 31 March 2016 and provides some analysis of the key trends identified amongst the voluntary leavers who completed the interview.

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 2015/2016. Employees were able to select one or more reasons as relevant. The reasons most cited were as follows:

Factor	2016	2015	2014
Enhanced job opportunity	59%	54%	54%
Salary	32%	42%	46%
Lack of advancement	27%	21%	38%

This is broadly in line with the top three factors cited most in the two previous years (2014/2015 and 2013/2014), although this year salary is mentioned by a lower percentage, whilst being the second most cited reason for leaving.

Enhanced Job Opportunity

Enhanced job opportunity was cited by almost twice as many employees as the next most mentioned factor, salary. Enhanced job opportunity therefore stood out as the main reason people chose to leave. This factor translated to either a promotion or a role at a similar level either with higher pay, in a different functional area, or in a larger organisation with more potential for career progression.

The HCPC continues to offer opportunities for progression internally. The number of vacancies filled internally is detailed below and is slightly lower than in the two previous years, but continues to account for a significant number of appointments.

Financial year	Total number of vacancies filled	Number of vacancies filled internally	% of vacancies filled internally
2015/2016	76	22	29%
2014/2015	57	33	58%
2013/2014	69	30	43.5%

Salary

32% of leavers mentioned salary as contributing to their decision to leave. This is a reduced percentage when compared to the previous year (42%).

Other Factors

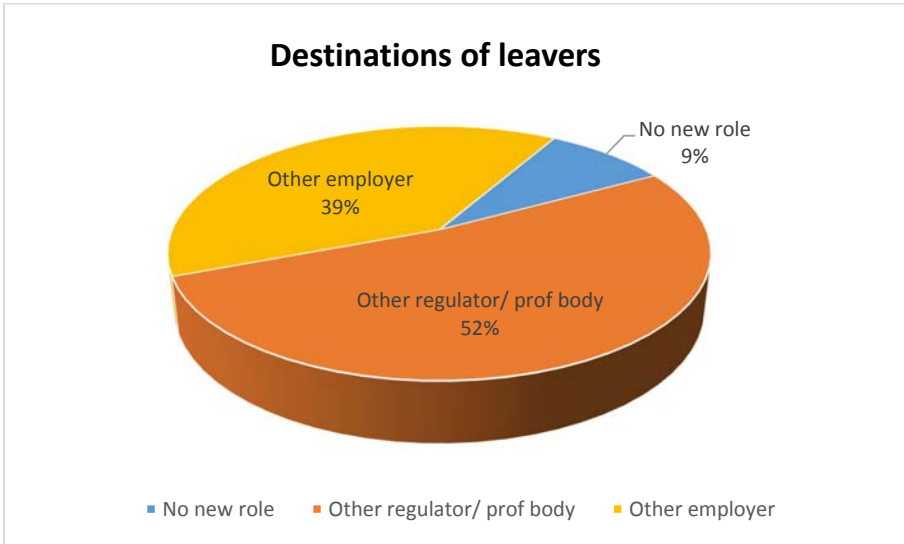
The factors cited the least (just once each) were career change and lack of development/ training. Dissatisfaction with line manager was mentioned by 3 individuals which is the same as the previous year, whilst working conditions was mentioned by 4, although on analysis this related to flexibility of working (including flexitime) rather than physical working conditions.

Factor	Cited by
Dissatisfaction with line manager	13.6% (3)
Working conditions	18% (4)

Comments about dissatisfaction with the line manager relate to three individuals and three different managers. One of the people who cited this had been allocated to a new manager before leaving, and left mainly for a career change. The other two accounts refer to known situations, which were being addressed, but nonetheless led to the individuals leaving HCPC employment.

Question 2: Who are you going to work for?

Of the 23 voluntary leavers who answered this question, 91% were going to work for a new employer. Of these, 39% were going to work for another type of organisation across all sectors and 52% were going to work for another regulator or professional/public body. This 52% includes organisations of this type in other countries, due to individuals choosing to return to their country of citizenship and presents an increase on the year before (29%).



Question 3: What position are you taking up?

26% of leavers were going into new roles which they considered to be a promotion, while 57% were going into 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?

The majority of leavers (67%) found their new role by searching for roles online. Around a quarter of leavers found their role through word of mouth, either via friends of previous employers, whilst one individual was contacted by a head hunting organisation to work for another health regulator.

Online job search	67%
Word of mouth	24%

Question 5: What are the remuneration package and benefits offered by your new employer?

80% of leavers who answered this question went into roles which were paying higher salaries than they were receiving at the HCPC and 5% (just 1 leaver) went into a role which was paying a very similar salary.

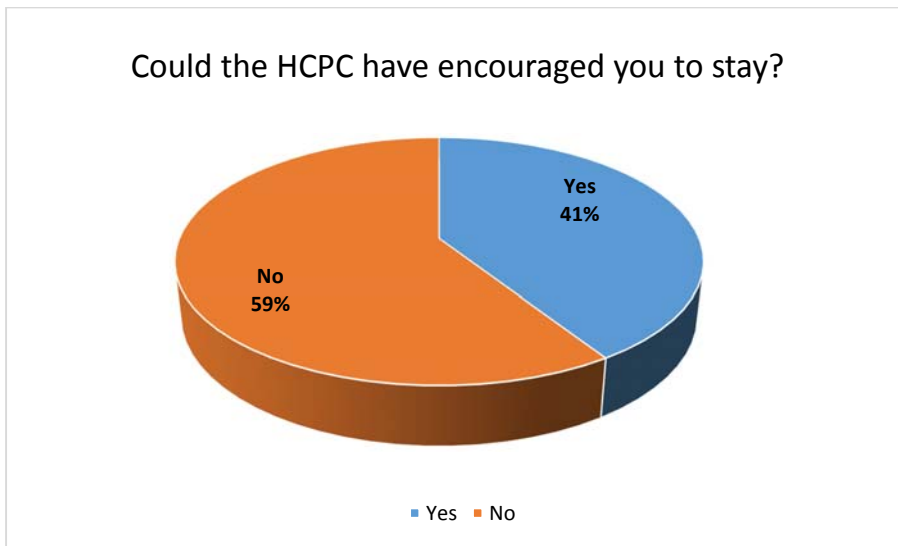
As noted above receiving higher pay was a significant factor for around 32% of these leavers but the most significant factor for leaving was 'enhanced job opportunity'.

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

Yes	41%
No	59%

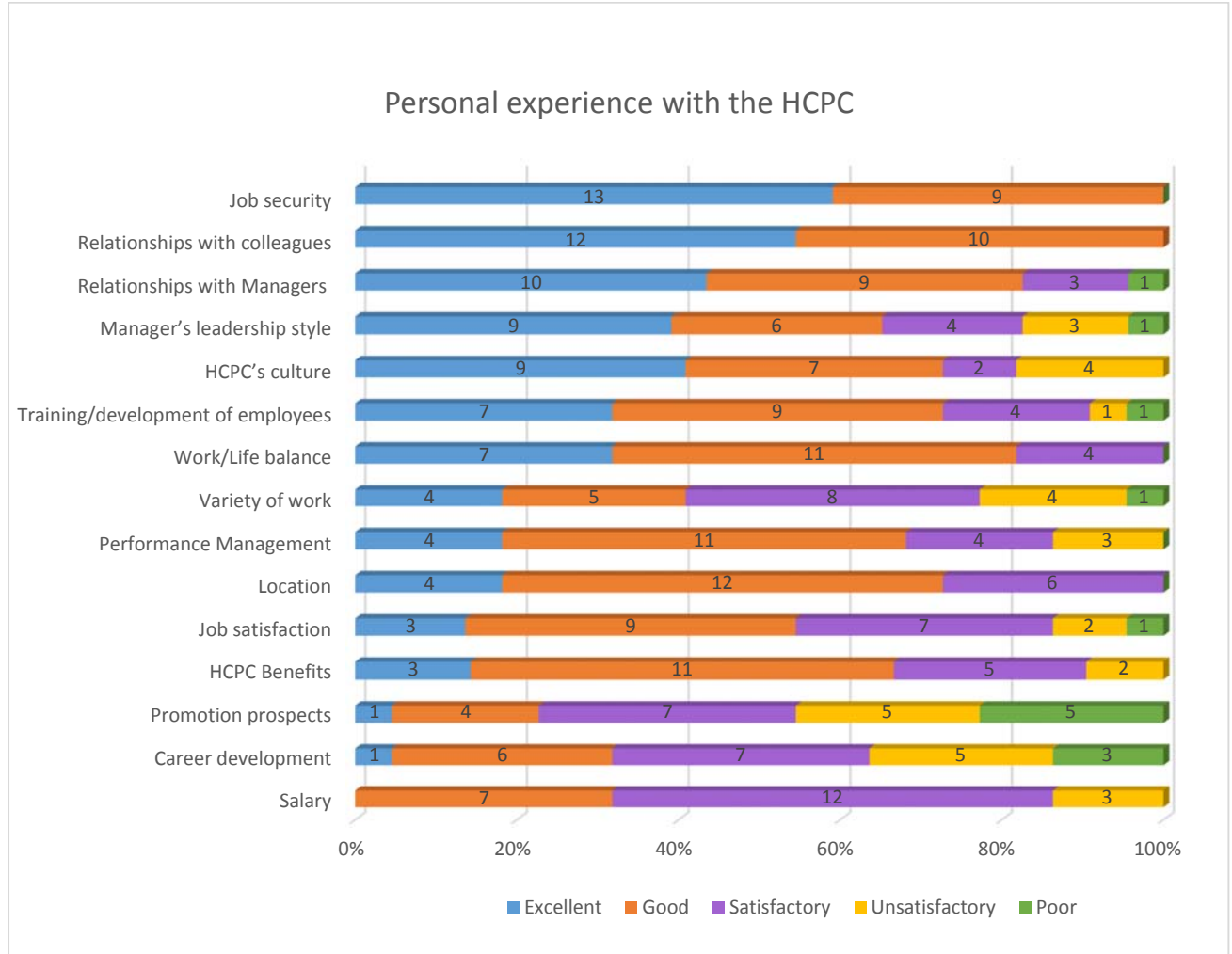
59% of leaving employees said that the HCPC could not have done anything to encourage them to stay. This is a slight increase on the previous year's figure (54%).

Of the 41% who said they could have been encouraged to stay, the main comments included mentions of salary (7 individuals), Flexitime (4) and 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.



Positive Results

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

Area	Percentage
Job Security	100%
Relationships with colleagues	100%
Relationships with managers	86%
Work/ life balance	82%
HCPC's culture	73%
Learning & Development	73%
Location	73%

Less positive results

The areas which received the highest rating of either 'poor' or 'unsatisfactory' from leavers were 'promotion prospects' (as it did in the previous year) and 'career development' which are interlinked, the third area was 'variety of work'. Roles across the HCPC vary greatly and some roles provide more variety than others. For context, this area was selected as unsatisfactory or poor by 5 individuals working in a variety of roles (Case Manager, Registration Advisor, Communications Officer, Projects), but wasn't mentioned by all leavers carrying out the same roles. The scores for this section were mainly very positive with a minority of unsatisfactory or poor ratings (see above).

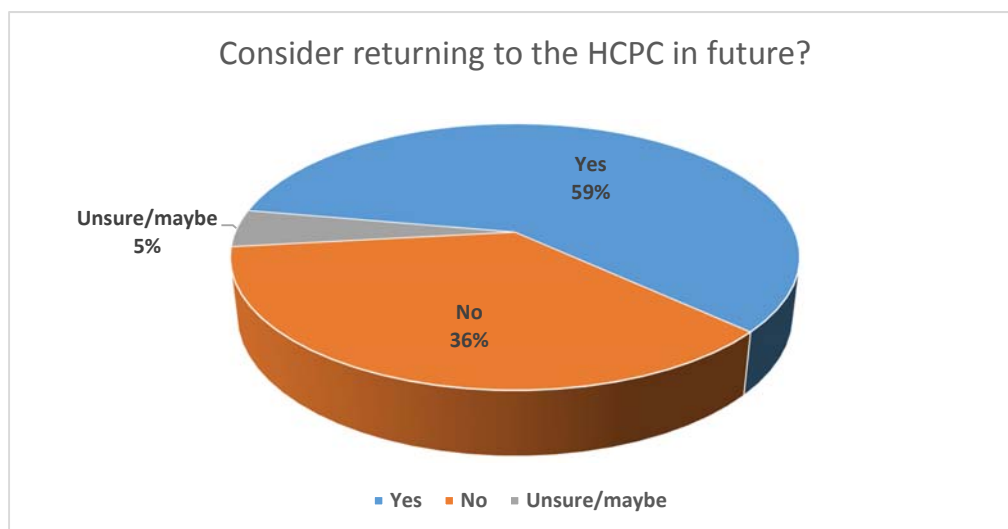
Question 8: How could we have improved your experience at the HCPC? What you would like to see changed?

20 leavers provided comments in response to this question. Compared with previous years, there were fewer areas which were frequently mentioned, with individuals mainly focussing on department specific concerns which have been passed on as appropriate. A summary of the main comments is set out below:

Subject Area	No. of comments
More and varied learning and development opportunities	5
Introduction of Flexitime	3
More senior management support	3
Positive comments about working for the HCPC	2
Improve recruitment practice	2
Improve salary	1
Improve senior management diversity	1

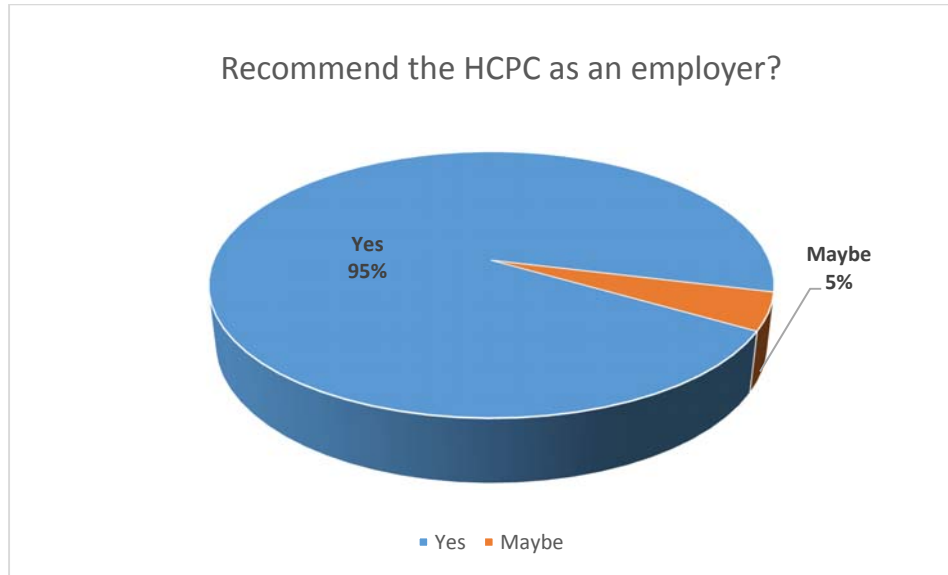
Question 9: Would you consider returning to the HCPC in the future?

59% of voluntary leavers this year said that they would consider returning to the HCPC in future, a decrease when compared to previous year's result of 77%.



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

95% would recommend the HCPC as an employer, whilst just 5% answered 'maybe'. Notably none of the respondents said that they would not recommend the HCPC as an employer, for the second year.



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

14 leavers made additional comments and of these 7 made positive comments about their experiences of working at the HCPC, with respect to the organisation, its culture, their colleagues and their managers. Examples are as follows:

- Appreciated the Chief Executive - nice touch!
- is really helpful, a real team player... really professional and consistent, both proactive and really helpful to have in the team.
- Lovely organisation to work for, friendly and welcoming
- Thanks for the opportunity and I enjoyed working here.

Leavers also made comments which were either less positive or suggested improvements, across a range of subjects. Some were more department specific, so this information has been relayed to the relevant department. More general comments included:

- Away days cost over £100k p.a. That could be spent on more employees helping out busy departments.
- Central meeting place/ kitchen/ canteen to encourage people to meet with colleagues. More break out space and more facilities.
- Flexitime would be good to have - would benefit everyone.

Conclusions and Actions

Career development

Leavers still have a strong view of the HCPC and are in the majority leaving for progression which they haven't been able to find within the organisation. Career progression and development also came up as a potential area of focus in the outcomes of the recent employee survey.

The survey action plan will include a programme of work around supporting career development, including encouraging people to think about a range of career paths other than traditional upward progression. Expectations may need to be managed to some extent given the relatively small size of the organisation.

More and varied learning and development opportunities

Considerable progress has been made towards expanding and diversifying learning opportunities for employees at the HCPC since the end of the last financial year. Following a comprehensive learning needs analysis exercise, a learning and development plan is being developed which includes classroom based and online courses, along with more informal learning opportunities such as work shadowing, mentoring and individual coaching. A new e-learning system has been introduced which will further expand and diversify learning opportunities.

Work life balance and Flexible Working

Leavers' view of work-life balance at the HCPC has risen for the second year, with 82% of leavers rating it as 'excellent' or 'good' (compared with 79% and 65% in the two previous years). The HCPC's flexible working policy continues to prove both popular and effective at increasing the flexibility of the workforce. At the end of August 2016, 77 employees were undertaking a flexible working arrangement, including part time working, compressed hours, alternating working days and varied working hours. This is a huge increase when compared with the levels of 43 employees in September 2015 and 33 in September 2014.

However, in response to questions 8 leavers mentioned that flexitime arrangements were highly desirable as an option for flexible working at the HCPC and others mentioned that the organisations they were going to work for offered flexitime. This is a theme that also cropped up in the employee engagement survey. The HR department will be gaining further insight into the views of employees on what they would appreciate in terms of further flexible working options. Any additional options considered will need to take into account the need to maintain service levels and to maintain a consistent approach to flexible working across the organisation.

More senior management visibility

Some leavers mentioned an awareness of the impression senior managers make through their absence in certain situations. The Chief Executive was praised by 3 individuals for making himself accessible to all employees by 'walking the floors' on a regular basis. Employees were however aware that other members of the Executive

Management Team did not do this for their own teams and did not show support when departments were without a leader and perhaps in need of some encouragement from the senior team. The need to increase visibility of the EMT is a key outcome from the recent employee survey and will be taken forward in the action plan.

Department Specific

As can be expected in exit interviews, some employees had a lot of feedback about their departments, including the processes and culture. Wherever possible this feedback has been taken forward with the individual departments concerned.