

Council 3 December 2014

Annual employee exit interview report 2014

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.

Annual exit interview reports are normally provided to the Council in July or September. Unfortunately production of the 2013/14 report has been delayed this year due to high workloads in the Human Resources team.

Decision

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

Financial implications

None

Resource implications

None

Date of paper

17 November 2014

HCPC 2014 Employee Exit Interview Report

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1. Introduction

Employees who leave employment at 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 focusses on those employees who chose to leave the organisation voluntarily. During the period 1 April 2013 to 31 March 2014, 31 employees left the HCPC voluntarily out of a total of 39 leavers.

Of the 31 voluntary leavers, 26 completed an exit interview. The analysis in the following report therefore covers feedback from 26 individuals.

3. Employee turnover rates

The rate of voluntary employee turnover increased to 17% over the course of 2013/14, compared with 14% the previous year. HCPC voluntary employee turnover continues to run above national rates which were 12.5% for voluntary turnover in 2013. It should be noted, however, that in general labour turnover rates in London and the South East tend to be slightly higher than national averages.*

National voluntary turnover rates also increased during the period under consideration, from 10.6% in 2012 to 12.5% in 2013. The HCPC's overall turnover rate, which includes compulsory leavers, was 20% at the end of 2013/14. This is in line with national overall turnover rates of 20.6%.*

At the time of writing (November 2014) HCPC employee voluntary turnover is 14%.

4. Summary of main trends and findings

Data collected from leavers suggests that the main reasons for employees leaving the HCPC voluntarily relate to a perceived lack of promotion/career opportunities and to pay.

A small minority of employees mentioned issues such as their relationship with their line manager and working conditions as contributing to their decision to leave.

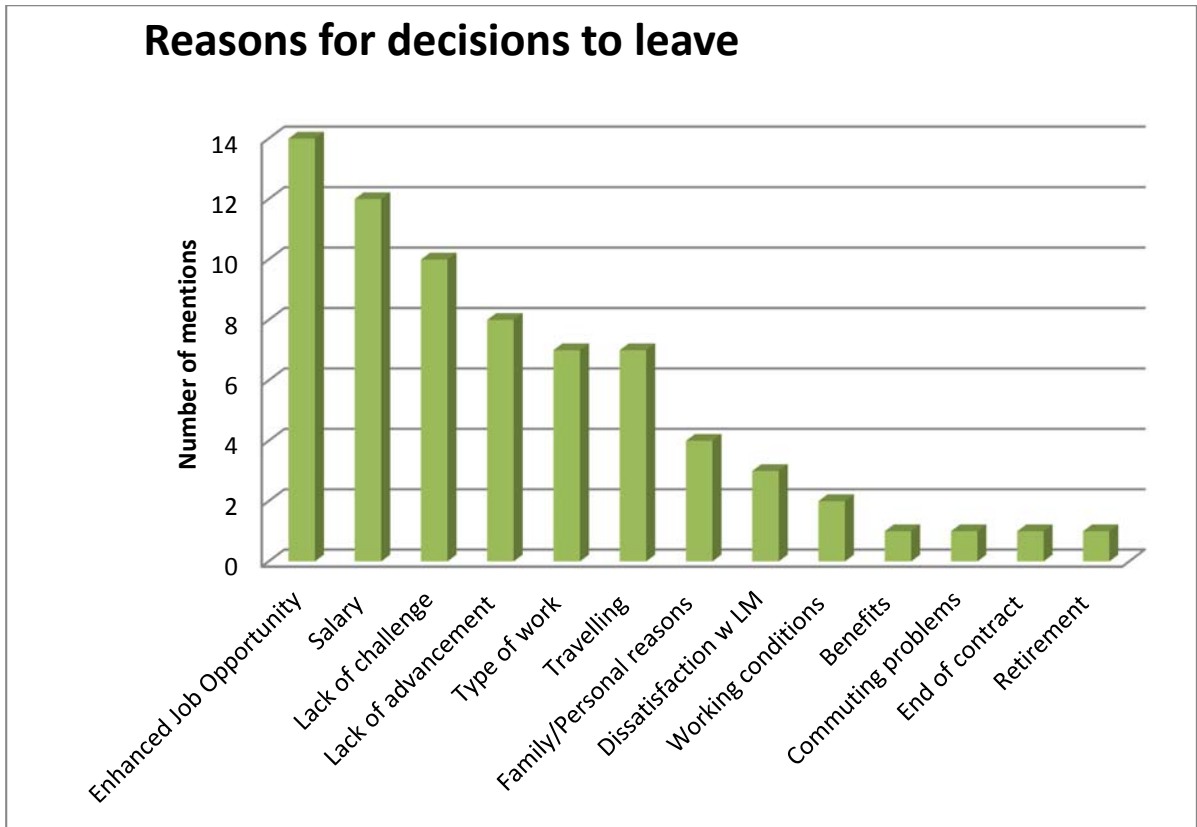
Overall however, attitudes of most people leaving the HCPC remain positive towards the organisation. Organisational culture, relationships with colleagues, training, benefits and job security were rated highly by leavers.

**Labour Turnover rates: 2013 and 2014 XpertHR surveys*

5. Analysis of data

The following section summarises the responses obtained to questions asked at exit interviews over the period 1 April 2013 – 31 March 2014, and provides some analysis of the key trends identified amongst the 26 voluntary 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 2013/2014. 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	54%
Salary	46%
Lack of challenge	38%
Lack of advancement	31%

These are the same top four factors impacting on reasons for leaving as in 2012/2013. Percentages of voluntary leavers mentioning them have remained very similar.

Enhanced job opportunity

Enhanced job opportunity was cited as the main reason for leaving. The 'lack of challenge' and lack of advancement factors are also likely to be linked to leavers' perceptions about career advancement at the HCPC.

The HCPC is able to offer a high volume of opportunities for internal promotions and job changes given the relatively small size of the organisation, as shown by the table below. Inevitably, however, these opportunities will not be suitable for all individuals. In addition, a more active jobs market over the past 18 – 24 months is likely to encourage employees to leave.

Financial year	% of all vacancies filled by internal candidates
2013/2014	43.5%
2012/2013	37.6%
2011/2012	41%

Salary

46% of leavers mentioned salary as contributing to their decision to leave. This is a similar percentage to last year. Further comment on pay is provided in the 'Conclusions and actions' section of the survey.

Other factors

There were only two wholly negative factors included in response to this question, these were:

Factor	Cited by
Dissatisfaction with line manager	11%
Working conditions	7.5%

Comments about dissatisfaction with the line manager relate to three different managers, and the HR department followed these up in the relevant departments when it has been appropriate to do so. Comments about working conditions related to workloads and were also addressed as far as practicable by the relevant departments.

Question 2: Who are you going to work for?

Of the 26 voluntary leavers who answered this question, 77% were going to work for a new employer. Of these 42%, were going to work for another type of organisation across all sectors and 35% were going to work for another regulator or professional/public body. This latter figure is an increase on previous years and underlines the importance of monitoring market pay rates in the regulatory sector.



There is a degree of movement of employees around the regulatory sector. Between 15% and 20% of new employees join the HCPC from other regulators of similar organisations. More precise data will be available once the new HR information system is implemented.

Question 3: What position are you taking up?

38% of leavers were going into new roles which they considered to be a promotion, while 38% 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?

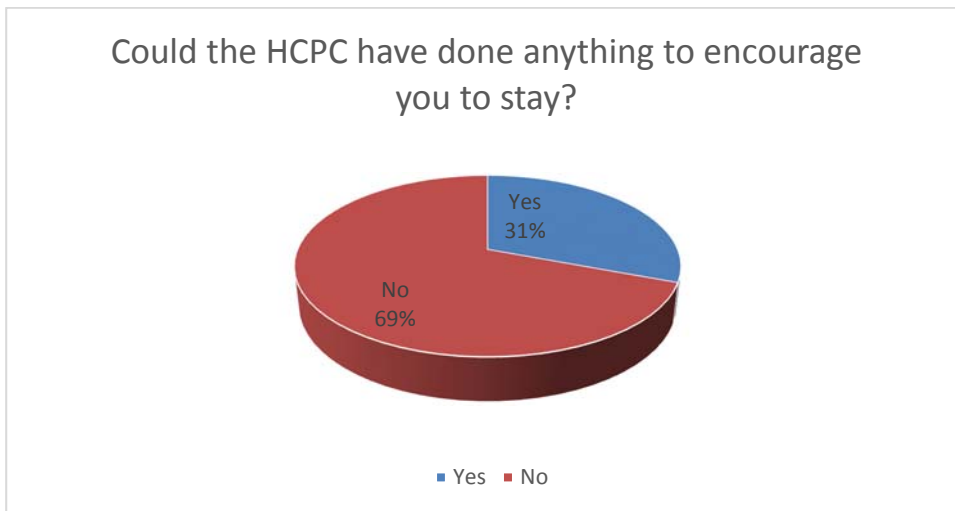
Leavers heard about new jobs via the following methods:

Online advertising	60%
Word of mouth	15%
Recruitment consultant	25%

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

38% of leavers went into roles which were paying higher salaries than they were receiving at the HCPC and 28% were going into roles which were paying a very similar salary.

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



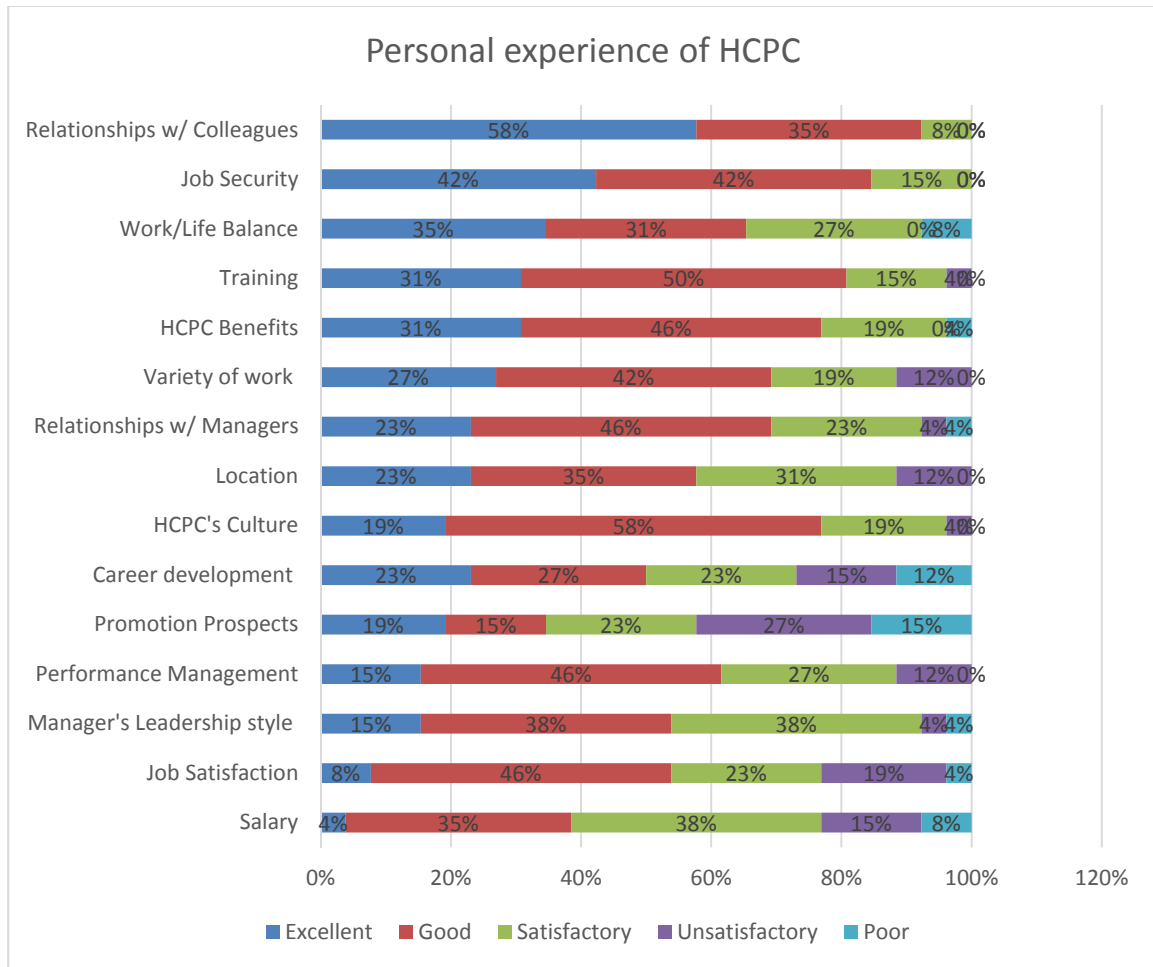
When asked, 69% of leaving employees said that the HCPC could not have done anything which would have encouraged them to stay. This is a similar percentage to previous years.

Of the 31% 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 (4)
- Would have stayed if there was increased scope for career progression (4)

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.

- The highest scoring element was 'relationships with colleagues, rated as 'excellent' or 'good'; by 92% of leavers
- HCPC's culture, training, job security, and benefits were rated as 'excellent' or 'good' by 75% or more of leavers.
- Other areas that 70% or more of employees rated as 'excellent' or 'good' were relationships with managers and variety of work

Less Positive Results

The areas which received the highest rating of either 'poor' or 'unsatisfactory' from leavers were promotion prospects, career development, job satisfaction and salary. These results are very much in line with the main reasons given for resignation in response to question 1.

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

15 leavers suggested changes and improvements in response to this question as follows;

- 4 leavers felt that pay rates should be reviewed and changed
- 3 leavers commented that management styles should be improved
- 3 leavers commented that a system of flexi-time should be introduced
- 2 leavers felt that they did not get sufficient recognition for their work

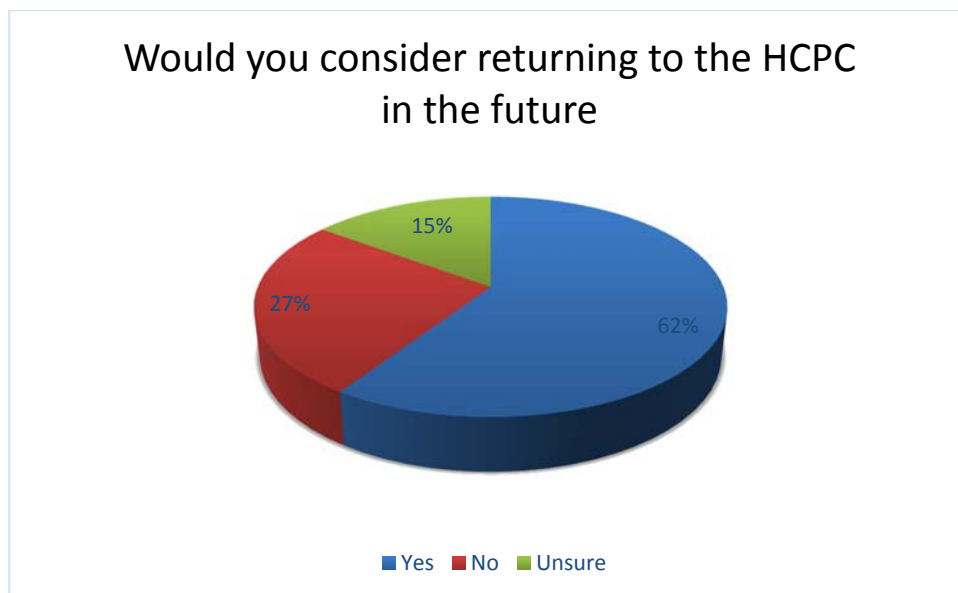
Comments which were each made by one person included too many office moves, more collaboration needed between departments and better management of employee performance issues

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

- "HCPC is a lovely place to work., good people"
- "It has been really nice and a pleasure to work here"
- "On the whole a very good place to work"
- "Very happy with the staff development days, wonderful culture".
- "The organisation is really good, likes away days etc."

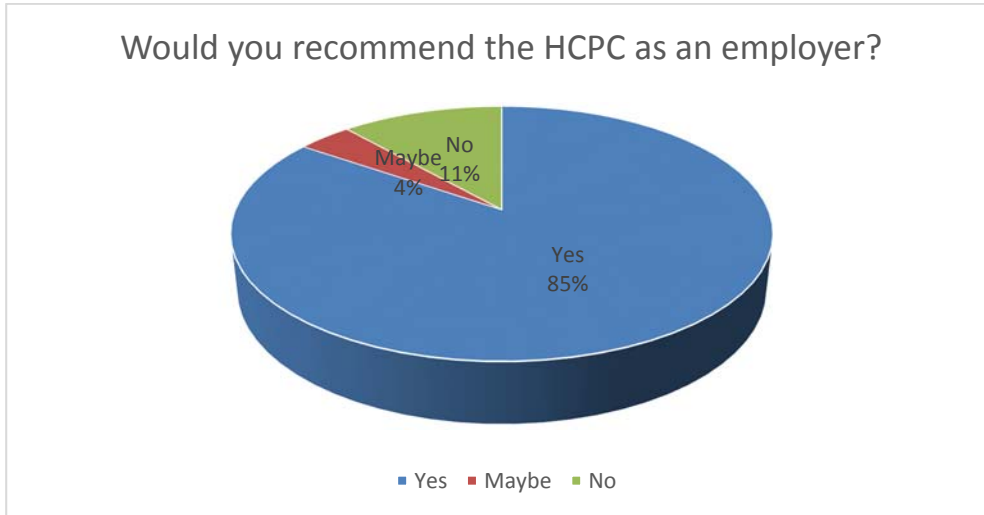
Question 9: Would you consider returning to the HCPC in the future?

62% of voluntary leavers this year said that they would consider returning to the HCPC in future, compared with 69% last year.



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

85% would recommend the HCPC as an employer. The response to this question is slightly lower than last year's result when 95% of leavers said 'yes'. The previous year the percentage for 'yes' was 93%.



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

- Less positive comments were made by 7 people and largely reflected themes covered earlier in the survey. Individual comments included the following:
 - "Low pay compared to other regulators."
 - "There should be consistency in the amount of work."
 - "More transparency needed between managers and individuals."
 - "A maximum number of managers would help stabilise relationships."
 - "I just feel like each department is in a silo, less opportunities for collaborative working."
 - "People are not feeling appreciated."
 - "Not able to prioritise own workload consistently as constantly being told something else/ different task was the priority."

7 people made positive comments in this section, as follows:

- "Welcomed the changes of role and career path offered."
- "This has been one of my favourite jobs. So friendly, not average office job."
- "Had a lovely time, HCPC made my career, given a wealth of opportunities."
- "HCPC works well in comparison to other regulators, ahead of the game in what we are doing, grateful for opportunity, all a learning experience. Managers made him feel welcoming and supportive."
- "Will be sad to leave, have enjoyed the people and the place."
- "Has been a good experience, learnt a lot, had opportunity to work in two different depts. Would recommend as a place to work."
- "Good work life balance, no pressure to stay late."

6. Conclusions and actions

The main reasons for employees leaving the HCPC voluntarily relate to a perceived lack of promotion opportunities and to pay. A small minority of employees mentioned issues such as their relationship with their line manager and working conditions as contributing to their decision to leave.

In spite of increased turnover, attitudes of most people leaving the HCPC remain positive towards the organisation. Organisational culture, relationships with colleagues, training, benefits and job security were rated highly by leavers. 85% of leavers would recommend the HCPC as an employer and 62% would consider returning to work at the HCPC in future.

Promotion opportunities

As explained earlier in the report, 43.5% of all vacancies filled at the HCPC in 2013/14 were filled by internal candidates already directly employed by the HCPC in another role. This is a relatively high proportion of internal candidates and internal moves are encouraged.

In order to support career development further, an 'Introduction to Management' development programme has been set up to help employees make the move into management. In addition, it is planned that centrally run training and development will be expanded in 2015 in order to provide further opportunities for helping employees with professional development and career enhancement.

Pay

46% of leavers mentioned pay as contributing to their decision to leave. There has been limited pay growth across the economy in the last 4 years and as a result many organisations are experiencing increased levels of dissatisfaction with pay. Research carried out in early 2014 found that around 40% of survey respondents in public/not for profit organisations were dissatisfied with their pay.

The HCPC has attempted to respond to this trend as far as possible. Salaries are benchmarked regularly against the external market including other regulators. If salaries of particular HCPC jobs fall significantly behind market rates then corrective action is considered.

The April 2014 average HCPC pay award of 3.2% was significantly higher than the average pay awards across the economy, (public sector 1%, private sector 2.5%: IDS). We will continue to keep pay levels under close review and will monitor the relationship between pay levels and voluntary turnover.

Other factors

Other factors influencing decisions to leave included relationships with line managers, management style, lack of recognition and working conditions including workloads and lack of flexi-time.

As mentioned previously, specific issues around managers and workloads were addressed directly with departments concerned. More generally, the HCPC's Management Development Programme was redesigned earlier in the year and focusses on soft skills, management styles and giving effective feedback and recognition. In addition, a new values-based competency framework has been designed which sets out the behaviours required of effective managers as well as employees

The Communications Department has developed a system to encourage managers to give more public recognition to teams and individuals at all employee meetings. Finally, flexible working arrangements have increased significantly over the past 6 months from 18 employees in March 2014 to 33 employees in November 2014.

Turnover rates

Increased employee turnover at the HCPC over the past two financial years coincides with a period of expansion and change in the organisation following the transfer of regulation of social workers to the HCPC. It also coincides with a much healthier job market and higher rates of labour turnover across the economy as a whole. At the time of writing (November 2014) HCPC employee voluntary turnover has been steady at 15% for some months.

A number of initiatives have been set up to help to address employee turnover, informed by the results of the last all employee survey. These include work towards values based recruitment being carried out the HR department, the appointment of an Internal Communications Manager to help to improve employee engagement and involvement, an increased focus on flexible working, and also plans to expand the training and development function in 2015 to enable a more strategic approach to developing all employees. It is hoped that these measures will help to gradually bring down turnover rates.

* Research carried out by QCG Ltd in February 2014. QCG – Quintige Consulting Ltd.