

UPDATE ON LEAVER'S QUESTIONNAIRE

1. RECOMMENDATIONS

- 1.1 That the Committee note the content of this report.

2. INTRODUCTION

- 2.1 This report provides an update on how the information will be gathered from employees who are leaving NFDC employment and introduces a new updated Leavers Questionnaire which is now being used to capture data from all those leaving NFDC employment.

3. BACKGROUND

- 3.1 In June 2022 EMT received a report which gave headline data on information received from Council leavers between January – December 2021. The report also explained that the data was being captured by an in-house built questionnaire and database designed by ICT Services.
- 3.2 It was highlighted that the number of completed questionnaires were low and in June 2022 EMT commented that further work should be undertaken to encourage completion and the gathering of additional data. Since this time different changes have been made to the types of questions asked and the platform for processing the questionnaires.
- 3.3 As a recap, all leavers are emailed a copy of a questionnaire which is returned to the HR Team. An interview with the leaver is offered but is not compulsory. Generally return rates have been low, which, in turn has impacted on the amount of data collected.

4. REVISED PROCESS FOR LEAVER'S QUESTIONNAIRE

- 4.1 On the manager completing the termination instructions on the HR Hub, **all** employees (with some minor exceptions) who leave the council will be sent a link which is contained within a brief email sent by a member of the HR Admin Team inviting them to complete a newly designed leavers questionnaire.
- 4.2 With the aim of encouraging engagement and completion, the questionnaire should take no longer than 5 minutes to complete and is designed in corporate colours (using MS Forms) adding to the uniformity of the suite of documents produced by the HR Service.
- 4.3 The questionnaire can only be completed online. During the course of employment and in order for all employees to perform basic admin tasks such as book their annual leave, request training etc, an email address will be saved against each employee's record on the HR Hub. This is the email address that is used.

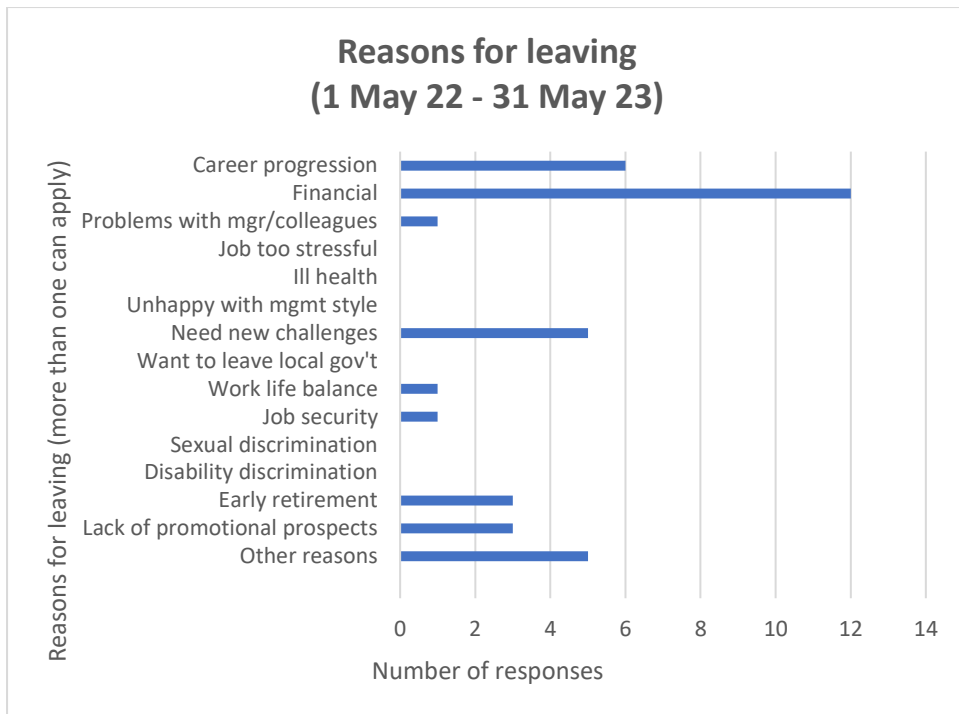
- 4.4 It is acknowledged that across the council there may be members of staff, some within operational teams, who may find accessing the technology challenging. To support this, the Council's ICT team now have an established presence at operational depots, which is widely used and appreciated by staff. Should staff have difficulties in accessing the questionnaire either on a smart phone or tablet support is available.
- 4.5 To encourage return of information, the HR team are proactive in this process and the "Leaver" will receive more than one reminder to complete the questionnaire although completion is not compulsory.
- 4.6 Questions have been updated and modified to ensure data capture covers a wide range of areas, such as pay and performance, training, wellbeing and morale. An example of the questions contained within the questionnaire is attached as **Appendix 1**. This version is not an exact copy of the questionnaire in terms of layout and colour.
- 4.7 Returned questionnaires are saved to the employees personal file and viewed by an HR Advisor. The leaver has the option of requesting a meeting with either their manager or a member of the HR Advisory team. This will be picked up by the Advisory Team.
- 4.8 The data obtained from the completed questionnaires will also be able to highlight issues within service areas such as bullying or reference to not having regular 1-2-1 meetings with their manager as examples.

5. INFORMATION FROM QUESTIONNAIRES

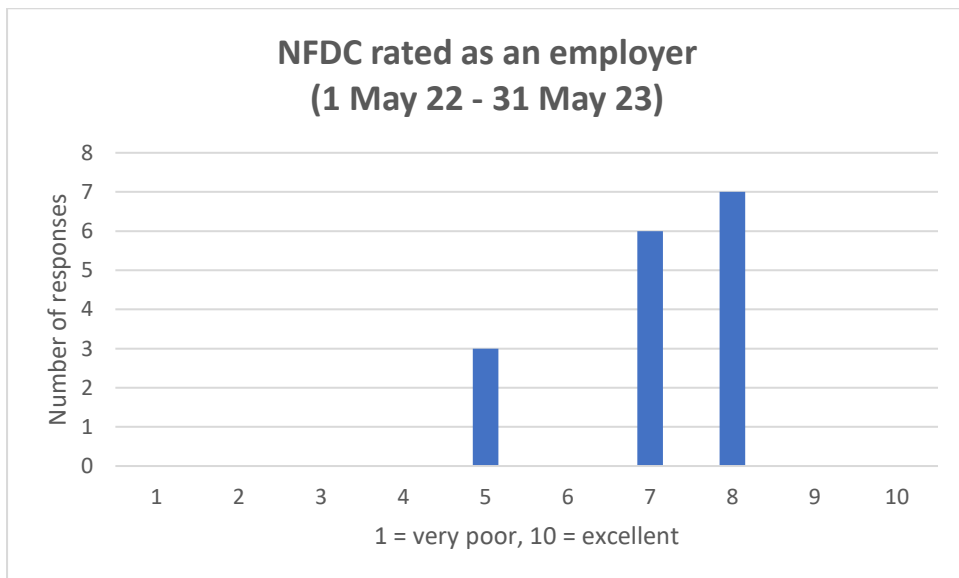
- 5.1 The last reported period was from 1 January 2021 to 31 December 2021. This report covers data from 1 January 2022 to 31 May 2023. This concludes all the data on the "old" system and from 1 June 2023 (date new questionnaire launched) new data will be captured.
- 5.2 The turnover rates over the past three years have been reproduced below:

	2020/21	2021/22	2022/23
Voluntary resignations	9%	17.76%	12.32%
Contract terminations	3.5%	3.60%*	1.16%
Overall turnover	12.5%	21.36%	13.48%

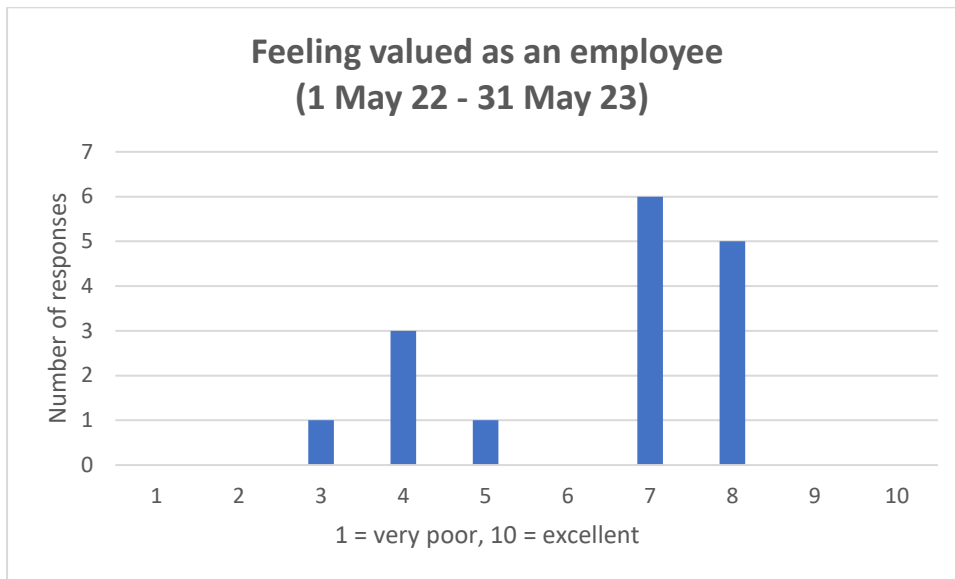
- 5.3 It appears that few questionnaires were generated between 1 January 2022 to 30 April 2022. It is thought that this could be due to a communication breakdown in sending out the questionnaire to leavers. Between the period 1 May 2022 to 31 May 2023 a total of 30 questionnaires are recorded to have been sent out, with 16 being returned (just over 50%). The limited data has been used to produced some graphical illustrations below.
- 5.4 Moving forward all leavers, apart from in exceptional circumstances, will be invited to complete a questionnaire.
- 5.5 Within this date range (May 22 – May 23) one of the questions asks for the reasons (more than one can be recorded) for leaving. The results are shown below.



5.6 Part of the questionnaire asks the employee to rate NFDC. The rating is between 1-10 (10 being highest). From the period 1 January 2022 to 31 May 2023, the following ratings were received from returned questionnaires.

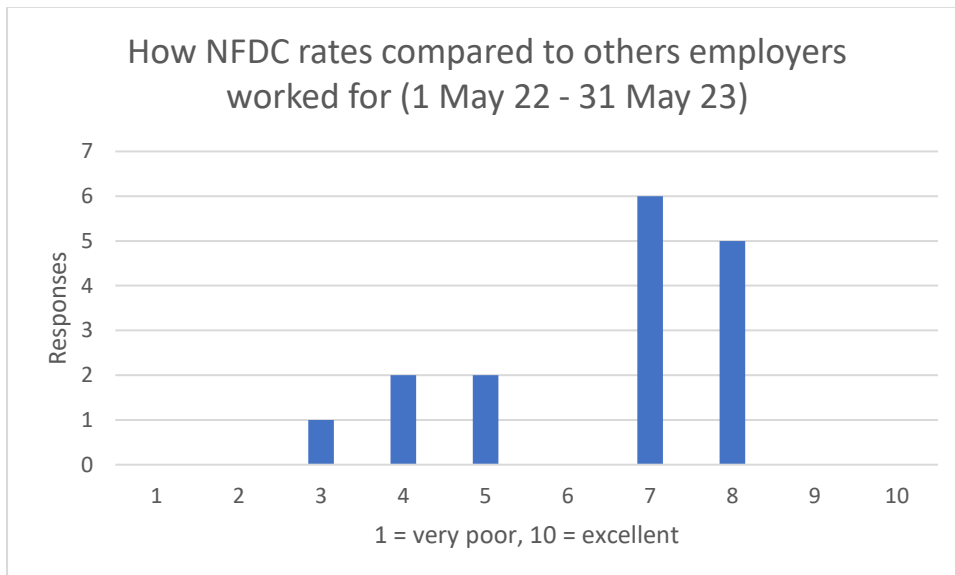


5.7 The chart below asks the leaver to rate how valued they feel by the Council. Again, the rating is between 1-10 (10 being highest).



5.8 From the information above the majority of those who are leaving the Council had felt valued as an employee during their time with us.

5.9 When being compared to other employer experiences the table below shows that well over half of those responses have rated the Council positively.



6. FINDINGS

6.1 It was thought that operational staff may be unlikely to return their questionnaires however evidence has shown that operational staff have completed the questionnaires. Completion rates (up to 31 May 23) were still low and it appears that this is not just a problem encountered by NFDC, other local authorities also have a fairly low completion record.

- 6.2 The listing of questionnaires sent against the turnover rates does not easily correlate, however, with the improved processes in place completion and logging will be more robust.
- 6.3 At the time of compiling this report, since the introduction of the new system from 1 June 2023 the HR Admin team have sent out 15 leavers questionnaires and to date 11 have been completed and returned.

7. CONCLUSION

- 7.1 Since the new system has been launched in June 2023 questionnaires are being returned, viewed and data stored.
- 7.2 From the questionnaires the HR service will also gather a collection of data which is based on feedback in order to identify trends and issues that are having both a positive and negative impact on working for the council. The data may also identify improvements to benefit the wellbeing and working lives of our employees in the future.
- 7.3 A data report will be run twice yearly and trends reported to EMT.

8. FINANCIAL IMPLICATIONS

- 8.1 None.

9. CRIME AND DISORDER IMPLICATIONS

- 9.1 None.

10. ENVIRONMENTAL IMPLICATIONS

- 10.1 None.

11. EQUALITY & DIVERSITY IMPLICATIONS

- 11.1 The leavers questionnaire is an online tool and access is via an emailed link. Consideration has been given to ensure that those who may not be familiar with online forms have access to dedicated ICT support, this includes for operational staff who could be based at council depots. The provision of the ICT support at depots is widely known.

12. DATA PROTECTION

- 12.1 The exit data is captured as part of our employment relationship with the employee and is mentioned in the Human Resources Privacy Notice. The completed questionnaire will be saved on the "Leavers" personal file.

13. EMT COMMENTS

- 13.1 EMT requested whether the process could be further automated with the questionnaire being automatically sent from our systems and data fed directly into a central point. However, currently ITrent (HR system) is unable to automatically send a leaver the link to the complete the questionnaire. It was also confirmed that data collated from completed questionnaires automatically populates an excel spreadsheet with access by the HR Advisory Team.
- 13.2 EMT expressed further enhancement with the process to enable the completed questionnaire to be sent directly to the “leaver’s” manager. As a result the questionnaire could be adapted to ask the leaver if their completed form can be directed back to their manager. The HR Advisory team would process this.
- 13.3 The data illustrated in para 5.5 shows reasons for leaving, of which the leaver can select more than one. EMT felt that by selecting “financial” the leaver may also select “career progression” which could also be linked to financial – so could be misleading. It is worth noting that moving forward the updated questionnaire has amended “reasons for leaving” and asks the leaver to quote the main reason for leaving, ie only one to be selected.
- 13.4 EMT requested that the heading “Department” on the questionnaire be amended to reflect current inhouse terminology, eg Service area and ensure all services areas are contained within section 4 of the questionnaire.
- 13.5 With the introduction of a new questionnaire that feedback is sought from “leavers” on how they found the process.

14. EMPLOYEE SIDE COMMENTS

- 14.1 None received.

For further information contact:

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Background Papers:

Leavers Database (inhouse)

Appendices:

1. Leavers Questionnaire