

EMPLOYMENT AND APPEALS COMMITTEE

17 April 2023

EXIT INTERVIEWS

Report of the Strategic Director for Resources

Strategic Aim:	A modern and effective Council	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr K Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation	
Contact Officer(s):	Carol Snell, Head of Human Resources	01572 720969 csnell@rutland.gov.uk
Ward Councillors	NA	

DECISION RECOMMENDATIONS

That the Committee:

1. Notes the analysis and commentary regarding the Council's Exit interviews for 2022/23.

1 PURPOSE OF THE REPORT

- 1.1 To provide feedback to Members regarding the analysis of exit interviews for employees who leave the Council.

2 EXIT INTERVIEWS - INTRODUCTION

- 2.1 The Council seeks feedback from employees who are leaving the authority so that we are able to monitor and track:

- Reasons for leaving.
- Experiences, views and perceptions.
- Learning from the feedback to help advise and determine any necessary change in policy.
- Identify opportunities to assist employee engagement and retention.

2.2 The Exit Interview process comprises two stages:

- Completion of a first section containing a series of questions requesting an indication of satisfaction/non- satisfaction.
- An exit interview with a member of the HR team - this is a confidential conversation to explore in more detail any responses given in the first section but also to delve into areas not covered elsewhere in the form.
- A copy of the exit interview template is shown in Appendix A.

2.3 Interviews are currently carried out by a member of the HR team so as to provide some independence from the employee's experience within their role. Individuals are advised that:

- The content of their response and interview will remain confidential – their responses will not be identifiable. However, they are asked for permission to share their responses with their line manager.
- In the event that they disclose issues of harassment, bullying or discrimination, such allegations will be taken seriously and pursued further.

2.4 Not all employees choose to complete the form or take part in an interview – however, we do encourage them to do so. The process was reviewed during 2022 and our next phase is to pursue an on-line system/portal that would provide a streamlined and easy template to complete – this may encourage more completion. We will also consider that Line Managers conduct the second part of the exit interview. The scale of our leavers is unlikely to justify the costs of contracting with an external provider in order to carry out the interviews.

By way of comparison, during 2021-22, 14 employees completed an exit interview – this represents a very low return rate of just 21%. In the year 2022-23 (to mid-March 2023), 37 employees completed, representing a return rate of 65%. (*Data excludes casual contracts*).

2.5 Members are reminded (and are advised through paper 62.2023 – Staff Survey) that the Council carries out surveys to gather useful data, intelligence and evidence from current employees.

2.6 Members of this Committee were provided with a report in October 2022 that outlined how the Council manages its recruitment, retention and turnover of staff to help mitigate the consequences and impact of losing skills and resources.

3 EXIT INTERVIEW – ANALYSIS AND FEEDBACK 2022/23

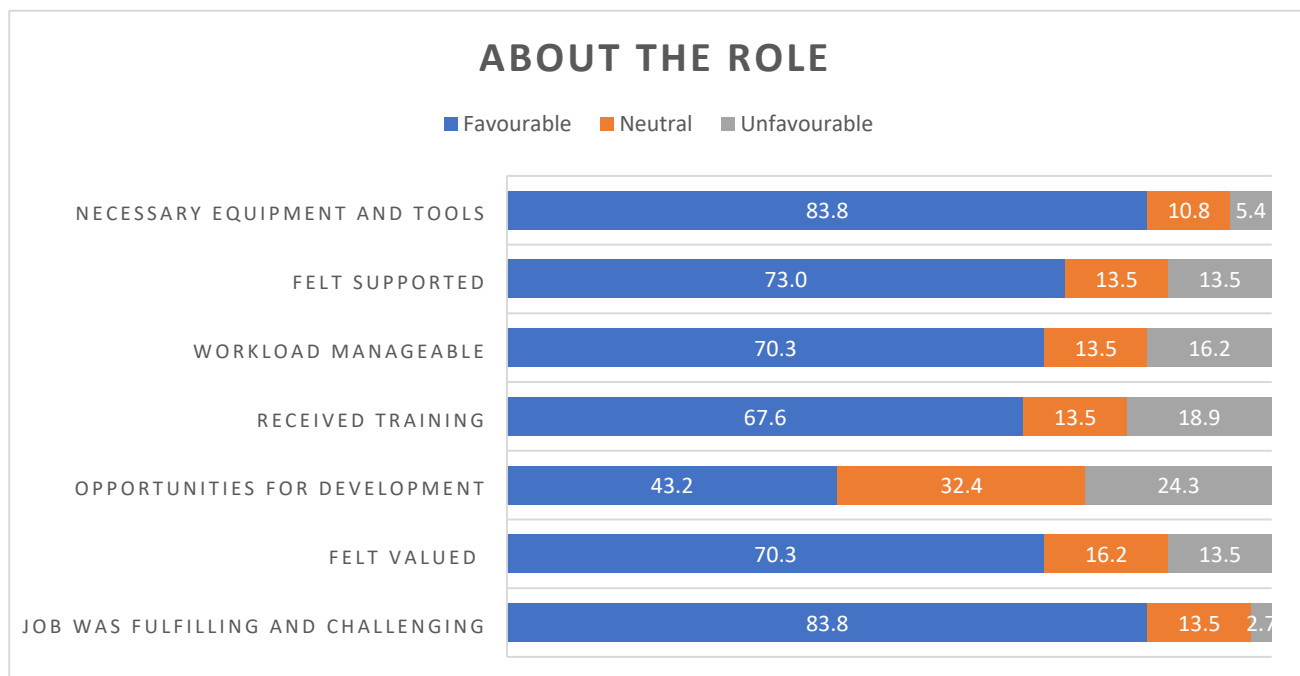
3.1 The following provides headlines from 2022-23. Where individuals responded as Strongly Agree or Agree – these have been combined to represent a Favourable response. Similarly responses of Disagree and Strongly Disagree represent an unfavourable response.

3.1.1 Reasons for leaving – individuals can indicate which of the statements on the form reflect their reasons for leaving the Council – in total there were 77 mentions as follows:

	Number of mentions
Other – includes 7 retirements; also – change of career; starting own business	13
Role with better career opportunities	10
Higher rate of pay	10
Closer to home	10
Improved work life balance	10
Change of environment/doing something different	9
Role is no longer fulfilling	5
Personal	4
Better/more benefits	2
Lack of flexible working	2
Relocation	2

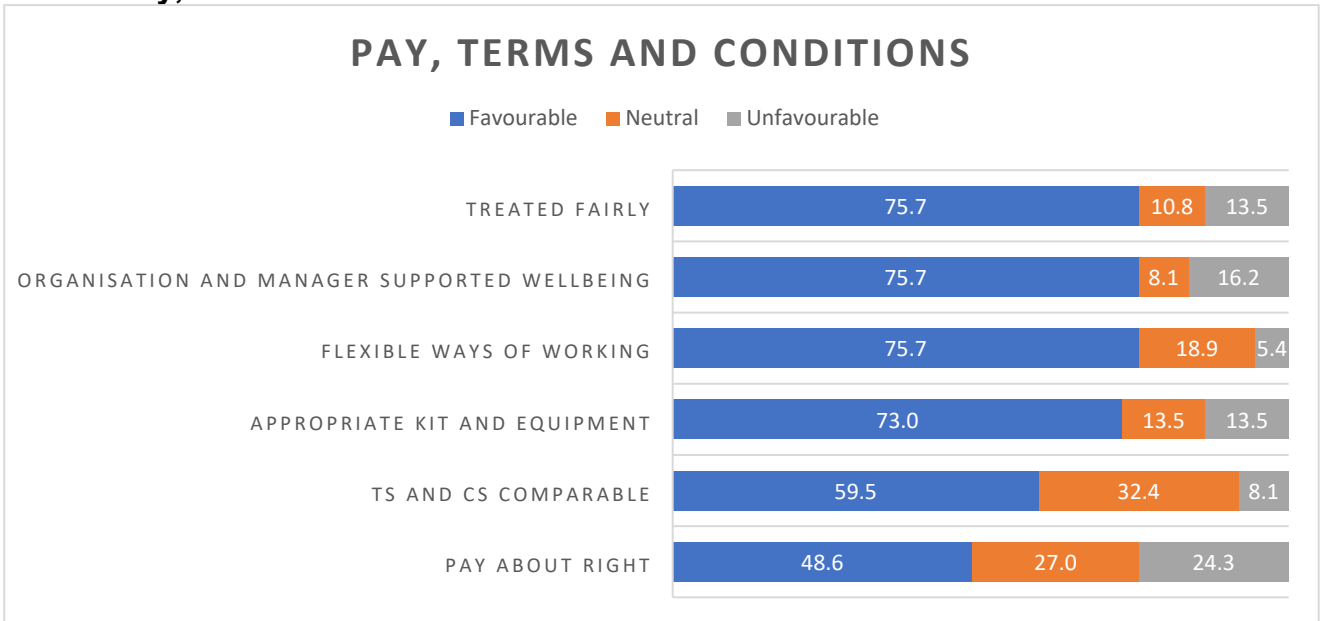
The above does not represent any key surprises nor concerns – it is inevitable that individuals may feel at a point in their time with the Council that they have the need to move on and progress their career elsewhere. We are realistic that we cannot meet everyone’s career aspirations so our data and feedback from other sources – such as the staff survey, are key to helping us identify and track how people feel about their roles here and how we can proactively support retention.

3.1.2 About the role – this section enables individuals to rate various aspects of their experience in their role.



As with paragraph 3.1.1 we can see a less favourable response regarding opportunities for development. However, we have strong favourable responses that tell us individuals who responded, felt the role was fulfilling and challenging and they received the necessary equipment and tools to undertake their role. Also positive responses regarding support, feeling valued and having a manageable workload.

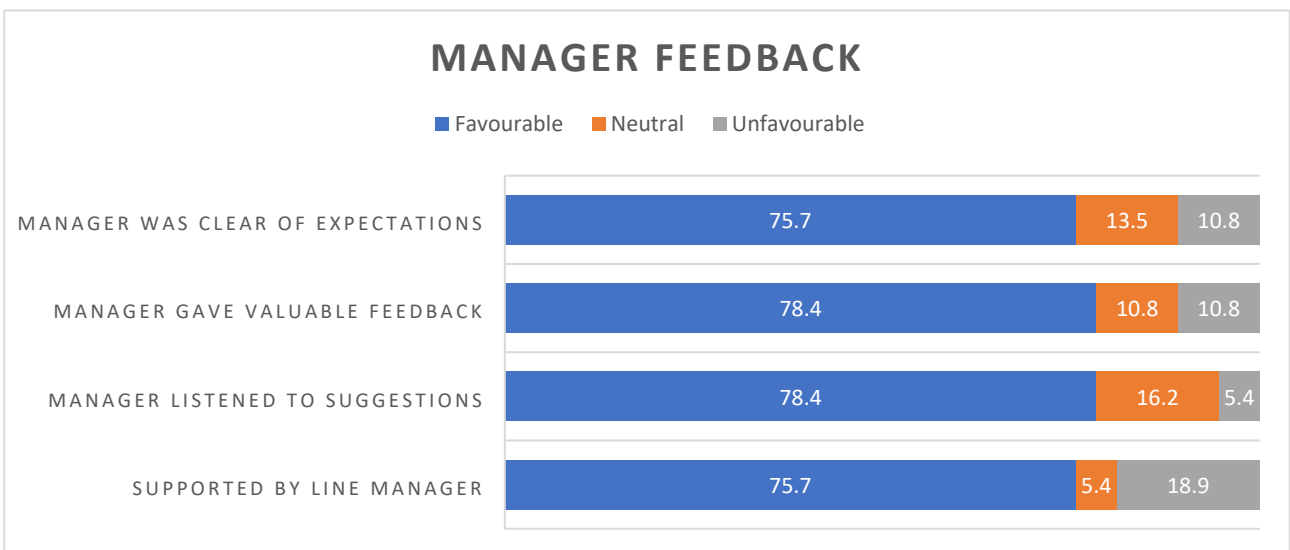
3.1.3 Pay, Terms and Conditions



A number of staff in this section reflected that they either felt neutral towards the pay for their role or felt it did not reflect the role and responsibilities. Similarly around 40% were neutral/less favourable about whether they felt our terms and conditions compared favourably with other employers. Our 'offer' is something we are continually mindful of as it is key to our attraction and retention strategies. Members will be aware that the Council remains part of the national framework for pay, terms and conditions.

Other responses here are favourable – around three quarters have felt treated fairly, supported for their wellbeing and able to work flexibly. Some individuals feel their experience was not so favourable – in part we can align these responses to reasons for leaving and also our employment relationship at the time of leaving.

3.1.4 Manager Feedback



As with previous sections, some positive feedback – indicating that most employees who responded were aware of what was expected of them, received feedback and

knew how they were doing. Also that they could speak up and be heard when they had suggestions to make.

3.2 Section 2 of the form provides opportunity to capture feedback from individuals through an interview with a member of the HR team – this helps to explore and expand any elements of the first section in more detail. Fewer staff take up the opportunity for a discussion and therefore due to the small numbers, it is not possible to provide any detailed analysis. The commentary ranges from:

- Those who talk very positively about their experience - to
- Those whose experience was less positive and they refer for example to:
 - i) Resources and workload; stress of the job
 - ii) Too much change
 - iii) Need more management support.

3.3 Next steps:

3.3.1 To pursue a more accessible 'form' to help encourage more completion.

3.3.2 Review the second stage 'interview' – where does this best set and who should conduct it?

3.3.3 Feedback – how to productively share the messages and demonstrate that we take note and take action.

3.3.4 Learn from others – how do other organisations successfully adopt and use an 'exit interview' process. How does our feedback compare?

4 CONSULTATION

4.1 There are no consultation arrangements associated with this report.

5 ALTERNATIVE OPTIONS

5.1 The Council could discontinue carrying out exit interviews but this would reduce the opportunity for individuals to have a voice and for the organisation to gain valuable feedback.

5.2 The Council could consider contracting with an external provider to carry out the interviews if it was considered essential to provide an external perspective; given our relatively small numbers this is likely to be cost prohibitive.

6 FINANCIAL IMPLICATIONS

6.1 None associated with this paper – advisory.

7 LEGAL AND GOVERNANCE CONSIDERATIONS

7.1 None.

8 DATA PROTECTION IMPLICATIONS

- 8.1 A Data Protection Impact Assessments (DPIA) has not been completed as the information contained in the report is information that will be publicly available. Responses have not and cannot be identified at individual level.

9 EQUALITY IMPACT ASSESSMENT

- 9.1 An Equality Impact Assessment (EqIA) has not been completed as there are no Equality issues arising from this report. Exit interviews are accessible to all staff.

10 COMMUNITY SAFETY IMPLICATIONS

- 10.1 There are no Community Safety implications arising from the report.

11 HEALTH AND WELLBEING IMPLICATIONS

- 11.1 There are no Health and Wellbeing implications arising from the report.

12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 12.1 Exit Interviews provide a valuable tool to enable the Council to monitor reasons for leaving and the experiences of staff who have worked with us – in turn we can use this evidence to influence and shape future policy and ways of working.

13 BACKGROUND PAPERS

- 13.1 There are no additional background papers to the report.

14 APPENDICES

- 14.1 Appendix A – Exit Interview Template

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.