Southend University Hospital **NHS**

NHS Foundation Trust

Board of Directors' Meeting Report – 24th September 2014
Agenda item 279/14

Title	Staff Exit Interviews
Sponsoring Director	Keith Warrior, Associate HR Director
Author	Lynda Steer, Head of Leadership, OD and Learning & Marion Cain L & OD Consultant
Purpose	Present findings from a review of the exit interview process to inform a proposal for a new process for undertaking exit interviews
Previously considered at	February Board Meeting (report on leavers within 2 years) & Corporate Team – high turnover but lack of clarity on reasons why

Executive Summary

In February the Board were presented with a report on the findings of a 6 month review of staff leaving, with less than 2 years' service. Following this report it was recommended that a review of the existing process for carrying out exit interviews be undertaken and this report is the findings of that review. There are also links with recent Corporate Team discussions on high staff turnover and the lack of clarity on reasons why staff are leaving.

Our current turnover rate is at 14.52% (against a target of 9.7%), which has been increasing over the last 2 years. Turnover rates in the Trust are not dissimilar to other acute hospitals. However, when reviewed against the monthly workforce statistics given in the NHS Hospital and Community Health Service Report showing turnover figures between 6 - 9% there is cause for concern – see appendix 1.

Throughout the period April 2013 – March 2014 375 leavers were invited to take part in exit interviews through our current provider Talent Drain. Out of these 375 we had 133 responses to the questionnaire, representing a response rate of 35.47%. Just fewer than 65% of staff did not complete the questionnaire. This service is costing us £6,000 per annum. With our current response rate this means that it costs us just over £45 per responder to receive historical information on why our staff are leaving.

In an ideal world when investigating turnover figures we should be able to gain up to date and accurate information of why our staff are leaving, as having quality data enables us to understand issues, make informed decisions and take action. Some of the issues may be Trust-wide indicating process change might be required, whereas for local issues Business Units could be supported to make the changes necessary.

Also in an ideal world Managers would be very interested in understanding why they were losing staff, resulting in a better understanding of workforce issues affecting their local area, enabling them to make changes that address the issues in their area.

Our proposal to encourage managers to take a greater interest in the turnover figures in their area is to give them back the responsibility of carrying out exit interview rather than paying an external third party

to carry this out.
This benefits of this approach are:

- Information would be readily available to managers and Business Units
- Trends and concerns would be quickly identified
- Actions could be implemented quickly by the managers and the Business Unit
- Staff feel management are interested in them – even when they are leaving
- A CIP saving of £6000 per annum
- A saving of 14.5 days administrative support, equating to £1033.55 per annum

For those managers needing support to carry out exit interviews, L & OD will provide tools, development sessions and assistance.

The new process would be:

- Manager carries out Exit Interview with all members of staff handing in their notice exploring reasons for leaving.

- If the individual does not wish to speak to their manager about the reasons for leaving they will be referred to the manager's manager, who will conduct the exit interview.

- Manager completes leavers form.

- Where themes for leaving emerge Business Units and Manager address reasons and take action.

- HR/ L&OD support areas where turnover is high.

- Summary report on leavers produced.

Implementing these changes makes the Manager's role in carrying out exit interviews more explicit. A manager's role is to manage their staff for the whole live cycle – from entering through to exiting. This change of process for exit interviews keeps the responsibility and ownership clearly with the managers.

Action required
To note the actions on this report.

1. Context

Currently turnover rates in the Trust are not dissimilar to other acute hospitals however compared to statistics given in the NHS Hospital and Community Health Service Monthly Workforce Statistics, turnover ranges from around 6 - 9%   (see appendix A for copy of last report).

In comparison our turnover rate is currently 14.52% against a target of 9.7%. When viewed over the last 2 years the % rate is increasing.

Month:	Headcount	FTE	Leavers Headcount	Leavers FTE	Turnover Headcount %	Turnover FTE %
August 2012	4,238	3,560.81	461	373.13	10.88	10.48
September 2012	4,238	3,564.42	474	384.94	11.18	10.80
October 2012	4,246	3,574.98	489	395.51	11.52	11.06
November 2012	4,253	3,581.14	483	388.02	11.36	10.84
December 2012	4,327	3,645.81	525	424.10	12.13	11.63
January 2013	4,340	3,664.25	523	423.36	12.05	11.55
February 2013	4,334	3,660.07	529	427.22	12.21	11.67
March 2013	4,311	3,641.89	521	421.57	12.09	11.58
April 2013	4,315	3,644.52	515	417.27	11.94	11.45
May 2013	4,323	3,654.53	503	411.35	11.64	11.26
June 2013	4,319	3,654.68	506	417.58	11.72	11.43
July 2013	4,326	3,664.50	494	405.34	11.42	11.06
August 2013	4,310	3,650.09	509	420.39	11.81	11.52
September 2013	4,304	3,646.73	507	415.90	11.78	11.40
October 2013	4,322	3,666.21	494	410.26	11.43	11.19
November 2013	4,317	3,663.42	507	420.50	11.74	11.48
December 2013	4,309	3,657.80	513	427.38	11.91	11.68
January 2014	4,222	3,587.11	516	432.36	12.22	12.05
February 2014	4,204	3,572.48	514	433.48	12.23	12.13
March 2014	4,187	3,556.36	525	446.14	12.54	12.54
April 2014	4,193	3,560.79	529	450.80	12.62	12.66
May 2014	4,182	3,552.50	555	472.94	13.27	13.31
June 2014	4,131	3,508.74	581	492.76	14.06	14.04
July 2014	4,126	3,508.08	599	509.26	14.52	14.52

Our Trust, just like many other Acute Trusts is struggling to recruit new staff. In addition we have a higher than average percentage of staff leaving within the first 2 years. At present the Trust does not have a robust way of investigating and understanding the reasons why staff leave, making it difficult to understand the action required to not only retain but to recruit quality staff.

There are a number of reasons why it is beneficial to have robust systems to capture information about the reasons people leave our organisation, such as:
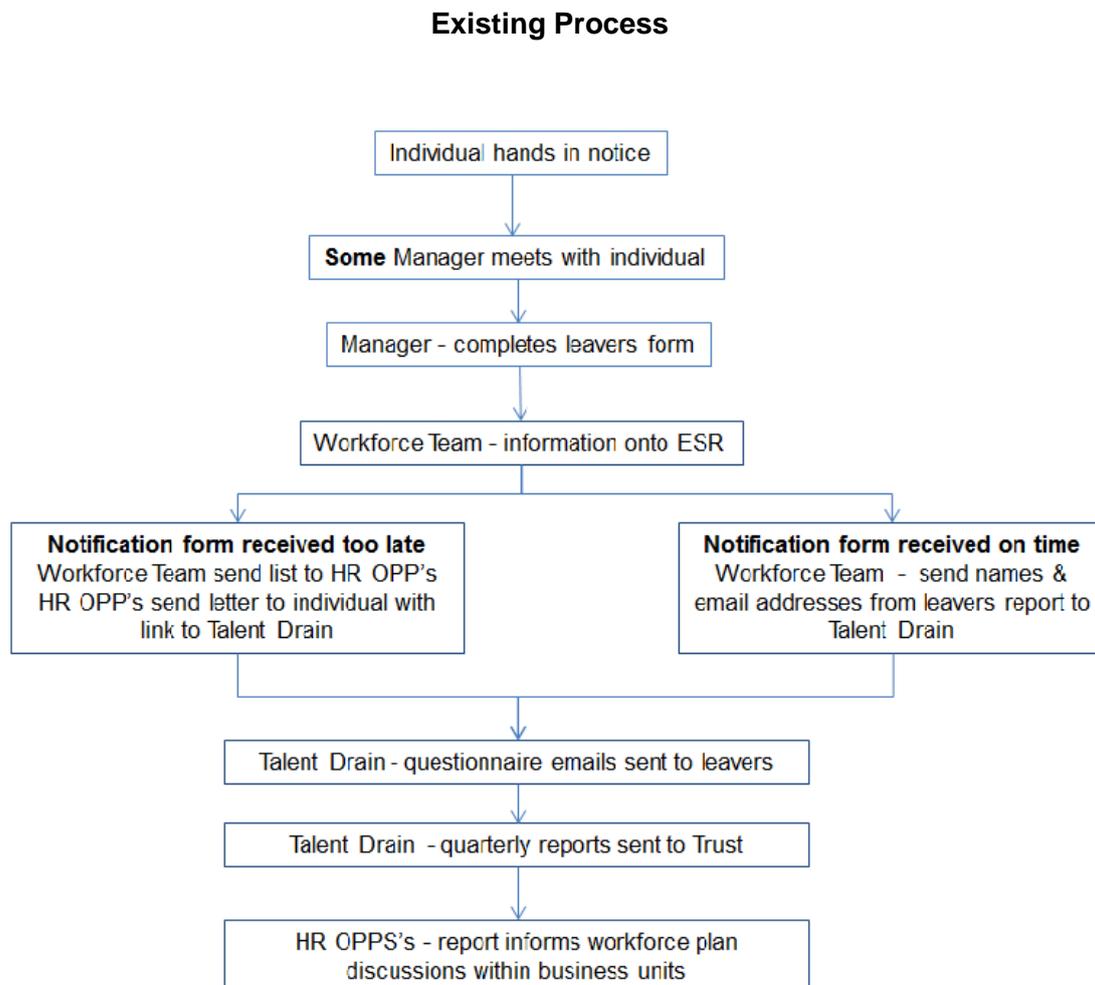
- Leavers reasons quickly and readily available
- Trends and concerns identified at local and organisation wide level
- Actions implemented quickly – locally and organisational wide

- Better understanding of workforce issues

2. Current situation

We currently have a contract with Talent Drain. The rational being that an external organisation provides a safe environment for leavers to provide quality feedback.

The existing process is shown below:

Existing Process

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                    ┌─────────────────────────┐
                    │ Individual hands in notice │
                    └─────────────────────────┘
                                 │
                                 ▼
                    ┌─────────────────────────┐
                    │ Some Manager meets with individual │
                    └─────────────────────────┘
                                 │
                                 ▼
                    ┌─────────────────────────┐
                    │ Manager - completes leavers form │
                    └─────────────────────────┘
                                 │
                                 ▼
                    ┌─────────────────────────┐
                    │ Workforce Team - information onto ESR │
                    └─────────────────────────┘
                     │                         │
                     ▼                         ▼
```

Notification form received too late	Notification form received on time
Workforce Team send list to HR OPP's HR OPP's send letter to individual with link to Talent Drain	Workforce Team - send names & email addresses from leavers report to Talent Drain

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                    ┌─────────────────────────┐
                    │ Talent Drain - questionnaire emails sent to leavers │
                    └─────────────────────────┘
                                 │
                                 ▼
                    ┌─────────────────────────┐
                    │ Talent Drain - quarterly reports sent to Trust │
                    └─────────────────────────┘
                                 │
                                 ▼
                    ┌─────────────────────────┐
                    │ HR OPPS's - report informs workforce plan discussions within business units │
                    └─────────────────────────┘
```

Talent Drain provides reports on a quarterly basis by:

- Total group
- Business unit
- Occupational Group
- Pay band
- Happy
- Unhappy
- Open ended comments

These reports are reviewed by HR and the Business Units. Where problem areas are identified HR will undertake exit interviews. However, information is often provided too late (the individuals have already left the Trust) or else individuals are unwilling to discuss their reasons for leaving.

The current process raises the following concerns:

1. Not all staff leaving get the opportunity to take up this opportunity – highlighting issues of fairness and equality.

2. The low response rate (133 out of 375) makes it difficult to draw value, see trends and define any resulting action.

3. There is no opportunity to explore the view of the individual due to standard format questions.

4. Information provided too late, staff having already left and if contactable have no desire to respond.

5. How the reports produced are used.

6. Problem areas highlighted are offered exit interviews carried out by the HR's however take up is low.

Where managers are having informal conversations with their staff to understand their reasons for leaving, this information is not captured or reported on, indicating that little or no action is taken with it!

High staff turnover is often seen as a HR issue to resolve rather than a manager's responsibility. One of our values is "Everyone's Responsible", highlighting that our existing process does not demonstrate or support this.

3. Recommendation

Research (from the CIPD) states, that it is far more efficient and timely for managers to have the conversation when their staff member hands in their notice.

Therefore, we recommend that the responsibility for carrying out exit interviews sits with the managers, with any reporting and action required being the responsibility of the Business Unit.

The proposed process would be:

- The Individual resigns.
- Within 2 working days of receiving the resignation the manager carries out an exit interview with the member of staff, exploring the reasons why they are leaving.
- Where the individual does not wish to speak to their manager about their reasons for leaving they will be referred to the manager's manager. (Although not advertised the HR Advice Line could arrange an exit interview with one of the HRBP's).
- Notes from the meeting held in the individual's personnel file for future reference. (Appendix B for draft copies).
- Manager completes leavers form (information as current)
- Manager and/or manager's manager address reasons for leaving particularly when themes emerge.
- HR/ L&OD support selected areas where turnover is high, which may lead to changes to recruitment practice, retention strategies, management and team development etc.
- Checklist and guidance notes available to support managers.

The change to the process makes the manager's role in carrying out exit interviews more explicit, dictating that the ownership of exit interviews stays where it belongs - with the managers.

The new process would be:
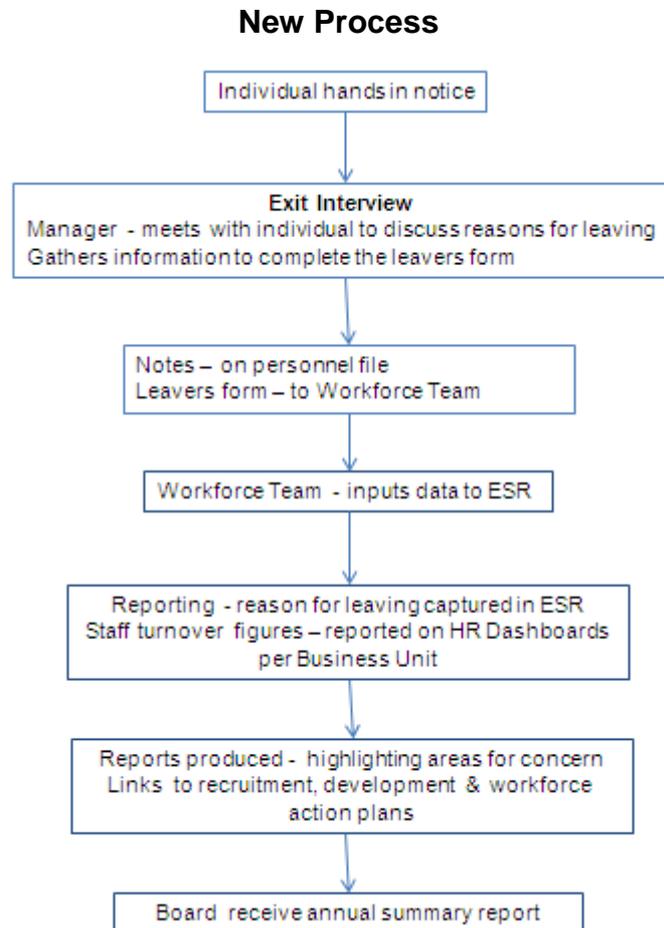
New Process

We propose to pilot the new process for a period of 6 months in three areas where turnover is high. L & OD and HR teams will work with the managers of these areas to support and develop them in the new process. At three and six months interim reports will be provided for the purpose of evaluation of the new process and feedback from managers and staff.

Following the pilot we propose that the new process be launched to managers as part of their responsibility to engage more with staff whilst demonstrating our value of Everybody Matters. This could take the format of a presentation at Core Brief and/or briefing sessions held in the lecture theatre which all managers would be invited to attend. In addition ccommunication of changes would also be provided to managers via Friday Roundup.

Full support and guidance notes on exit interviews including a checklist for managers will be made available and housed on Staffnet with a link to the new manager's toolkit. Support available from HR and L&OD will be made explicit to enable managers and staff to understand what is available to assist them.

Reporting

We recommend the existing reporting be made more robust to incorporate:

- BU/area report on turnover rates
- Reasons for leaving reported on HR dashboard (organisation-wide) and BU HR metrics
- Qualitative reports prepared for any areas of concern (when 3 or more exit interviews have been completed)
- Annual summary report (for the BOARD) on leavers to cover:
    - Turnover rates by BU, Department with comparison with previous year
    - Reasons for leaving – from leavers reports
    - Key themes
    - List of the areas that HR/ L&OD have supported with exit interviews
    - Summary of actions to be taken
    - Updates on action taken and progress made

Actions

What follows is an action plan detailing steps to take to implement our recommendations.

Action	Activities	Responsible	By when
Develop support material	Develop Guidance notes and checklist for managers	L&OD & HR	September 2014
Pilot of new process	Identification of 3 areas where turnover is high to pilot the new process L&OD and HR team provide support and development for managers in these areas to carry out exit interviews At 3 and 6 months - interim report provided on feedback and evaluation of process and feasibility.	L&OD & HR	September 2014 – March 2015
Launch & communication	Communicate changes to managers via: • Core brief presentation • Managers briefings • Friday Roundup Publish documents and reporting procedures on Staffnet	L& OD & HR	March 2015

APPENDIX A

Turnover per selected staff groups - NHS Hospitals & Community Health Service monthly workforce statistics for April 13 to April 14.

Total NHS Excluding Bank, Locums and Trainee Doctors		87,106	7.70%
Health Education East Midlands	YDF21	5,927	7.13%
Health Education East of England	YDF22	8,607	8.50%
Health Education Yorkshire and the Humber	YDF23	8,373	6.91%
Health Education Wessex	YDF24	4,273	8.16%
Health Education Thames Valley	YDF25	3,869	9.75%
Health Education North West London	YDF26	3,994	8.48%
Health Education South London	YDF27	4,793	8.63%
Health Education North Central and East London	YDF28	5,103	8.20%
Health Education Kent, Surrey and Sussex	YDF29	6,925	8.91%
Health Education North East	YDF30	4,172	6.03%
Health Education North West	YDF31	10,399	6.05%
Health Education West Midlands	YDF32	8,098	6.67%
Health Education South West	YDF33	8,588	9.15%
Special Health Authorities and other statutory bodies	QZZ	4,214	11.50%

All HCHS doctors (excluding locums & trainees)		4,009	7.42%
Health Education East Midlands	YDF21	253	7.25%
Health Education East of England	YDF22	392	7.62%
Health Education Yorkshire and the Humber	YDF23	353	6.62%
Health Education Wessex	YDF24	166	6.27%
Health Education Thames Valley	YDF25	156	7.44%
Health Education North West London	YDF26	161	6.31%
Health Education South London	YDF27	232	6.39%
Health Education North Central and East London	YDF28	245	6.14%
Health Education Kent, Surrey and Sussex	YDF29	372	9.37%
Health Education North East	YDF30	182	5.81%
Health Education North West	YDF31	574	7.44%
Health Education West Midlands	YDF32	521	9.06%
Health Education South West	YDF33	355	8.01%
Special Health Authorities and other statutory bodies	QZZ	63	17.90%

Qualified nursing, midwifery & health visiting staff		28,358	8.10%
Health Education East Midlands	YDF21	2,028	7.60%
Health Education East of England	YDF22	2,808	8.82%
Health Education Yorkshire and the Humber	YDF23	2,439	6.63%
Health Education Wessex	YDF24	1,430	8.68%
Health Education Thames Valley	YDF25	1,298	10.36%
Health Education North West London	YDF26	1,505	9.71%
Health Education South London	YDF27	1,872	9.57%
Health Education North Central and East London	YDF28	1,983	9.32%
Health Education Kent, Surrey and Sussex	YDF29	2,015	8.51%
Health Education North East	YDF30	1,429	6.41%
Health Education North West	YDF31	3,681	6.73%
Health Education West Midlands	YDF32	2,859	7.45%
Health Education South West	YDF33	2,542	9.10%
Special Health Authorities and other statutory bodies	QZZ	560	21.38%

APPENDIX B

Exit Interview Form

Name of person leaving: _____

Role and department: _____

Name of person conducting the exit interview: _____

Question	Response
What is your main reason for leaving? What other factors (if any) influenced your decision?	
If any of the things you have mentioned had been different, would you have considered staying?	
Is there anything the Trust can do now to change your mind?	
What attracted you to the Trust/this job in the first place?	
Were your expectations met? (If no, follow up with 'how could this have been improved?')	
In what ways were your career and personal development supported?	
How do you rate morale in the Trust/this section/department? (Is it: poor, fair, good or excellent? Follow up with: why is that? How could that be improved?)	
How do you rate communication in the Trust/this section/department?	
How do you rate your working environment?	
What has been the best aspect of working for the Trust?	
What has been the worst aspect?	
Are there any other comments you would like to make?	

APPENDIX C

Manager's Checklist – Leavers/Internal Transfers

The checklist below should be used when a member of your team either leaves the Trust completely or transfers to another department. This will enable you to ensure that all processes are followed and the person is paid correctly.

Employee: _____ **Date resignation received**: _____ **Final Termination Date:** _____

Task	Guidance	Date to be completed	Date completed
Resignation received	Required in writing. If any concerns are raised in the resignation which could constitute a grievance i.e. resignation doesn't appear to be voluntary contact HR Operations for further guidance as the Trust grievance policy PP-29 may apply.	**Day 1**	
Review requirements and if appropriate initiate recruitment process to cover vacancy	See xxxx (insert link to form)	**Day 1 - 2**	
Hold leaver meeting Discuss reasons for leaving and complete exit questionnaire Discuss any annual leave outstanding/overtaken & agree leave date and any annual leave to be taken Discuss final pay arrangements Agree arrangements for returning Trust propery Discuss arrangements for reference	**This should be held asap after receiving resignation.** See XXXX Use annual leave calculator on Staffnet to recalculate entitlement prior to the meeting Contact Payroll Office to discuss pay arrangements so you can inform member of staff See equipment log You will be required to complete a factual reference.	**Day 1 - 2**	
Complete Leaver form (if leaving the Trust)	Send to Admin ESR inbox admin.esr@shouthend.nhs.uk	**Day 1 - 2**	
Send letter to individual to confirm leaver arrangements	Use template letter on leaver guidelines on staffnet *****	**Day 1 - 7**	
Respond to any reference requests	Contact your Employee Relations Advisor for advice if necessary		

Complete IT/equipment checklist	See xxxxx		Last week	
Manager's Signature	**Print Name**		**Date**	

Manager's Checklist – Leavers/Internal Transfers

Employee: _____ **Date Left Dept**: _____

Equipment	Return to: *(if applicable)*	Date Received or completed
ID Badge & Co-tag	Security Office	
Remote Log in Token	IT	
Mobile Phone	Manager	
Laptop – incl. bag and cables	Manager	
Headphones	Manager	
Desk/Filing Cabinet keys	Manager	
Any other equipment, i.e., backpacks etc.	Manager	
IT Access	**Action**	**Date Actioned**
Secure Drives Shared Drives Distribution Lists Public Folders	Email IT to inform them of the drives that they need to be removed from	
Outlook inboxes calendar access etc.	Advise team to remove calendar and inbox access	
System Access	**Person to contact**	**Date Actioned**
ESR	Kim Smith esr.admin@southend.nhs.uk	
iLearn	Joanne Bright ilearnAdmin@southend.nhs.uk	
NHS Jobs	Recruitment recruitment.group@southend.nhs.uk	
Bank Staff	Alma Brayley Alma.Brayley@southend.nhs.uk	
EROS	Purchasing	
Other	**Person to contact**	**Date Actioned**
Parking Space	Contact Stan Shadbolt Cark Parking Supervisor ext 7289	
Salary Sacrifice schemes	Natasha Holland, Family Support Co-ordinator Natasha.Holland@southend.nhs.uk	
Manager's Signature	**Print Name**	**Date**

APPENDIX D

Exit Interview – Guidelines for Managers

What is the purpose of an exit interview?

Routinely carrying out exit interviews is part of good management practice. It enables managers to find out more about why members of staff are leaving and what could be done to improve recruitment and retention.

What constitutes an exit interview?

An 'exit interview' can be as brief as asking the individual a couple of simple questions when they tell you they are planning to leave: i.e. why have they decided to leave, and where they are going (this information is required to complete the Trust's Leaver's form). However in some circumstances (e.g. when a number of people are leaving, or when someone has only stayed for a short time) a more detailed interview may be warranted. The aim of these guidelines is to provide managers with a framework for a comprehensive exit interview.

What do I do with the information once collected?

The information collected should be analysed within your area/department/unit. Common themes or trends should be noted and acted upon. The information should be used to look at how you can improve recruitment and retention rates in your area. The advice of your HR Business Partner can be sought if you need further support and guidance with pulling together a recruitment and retention plan. If the individual does not wish to have an exit interview with their manager this should be conducted by the managers' manager.

Please note, if an individual raises a complaint or concern about their employment which has contributed to their resignation, this could potentially be deemed as a grievance, which would require management under the Trust's Grievance policy PP-29. You should try to resolve the issue with the individual in the first instance and if there are any outstanding issues please contact your Employee Relations Advisor to discuss the situation further.