

HR COMMITTEE – LEAVER’S QUESTIONNAIRE

1. INTRODUCTION

- 1.1 The purpose of this report is to update the HR Committee on the information gathered from those employees leaving the council.

2. BACKGROUND

- 2.1 Up until July 2018 information gathered from those leaving the council was obtained via an online questionnaire produced within a software package called SNAP. Maintenance and updating of the system proved difficult and as a result we chose not to renew the license for this software.
- 2.2 As a result we have used the skills of our inhouse ICT service and created an online questionnaire very similar to the one produced in SNAP and results are collated using the inhouse database. An example of the questionnaire can be found at Appendix 1 together with the Management Advice Note 4.22 detailing the process as Appendix 2.
- 2.3 The questionnaires are only sent to those employees who are leaving the council and not those who are part leaving, ie those who have multiple positions and are just leaving one of their posts.
- 2.4 Questionnaires are not sent to those who are exiting the council on grounds of redundancy. Discussions will have already been held between the individual and their manager/human resources and appropriate support offered to them eg outplacement, career counselling.

3. CURRENT PROCESS FOR LEAVERS

- 3.1 All employees who leave the council have their employment record terminated via the council’s online systems. This has previously been via a gresso and since April 2019, via ITrent (HR Hub). The recruitment and payroll process all termination paperwork.
- 3.2 For each termination the recruitment team will send a pre-populated leavers questionnaire with the employee’s basic employment information to the employee, either to their NFDC email address or if they do not have an NFDC email, it will be sent to their personal email address. There have been a few requests for a hard copy of the questionnaire to be sent and the recruitment team will then manually enter the data once returned, however, the majority of questionnaires are sent electronically.
- 3.3 Completion of the questionnaires are not compulsory however a reminder is sent via the system after 1 week. If nothing is received it is deemed that the employee who has resigned does not wish to complete the questionnaire.
- 3.4 Although the questionnaire asks for results online, there is the option on the questionnaire for the employee to request a meeting with their manager/or their manager may wish to discuss any issues prior to their last day. We encourage the meeting to be held in a relaxed atmosphere to encourage the employee to be open and honest with their feedback.
- 3.5 The recruitment team are alerted to all completed questionnaires and the completed form will be visually scanned by the recruitment team. Any comments that need to be followed up will be alerted to the HR Advisory team.

4. INFORMATION FROM QUESTIONNAIRES

- 4.1 The in-house database used to send questionnaires since July 2018 has sent out approximately 98 questionnaires and from these just over half were returned. It is important to remember that questionnaires are sent to those who have voluntarily resigned and the turnover figure for 18/19 (voluntary resignations) quoted in the HR Metrics report was 16%.
- 4.2 Analysis shows that generally the service areas where the questionnaires have not been returned are from employees in positions within Leisure, eg Leisure Attendants and operational staff, such as refuse loaders.
- 4.3 Appendix 3 shows a breakdown of some of the information gathered from the completed questionnaires.
- 4.4 Where the employee has been asked to give a rating the range is between 1-10 (10 being highest).
- 4.5 In Appendix 3, figure 2 asks where employees see training opportunities. The most frequent answer was “in-house”. Changes to learning and development with the arrival of ITrent (HR Hub) will also contribute to how training is managed, how data is collated on the quality of training received and how employees can book their training events – with the aim of creating a more joined up approach and ease for the employee and greater management data for the council.
- 4.6 With regard to feeling valued, figure 3 shows a “middle of the road” score. Within more recent times the Chief Executive and Leader of the Council have completed a programme of staff briefing sessions where staff are encouraged to ask questions, whilst at the same time it gives an opportunity to update staff on important matters.
- 4.7 In addition figure 5, (management with your service) aims to understand management within service areas. An example of the work here is as a result of the Leisure review which has generated an increase in communication between management and staffing at the centres, with those on the project holding staff briefing sessions. Here the aim of involving staff and being visual to answer queries is paramount.
- 4.8 Staff turnover, to a certain degree is healthy as it enables an opportunity to create new experiences for others and to welcome new talent into the organisation. From those who leave the council when asked how NFDC compared to other organisations (figure 6) the most popular rating was a 10 (excellent).

5. MOVING FORWARD

- 5.1 The completed questionnaires will continue to be monitored and issues that are flagged up from leavers will be acted upon in consultation with human resources. With the arrival of ITrent in April 2019 and the capabilities of the system there may be scope for this system to process this information, however, other modules, such as learning and development and recruitment are currently underway.

6. FINANCIAL IMPLICATIONS

- 6.1 None.

7. CRIME & DISORDER IMPLICATIONS

7.1 None.

8. ENVIRONMENTAL IMPLICATIONS

8.1 None.

9. EQUALITY & DIVERSITY IMPLICATIONS

9.1 None.

10. DATA PROTECTION IMPLICATIONS

10.1 None.

11. RECOMMENDATIONS

11.1 That the content of the report is noted by the Committee.

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