

EMPLOYEE TURNOVER AND EXIT MONITORING PROCEDURES

1. INTRODUCTION

- 1.1 The Council recognises that labour turnover can have a number of serious consequences, both negative and positive.

On the negative side, turnover can have the following consequences:

- significant replacement costs
- significant operational disruption
- loss of key skills, knowledge and experience
- employee dissatisfaction and loss of morale
- further turnover may be stimulated by an increase in the workload, or pressure on, those who remain
- a service contractor's ability to take on new work may be impeded
- productivity and creativity may diminish

On the positive side, however, turnover may have the following consequences:

- vacant posts provide opportunities for re-structuring sections or departments
- vacancies in key posts will increase internal promotion prospects
- promotion of innovation, flexibility
- reduction of paybill costs – initial employment cost of replacement staff may be lower
- displacement of poor performers
- adjustment of staffing mix to provide greater flexibility

- 1.2 The Council also recognises most recruitment is to replace employee turnover (people leaving the authority) and, while not all turnover is preventable or desirable, there is a need to understand the causes of “controllable turnover”.

2. SCOPE

- 2.1 These procedures apply to the monitoring and reporting of voluntary employee turnover for all permanent employees of the Council.

3. AIMS

- 3.1 These procedures for monitoring employee turnover are concerned with the management of turnover within the Council and the information obtained will be used to record, analyse and report its prevalence, patterns or trends.

- 3.2 The purpose of exit monitoring is to ascertain the reasons employees choose to leave the Council, in order to

- reduce employee turnover, where appropriate
- recruit and retain good employees
- identify and remedy some of the defects in the management of employees
- improve productivity

4. RESPONSIBILITIES

4.1 Designated Officers in Departments* are responsible for:

- completing and returning the Notification of Termination of Employment form to Personnel Services
- supplying Exit Monitoring Questionnaires and pre-paid envelopes to employees upon receipt of their notice of resignation
- completing and returning details of the costs of employee turnover to Personnel Services
- conducting exit interviews with employees who are leaving
- (these responsibilities may be undertaken by other than a Designated Officer under supervision)

* For the purposes of this document, the term Designated Officer refers to employees who have been delegated responsibility by their Head of Service for the organisation of Recruitment and Selection within their area of operation.

4.2 The Personnel Services Section is responsible for:

- recording, analysing and reporting upon information collected in relation to employee turnover
- conducting exit monitoring and analysing and reporting on the information obtained

5. COLLECTING AND MEASURING EMPLOYEE TURNOVER

5.1 Reliable employee turnover measures can be used to establish the overall magnitude of turnover within the Council, what proportion is voluntary and whether specific groups of employees are experiencing higher turnover rates. Comparisons between departments and with other local authorities can be made.

5.2 Upon receipt of a notice of resignation from an employee, the department concerned must complete and forward copies of the Notice of Termination of Employment form to Personnel Services within 48 hours. To facilitate exit monitoring, the employee should also be issued with an EXIT MONITORING QUESTIONNAIRE and pre-paid envelope (see 6.2 below).

6. EXIT MONITORING

6.1 Exit monitoring should seek to establish the real reasons for leaving, any problems or grievances, if and how the job differs from the job description and, if it needs redesigning, what kind of person should be recruited as a replacement.

6.2 /

6.2 Upon receipt of a Notice of Termination of Employment form, Personnel Services will contact the employee and invite them to participate in exit monitoring. Participation is voluntary and employees will, depending upon circumstances, be asked to participate in one of the following:

- a leaver survey, or
- an exit interview.

In both circumstances a structured EXIT MONITORING QUESTIONNAIRE (see Appendix 1) will be used and, upon completion, will be filed confidentially by Personnel Services.

a) Leaver Surveys

Subsequent to submission of their notice of resignation, employees will receive an Exit Monitoring Questionnaire from the department concerned.

The completed questionnaire should be returned, using the pre-paid envelope provided, to Personnel Services.

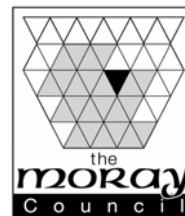
b) Exit Interviews

Exit interviews will normally be conducted by a Personnel Officer. These will be undertaken on a random, face to face, basis or where a pattern emerges or a problem is identified.

6.3 In order to enable the department concerned to identify problems or patterns at an early stage, employees who are leaving the Council will be interviewed by their line manager. An EXIT INTERVIEW form (see Appendix 2) should be used for this purpose. A copy of the completed form should be forwarded to Personnel Services where it will be filed confidentially with the Exit Monitoring Questionnaire.

6.4 Where a pattern emerges or a problem is identified, the Head of Service concerned will be notified. Individuals will not be identified without their consent.

EXIT MONITORING QUESTIONNAIRE



A. General Information

Name:

Job Title:

Grade:

Department/Section:

Age Group: under 25 25 to 34 35 to 44 45 to 54 55 to 64 over 64
 ☐ ☐ ☐ ☐ ☐ ☐

Length of Service:

Gender: Male Female
 ☐ ☐

Ethnic Group

B. Working in the Organisation

1. What first attracted you to work for the Council?

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2. Were your expectations met?

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3. What was the best aspect of working in the Council?

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4. What was the worst aspect?

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5. If you could change something within the Council what would it be?

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C. Where are you going? (Leaving destination)

Please indicate the type of organisation you are joining:

- | | |
|---------------------------------------|--------------------------|
| An organisation in the same sector | ☐ |
| An organisation in a different sector | ☐ |
| Further study | ☐ |
| Self employment | ☐ |
| Not working | ☐ |
| Other (<i>please specify</i>) | ☐ |

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D. Location of Work

- | | |
|-------------------------------------|--------------------------|
| Local areas | ☐ |
| Within 10 mile radius | ☐ |
| Elsewhere (<i>please specify</i>) | ☐ |

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E. Reasons for Leaving

1. Please indicate if any of the following are among your reasons for leaving: (Tick all that apply)

Career advancement / promotion	☐
Dissatisfaction with pay	☐
Dissatisfaction with conditions of service	☐
Lack of promotion/career development	☐
Lack of training and development	☐
Partner moving out of area	☐
Other domestic reasons	☐
Difficulty travelling to and from work	☐
Flexibility of working hours	☐
Workload/stress	☐
Dissatisfaction with management style	☐
Work environment	☐
Nature of work/job satisfaction	☐
Way work is organised	☐
End of contract	☐
Insufficient challenge	☐
Maternity	☐
Unsolicited offer	☐
Other (<i>please specify</i>)	☐

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2. What was the most important reason for your leaving?

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3. What, if anything, would have encouraged you to stay?

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F. Any other Comments

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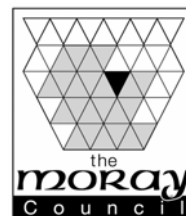
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Thank you for taking the time and trouble to complete this questionnaire. The information that you have provided will be filed confidentially by Personnel Services and used in turnover statistics and feedback to senior management to help in reviewing personnel and management procedures. Individuals will not be identified.

Please return this questionnaire to:

Employee Turnover Monitoring
Personnel Services Section
The Moray Council
Council Offices
High Street
ELGIN
IV30 1BX



EXIT INTERVIEW

A. Employee Details

Name:

Job Title:

Grade:

Department/Section:

B. Working for the Council

1. Has the work you have been doing interested you and can you suggest any ways to improve the job?

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2. What are your views on the following: -

- a) your current salary/grade?

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- b) the training you have received?

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- c) communications within your department and in the Council generally?

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- d) your physical working environment?

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C. New Employment Details (if appropriate)

1. What are the main attractions of your new post?

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2. Do you have any other comments or suggestions?

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D. Interviewer's Assessment/Suggestions

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Interviewer's Signature:

Date:

Please return a copy of the completed form to **Employee Turnover Monitoring, Personnel Services Section.**