

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 29 July 2010

REPORT BY TINU OLOWE, INTERIM HEAD OF PEOPLE AND ORGANISATIONAL SERVICES

SICKNESS ABSENCE REPORT 1 APRIL 2009- 31 MARCH 2010
TURNOVER REPORT 1 APRIL 2009 – 31 MARCH 2010

WARD(S) AFFECTED: None

RECOMMENDATION FOR : Human Resources Committee	
(A)	Note Sickness Absence and Turnover statistics;
(B)	The recommendations set out in Essential Reference Paper B (paragraph 8) concerning Targets and Stress Related Sickness be approved;
(C)	The recommendations set out in Essential Reference Paper C (paragraph 8) concerning Turnover Targets, Monitoring Manpower Recruitment, C3W Issues, Demographics of the Workforce, a Staff Survey and the impact of the Terms and Conditions Review be approved.

1.0 Purpose/Summary of Report

1.1 The Sickness Absence Report considers East Herts employee absence levels, analyses the short and long term sickness for 2009/10 and outlines current and proposed initiatives to reduce absence.

1.2 The Turnover Report considers turnover rates and reasons for turnover and outlines recommendations.

2.0 Contribution to the Council's Corporate Priorities/Objectives

2.1 Improved sickness levels and retention will contribute to the following Corporate Objective:

Fit for purpose, services fit for you

Deliver customer focused services by maintaining and developing a

well managed and publicly accountable organisation.

3.0 Background

3.1 These reports provide a more detailed analyse of sickness absence and turnover in order to set targets and prioritise actions for 2009/10.

4.0 Reports

4.1 Sickness Absence

As set out in Essential Reference Paper B, attached to the report now submitted.

4.2 Turnover

As set out in Essential Reference Paper C, attached to the report now submitted

5.0 Implications/Consultations

5.1 Information on any corporate issues and consultation associated with this report can be found within Essential Reference Paper 'A' .

Background Papers

Human Resource Absence and Turnover Reports 2008/9 (HR Committee July 2009)

Contact Member: Councillor Duncan Peek

Contact Officer: Tinu Olowe – Interim Head of People and Organisational Services

Report Author: Tinu Olowe – Interim Head of People and Organisational Services

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives:	Fit for purpose, services fit for you <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i>
Consultation:	Corporate Management Team have received copies of the reports for information.
Legal:	None.
Financial:	None.
Human Resource:	As detailed in the reports
Risk Management:	None.

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East Herts Council

SICKNESS ABSENCE REPORT

1 APRIL 2009 – 31 MARCH 2010

1. Executive Summary

The following information outlines East Herts sickness absence levels for the financial year 2009/2010.

This includes commentary on sickness absence levels against set targets and comparisons with other relevant bodies. Sickness absence has been analysed by short and long-term absence, department and reason.

General areas of concern are highlighted and recommendations made.

2. Sickness Absence Overview

Figure 1

Year	Sickness Absence Days per FTE Staff in Post							
	Local Authority Average (Source: IRS Employment Review)	Herts District Group Average	East Herts Target			East Herts Outturns		
2006/7	10.6	9.3	7.0			9.6		
2007/8	9.8	9.3	6.0			9.6		
2008/9	9.8	No longer reporting outturns	Short-term 6	Long-term 2.5	Total 8.5	Short-term 4.91	Long-term 3.03	Total 7.94
2009/10	9 (source Local Government Sickness Absence Survey 2008-2009, shire district outturn)	No longer reporting outturns	Short-term 5	Long-term 3	Total 8	Short-term 4.43	Long-term 2.04	Total 6.47

Sickness Absence Data Calculations

The sickness records for all permanent employees and those on fixed-term contracts are included. Temporary and agency staffs are excluded from the calculation.

All calculations (sick days and staff in post) are based on Full Time Equivalents (FTE). The FTE of staff in post is an average for the financial year. This is calculated by obtaining the FTE as at April 1st 2009 and the FTE as at 31st March 2010 and averaging the two figures.

In 2009/10 the point at which a sickness absence was classed as long-term changed from 43 to 29 days. The sickness targets were changed to reflect this. The Short-term sickness absence target decreased from 6 days per FTE to 5 days per FTE. The long-term sickness absence target increased from 2.5 days per FTE to 3 days per FTE, leading to an overall target of 8 days.

Comparisons

In previous years the outturns for East Herts were also compared to the average outturns for the Herts District Average Group. Since the dissolution of the BVPIs, this group has not reported sickness outturns and so there are no figures available after 2007/8.

The outturns for East Herts have been compared to local authority averages. The comparison for 2009/10 is taken from the Local Government Absence Survey 2009. The specific comparison used is the is the outturn for Shire District Councils. The average sickness absence is 9 FTE days per employee per year (based on 83 respondents).

At 6.47 days, the East Herts outturn is significantly below the average for local authorities. It is also an improvement on the Council's outturn for 2008/9 which was 7.96. HR initiatives which have assisted this positive improvement include:

- New absence management policy launched in June 2009 with emphasis on addressing absence issues in the early stages.
- Improvements in Heath Check updates submitted to DMT meetings monthly to ensure the data is clear and meaningful and assists Heads of Service with absence management.
- A further tranche of the Management Development Programme which provides managers with guidance on absence management issues.

Further comparison shows that, for the size of the organisation, the Council is performing well. The CIPD Annual survey report 2009 explored the effect of organisation size on absence levels. Public sector organisations with between 250 and 499 employees the average days lost per employee per year is 8.3 FTE days

Sickness absence and the recession

The effect of the recession was considered as part of the CIPD Annual survey. The majority of respondents (49%) reported that the recession had had no effect on the level of absence, 13% believed it had contributed to an increase in absence and 7% considered it to be part of the reason for the decrease in absence in their organisation.

3 Short-Term Sickness Absence

The Council's level of short-term absence has continued to reduce. At 4.43 days per FTE the outturn is within the target of 5 days. This has been achieved through continued absence management as detailed above.

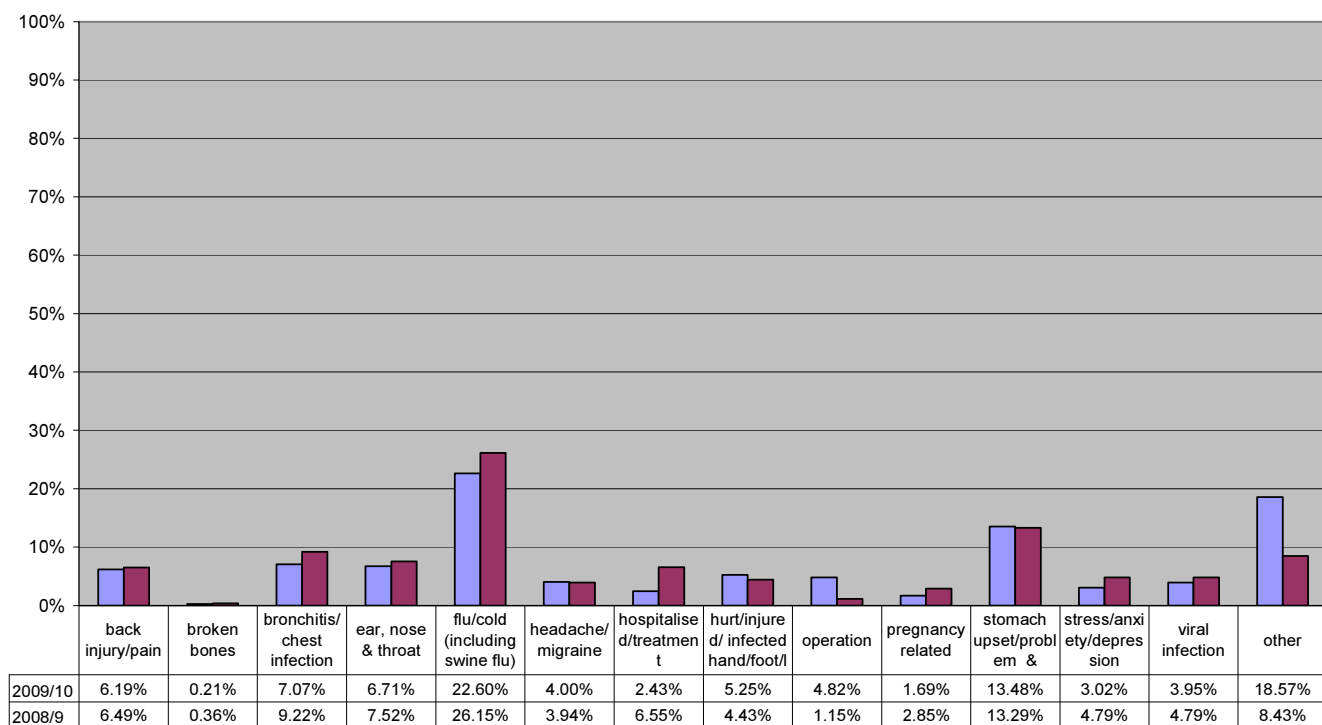
Figure 2 below compares the number of short-term sickness absence days per FTE over the last four financial years. However it must be remembered that in 2008/9 the definition of short-term sickness changed from absences up to 42 days to absences up to 28 days. Therefore, although the trend remains a downward one, previous years cannot be used for a true comparison.

Figure 2

Year	Short-Term Sickness Absence Days per FTE staff in post
2006/7	6.23
2007/8	5.42
2008/9	4.91
2009/10	4.43

Figure 3 outlines the main reasons for short-term sickness absence in 2008/9 compared with 2009/10.

Figure 3 short term sickness by reason

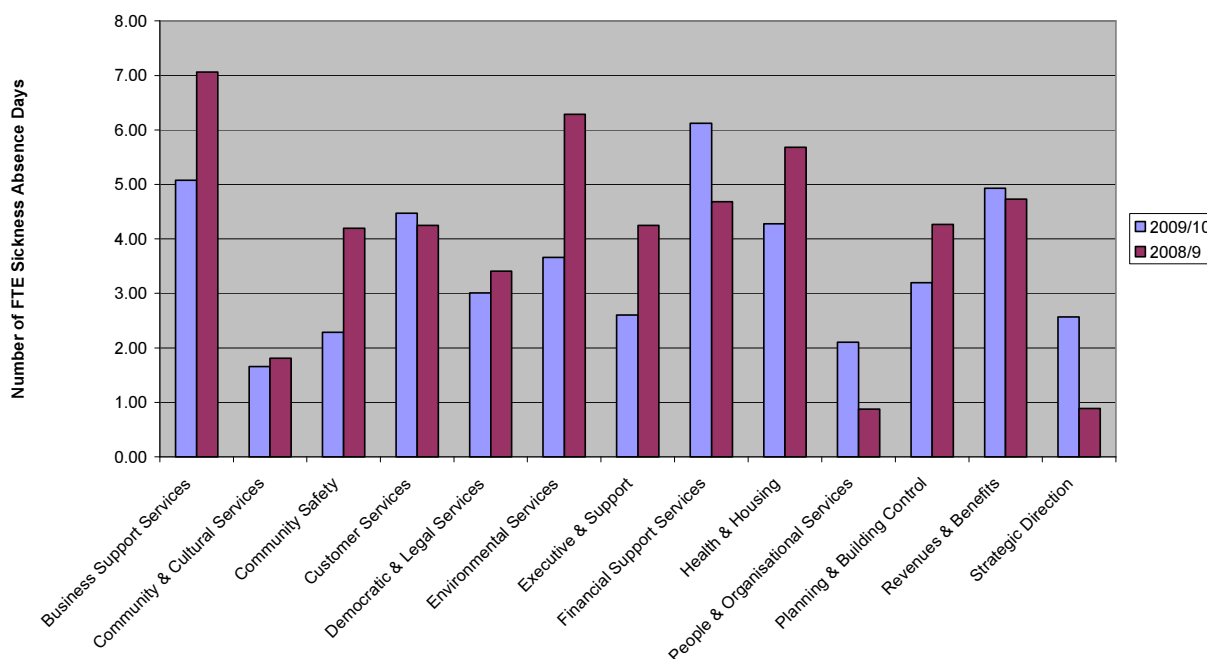


Flu/Cold remains the most common reason for short-term absence in 2009/10 at 22.60%. It is interesting to note that this is a decrease on the 2008/9 level of 26.15%, despite Swine Flu. Normal levels of flu/cold were lower than in previous years and Swine Flu did not have a great impact on Short-Term sickness. Only 22.5 FTE days were lost to Swine Flu throughout 2009/10. This data has therefore been incorporated with the general outturn for Flu/Cold. Once again Stomach upsets and related illnesses are the second most frequent reasons for absence. These reasons are consistent with other organisations when compared with either the Local Government or CIPD Surveys.

Short-term absence due to stress/ anxiety and depression continues to decline. In 2007/8 it accounted for 8.58% of all short-term absence. In 2008/9 this had almost halved to 4.79% and in 2009/10 it stands at 3.02%. East Herts also compares favourably to other Local Authorities. The Local Government Sickness Absence Survey 2009 states that Stress and related illnesses account for 7.8% of all short-term absence.

Figure 4 shows the number of FTE sickness absence days by the headcount in each service, compared with 2008/9

Figure 4: Short Term Sickness Absence Days by Service Headcount



Financial Support Services had the highest level of absence per headcount at 6.12 FTE sickness days. A large proportion of the absence in this department was due to Flu/Cold (excluding swine flu) and stomach upsets over the winter months.

Whilst Business Support Services also had a reasonably high level of absence, at 5.08 it should be recognised that this is a reduction of nearly 30% on the service's outturn for 2008/9

Community Safety, Environmental Services and Planning and Building Control have all improved their absence levels in the last year.

4 Long-Term Sickness Absence

Figure 5 compares the number of long-term sickness absence days over the last four financial years. Long-term sickness is defined as a period of sickness lasting over 28 days, in-line with best practice.

Of the 2079 FTE days sick in 2009/10, 656.77 are due to long-term sickness. This has resulted in a decrease of nearly 1 FTE day per employee when compared to 2008/9. This is a great achievement as the point at which sickness is classed as long-term has decrease from 43 days to 29 days which would have suggested that the outturn may actually increase. The long term sickness in 2009/11 was accrued by 20 people, 3 of which have now left the Council. HR are working with managers and Occupational Health on the 3 ongoing cases.

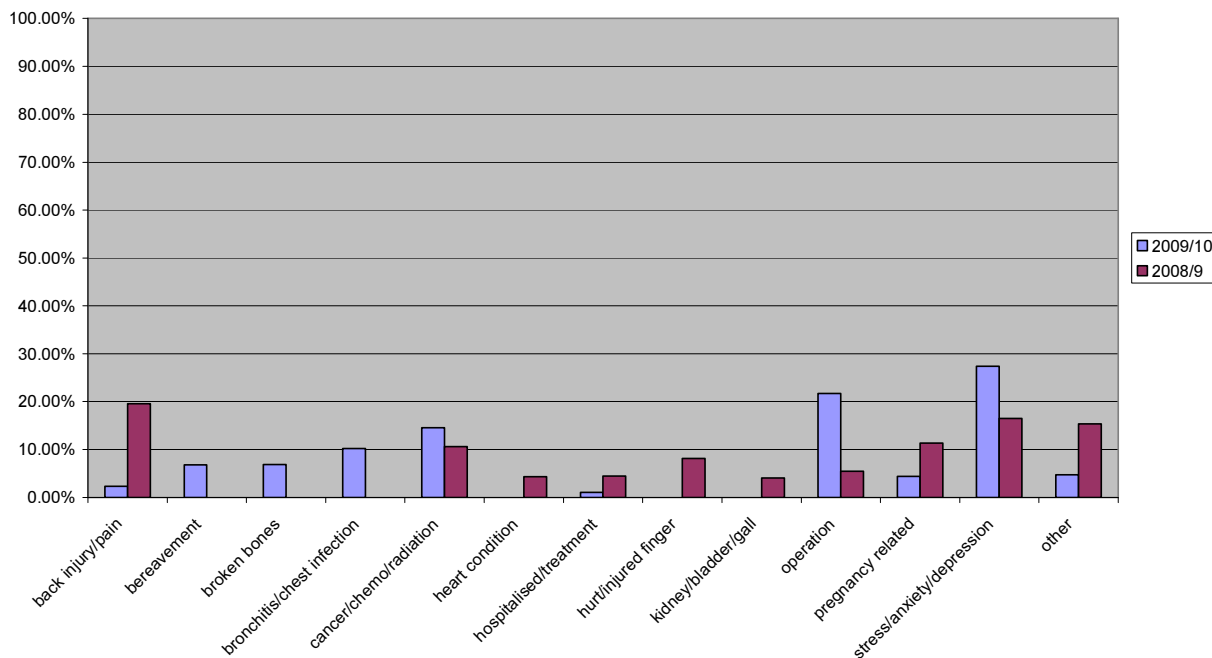
The level of long-term sickness is now well below the Council's target of 3 days and it may be prudent to reduce this target for 2010/11.

Figure 5

Year	Long-Term Sickness Absence Days per FTE staff in post
2006/7	3.41
2007/8	4.14
2008/9	3.03
2009/10	2.04

Figure 6 outlines the reasons for Long-Term sickness in 2009/10 compared with 2008/9.

Figure 6: Long term sickness by reason



The most common reason for long-term sickness in 2009/10 was Stress/ Anxiety/ Depression. This accounted for over 27% of all long-term sickness. This outturn is below the national average, the Local Government Survey 2009 states that Stress and Depression accounts for 29.1% of long-term absence. However it is an increase of over 10% when compared to the Council's 2008/9 outturn.

In 2008/9 the stress related long-term absence reduced from 33.97% (2007/8) to 16.52%. This was attributed to the new Stress Management Policy and timely referrals to Occupational Health, elements which are still in place. The CIPD 2009 survey asked whether the recession had increased mental health problems, such as depression and anxiety, reported by employees. 29% of public sector respondents reported an increase. HR will need to ensure that staff are able to access Occupational Health and the EAP as necessary and work with managers to ensure less work related stress illness becomes long-term.

The second and third most common reason for absence were operations (21.73%) and cancer related (14.54%)

5 Occupational Health Services

The Council's Occupational Health Adviser visits the offices (Hertford or Bishop's Stortford) once a fortnight, although additional visits are possible if required. The current cost of the service is circa £4700 per annum (a reduction from the 2008/9 cost of circa £9600 per annum). This figure

is inclusive of the visits and associated administration and reports. HR are still reviewing the potential savings of changing the service to one managed as part of a Shared Service and Pathfinder.

The Council continues to support staff well-being. Staff are entitled to discounts in all East Herts leisure centres.

The Cycle to Work scheme, scheduled for implementation in 2009/10, has been rescheduled for 2010/11 due to the capacity of the HR team.

6 Employee Assistance Programme

The Employee Assistance Programme (EAP) provided by PPC provides a variety of services to East Herts employees. These include, telephone debt counselling, formal telephone counselling, face-to-face counselling and online guides and fact sheets.

During the period April 2009 – March 2010 the following EAP services were used by employees:

- Webpage Hits – 22 hits
- Factsheets – 32 downloads
- Face to Face Counselling – 3 cases
- Telephone Counselling – 3 cases
- Information Requests – 3 cases

East Herts Council joined with Herts County Council's pathfinder initiative when it engaged PPC to deliver the EAP. As more Councils join the group the cost of EAP provision drops. In 2009/10 it cost the Council £8.34 per employee. In 2010/11 this has reduced to £6.98.

EAP is a valuable resource for employees, however the take up of services is currently well below the PPC average, therefore further awareness raising is planned for 2010/11. This will include:

- E-brochures for both the Managers and Employees
- Presentation CDs for staff briefings.
- Promotional Literature, including posters and leaflets
- PPC Articles for the intranet

7. 2008/9 Recommendations- Progress

New Absence Management Policy

The Council's Absence Management Policy was published in July 2009. The revised policy places greater emphasis on informal meetings to ensure that management issues are addressed early on.

Promoting EAP

The EAP was promoted through posters staff with stress issues were given further details of the programmes. Further awareness initiatives are planned for 2010/11 as detailed in section 6.

Targets

The revised targets for 2009/10 were implemented.

8 Moving Forward- Recommendations for 2009/10

Targets

The Council's overall target for sickness (8 days) is already below the national average (9 days) and this year both the targets for short-term and long-term sickness have been achieved.

The short-term sickness target is 5 days sickness absence per FTE staff in post, compared to the outturn of 4.43. It is not recommended to change this target for 2010/11. The new Absence Management Policy is working well to reduce absence. Of the twelve services and executive, eight have seen a reduction in short-term sickness this year.

The outturn for long-term sickness, at 2.04, is well below the target of 3 days. It is recommended to change this target to 2.5 days. This will ensure focus remains on managing long-term sickness absence; particularly stress related absence which has grown significantly this year.

This would give an overall sickness absence target of 7.5 days for 2010/11

Stress Related Sickness

Stress related long term sickness has increased dramatically since 2008/9. This can partly be attributed to the change in classification of long-term sick from over 42 days to over 28 days. Further training on the stress awareness for managers including when to refer to Occupational Health may be beneficial at this time. The awareness campaign planned for the Employee Assistance Programme will also highlight the assistance available.

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East Herts Council

TURNOVER REPORT

1 APRIL 2009 – 31 MARCH 2010

1. Summary

This report provides a detailed analysis of turnover for the financial year 2009/10. Turnover is analysed by length of service, reason for leaving and by service.

The report outlines the dramatic reduction in turnover from voluntary leavers which was at not much more than one third of the rate of two years ago. This is a reflection of the economic uncertainties making a change of job more difficult and potentially less attractive. While there are benefits from a stable workforce too low a turnover creates problems.

The risks of too low a level of turnover are that career progression is blocked for staff and that the benefits we get from the fresh thinking of new people is reduced.

There are also direct financial costs from too low a turnover. The opportunities for managed savings are reduced and there is more risk of pay drift to average higher points within pay grades. In reviewing the MTFP for 2010/11 the vacancy factor was reduced from 5% to 3% an immediate cost of £250,000 per year. With fewer posts becoming vacant from voluntary leavers organisation change to reduce staff numbers is more likely to incur costs of voluntary or compulsory redundancy. The potential offset to these costs is the lesser call on agency and interim staff to cover fewer vacancies.

2. Turnover

Note: Turnover rates are based on headcount where full time and part time are undifferentiated rather than Full Time Equivalent posts

The turnover rate for 2009/10 was 5.39%, against a target of 12% this equates to 20 leavers. Of the 20 leavers, 13 staff left voluntarily and 7 left involuntarily (due to redundancy 2,, retirement [1]and end of contract 2, other 2) The voluntary leaver's rate is 3.50%, against a target of 8%.

Figure 1 compares the turnover and stability rates for the last five financial years

Financial Year	Percentage of turnover	Percentage of Turnover identified as Voluntary Leavers	Stability Index*
2005/6	12.26%	7.4%	73.53%
2006/7	13.73%	8.91%	79.49%
2007/8	12.24%	9.51%	87.88%
2008/9	8.6%	6.3%	81.82%
2009/10	5.39%	3.50%	84.62%
2009/10	Target 12%	Target 8%	Target 90%

* The stability index is measured by dividing the number of voluntary leavers with over one year's service divided by the total number of voluntary leavers (multiplied by 100 to express as a percentage).

As shown in the table above, the turnover rate for total and voluntary leavers has reduced significantly this year. This reduction in leavers can be attributed to the uncertain jobs market during 2009/10. However the labour market has seen significant improvement over the last 6 months. The Jobs Outlook Report (Recruitment & Employment Confederation, September 2010) 'Though job market optimism is lagging, long term employment planning suggests hiring may receive a boost in early 2010' This viewpoint is further backed up by the Manpower Employment Outlook survey found that UK employers' hiring intentions have leapt up from -5% in the first quarter of 2009 to 0% in the first three months of 2010. 'The Council's own statistics show that in the first quarter of 2010/11 there were five voluntary leavers, verifying this trend.

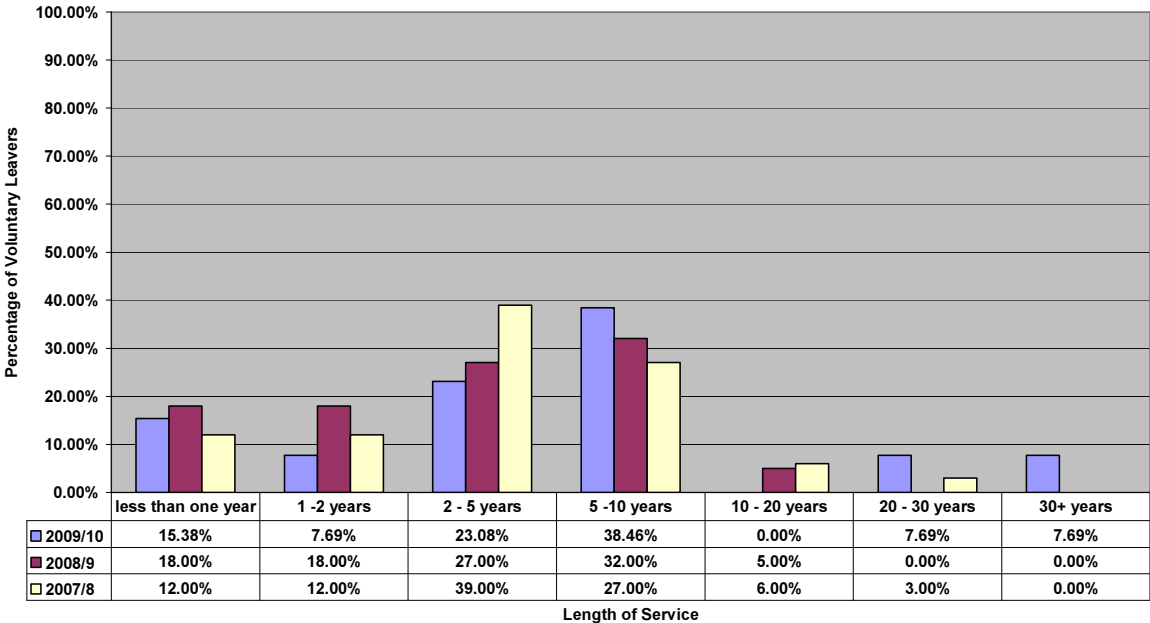
The Stability Index indicates the retention rate of employees with over one year's service. This is a clear indication whether we are losing staff in the first year of service, which may cause us concern and question our recruitment process. The Council have a stability index target of 90%. The stability index 2009/10 is 84.62% an improvement on last year's outturn of 81.82%. Whilst this is still below the target of 90% it is worth noting that due to the small numbers of leavers this year this equates to 2 employees choosing to leave the authority within their first year of service.

3. Voluntary Leavers

3.1 Voluntary turnover by Length of Service

Figure 2 details voluntary leavers by length of service.

Figure 2 Voluntary Leavers by Length of Service

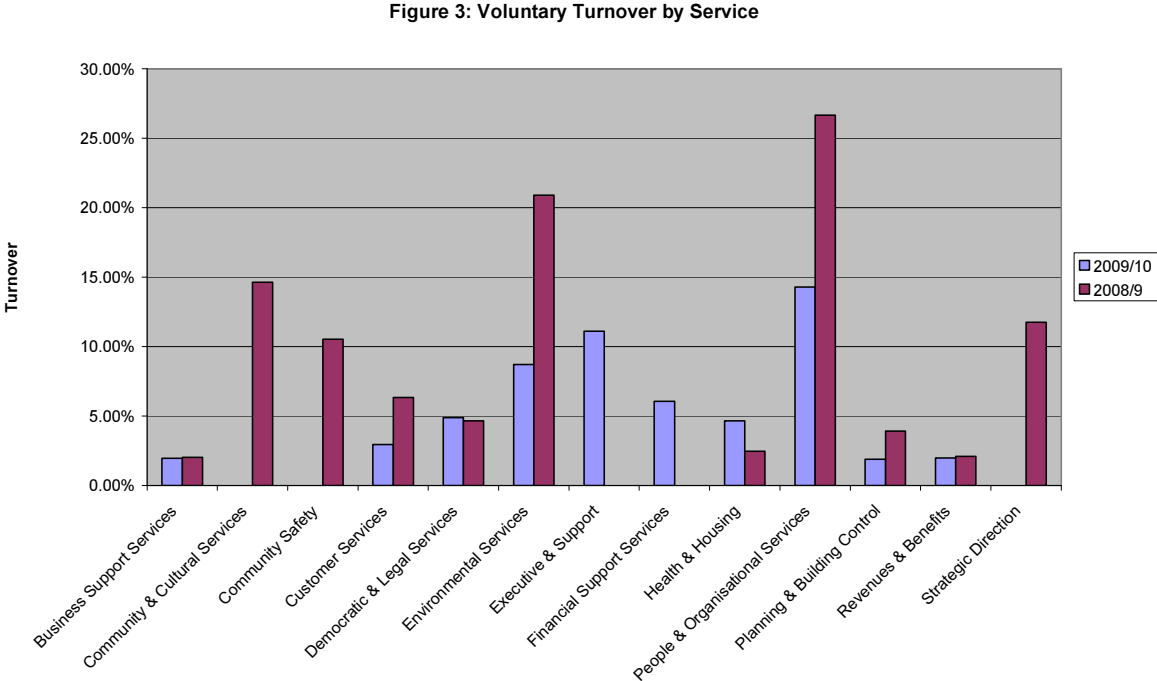


In 2009/10 the peak of voluntary leavers was at the 5-10 years service stage. This shows a continuation of the trend from 2008/9 of staff choosing to stay with the authority longer. The two reasons for staff leaving at this stage were Chosen retirement (60%) and Personal reasons (40%). Staff are therefore no longer leaving at this stage for promotional/ pay reasons as had been the case previously. The Council has continued with its policy of

advertising vacancies internally first and encouraging staff to identify training/ development needs through the PDR process and the Professional, Career and Vocational Study Policy.

3.2 Voluntary Leavers by Service

Figure 3 details voluntary leavers by service. The turnover is calculated by service based on the service headcount and the number of leavers from that service.

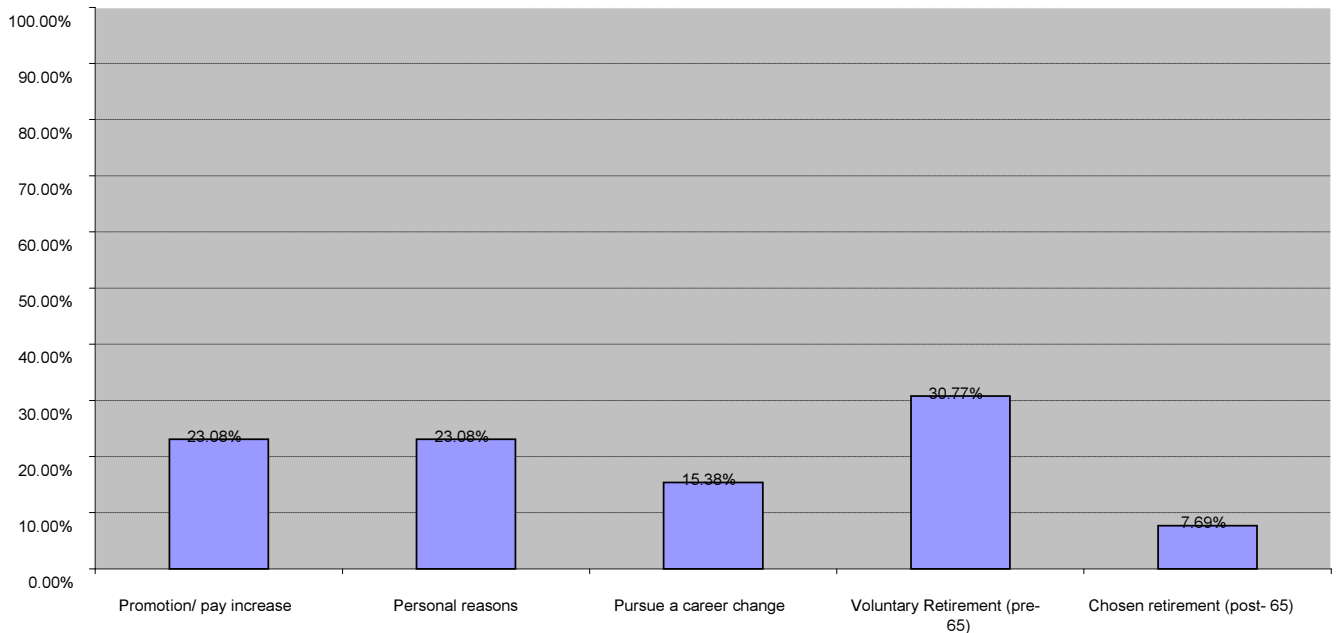


The majority of services have seen a decrease voluntary turnover since 2008/9. Only Democratic and Legal Services, Executive Support Services, Financial Support Services and Health and Housing had increased voluntary turnover. The majority of these services only had one leaver. However due to the small size of the service turnover appears to be much greater than that of other services.

4. Reasons for Leaving

Figure 4 below shows the reasons for leaving amongst voluntary leavers.

Figure 4: Voluntary Leavers by Reason 2009/10



Of the 20 leavers in 2009/10, 13 staff left voluntarily and 7 left involuntarily (due to redundancy, retirement and end of fixed-term contract). The most common reason for leaving for voluntary leavers was Voluntary Retirement (pre-65) at 30.77% [4]. In April 2010 the Local Government Pension Scheme repealed the 85 year rule, which meant that March 2010 was the last opportunity for anyone between 50 and 55 to take voluntary retirement. This may account for the larger than average numbers of voluntary retirements last year.

Promotion/ pay increase and personal reasons both accounted for 23.08% [3] of voluntary leavers.

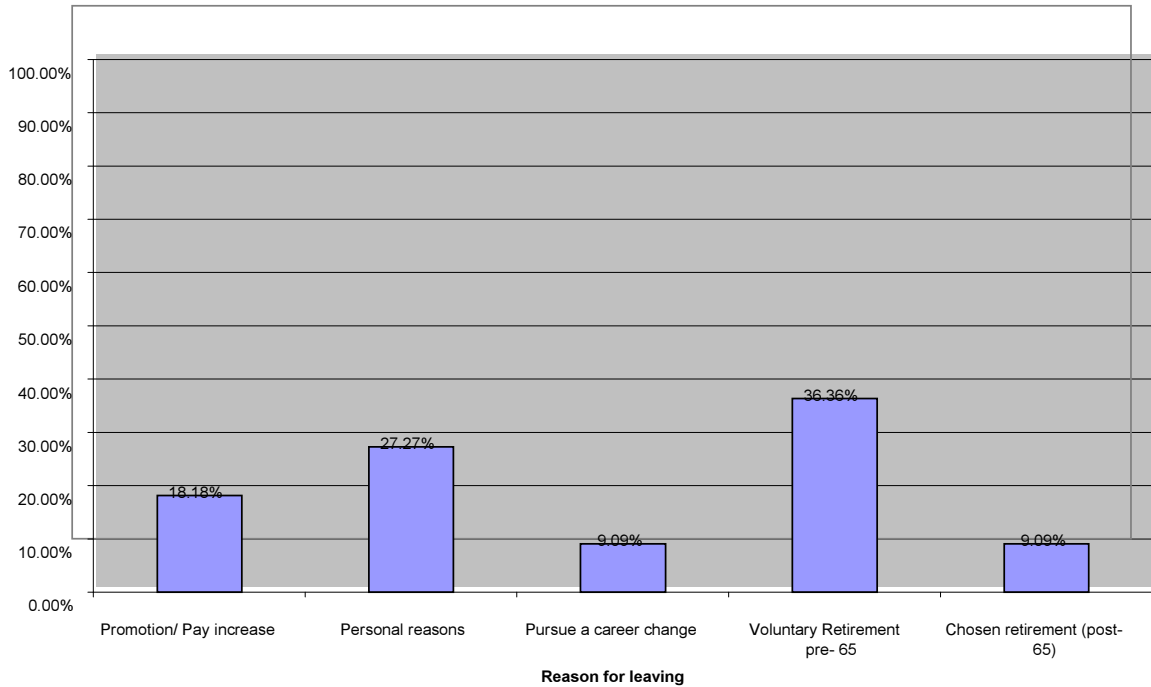
Employees with less than one year's service

Those with less than one year's service left for pay/ promotional reasons (50%) and to pursue a career change (50%). This equates to 2 employees who left within one year of employment. This is an improvement on 2008/9 when 4 members of staff left the organisation within a year.

Employees with one year or more service

Figure 5 shows reasons for leaving amongst voluntary leavers with more than one year's service.

Figure 5: Reasons for leaving among Voluntary leavers with one or more year's service



Voluntary retirement was the main reason for voluntary leavers to exit the Council this year. This is followed by personal reasons. However promotion and pay increase is still a factor for leavers with 18.18% citing this as their reason for going. This is a dramatic decrease from 2008/9 when 38.89% of this group stated they were leaving for promotion/ pay increase. At present staff are not choosing to move to the private sector, all those who left for promotion/ pay increase went on to work for another local authority. In some cases, due to the size of East Herts Council and the relatively small teams it is necessary for employees to seek career progression elsewhere as the positions are not available within the Council.

5. Turnover Costs

Research shows that the estimated total cost of recruitment (advertising costs, agency or search fees) is £2,930 per hire (CIPD Resourcing and Talent Survey 2010). This is the median rate based on recruitment advertising for all positions other than those at Senior Management and Director level. The Council did not make any Senior level appointments in 2009/10.

On April 1 2009 the Council entered into a recruitment contract with Manpower as part of the Hertfordshire Pathfinder Agenda. The Key Performance Indicators include a provision for the Council's advertising costs to reduce by at least 1% over the financial year.

Recruitment costs 2008/9

In 2008/9 the Council's total spend on recruitment advertising was £83,765 (based on 46 external adverts). The average cost was £1821 per post. This can be further broken down into senior management posts and below.

For senior management appointments (2) the spend was £28, 429 (based on 2 posts). This includes the recruitment campaign for the Director of Internal Services. The average cost of recruiting to a senior management post was £14, 210.

For lower level posts the advertising spend was £55,336 and the average cost was £1,258 (based on 44 external adverts).

Recruitment costs 2009/10

In 2009/10 the Council spent £7,668.47 on advertising and £3000 on placement fees (based on 13 external vacancies). There were no senior management appointments in 2009/10. This gives an average cost per hire of £820.65, including the cost of administrative support given by Manpower. This is a reduction of 35% in the costs of recruitment campaigns (excluding senior management campaigns) and indicates that the Manpower contract is delivering good value for money. This reduction has been achieved by using Manpower's talent pool for a number of vacancies rather than spending on advertising.

Manpower has also assisted with the recruitment of three contractors this year, costing a total of £2000.

6. Exit Interview Analyses

The exit interview form was updated in 2009/10 to include questions on line management, workload and career opportunities (see appendix 1). Upon leaving, employees are asked to complete the form although it is not compulsory. The employee completes the form and returns it to HR. If HR identify issues that need addressing a meeting is set up between the HR Officer and employee to explore the areas of concern further. HR may also take up any actions with the line manager.

In 2008/9 the percentage of leavers completing exit interviews was only 30%. In 2009/10 75% of leavers completed an exit interview form, a vast improvement on the previous year. The decision was made in 2009/10 to focus on voluntary leavers and the return rate from this group was 92% for voluntary leavers.

Overall the results of the exit interview forms were positive. 50% of respondents rated the Council as a level 8 or 9 employer (1 being poor and 10 being excellent). 50% of respondents also declared that they would 'definitely' or 'maybe' consider returning to work for the Council. Despite these results only 44% said that they would recommend the Council as an employer. Questions on line management scored the lowest:

Question 10 Did your line manager

- give help and advice? (56% said seldom)
- give praise/ recognition? (50% said seldom)

It may be that this needs to be addressed to ensure more respondents recommend the Council in the future. The last tranche of the Management Development Programme was completed in January 2010 and this may improve the results for 2010/11.

7. Review of Progress - Recommendations for 2009/10

Review of Exit Interview Form

The Exit interview form has been reviewed to include further questions and give a better understanding of the employee's view of the Council as a whole. The exit interview forms are given to all voluntary leavers.

Monitoring Manpower Recruitment Contract

The Manpower contract has been monitored through contract meetings. A number of issues have been resolved and further close monitoring, with reports to HRC is scheduled for 2010/11.

Work Life Balance – Flexible Working

Staff have been encouraged to work more flexibly during 2010/11. A number of staff in Revenues & Benefits have been set up as permanent home workers and other services have now completed pilots on Home working and are looking to convert member of their teams to home workers. This may help employees to balance their work/life balance and aid retention. Career breaks and secondments were also highlighted as options for staff in a Team Update article.

C3W Issues

In the 2008/9 report it was suggested that as the Council progresses through the C3W programme, turnover may increase. This has not been the case this year, although this may be to the economic factors affecting the labour market. It may be that turnover increases dramatically in 2010/11 as the economy improves and our change program and relocation of staff progress.

Demographic of Workforce

Almost 55% of the workforce are aged between 40 and 59 and over 13% are over 60. This has had an effect on the number of retirements in 2009/10 and may continue to have implications on turnover levels across the Council. The Council has a policy on extending employment beyond normal retirement age and can retain staff wishing to work beyond retirement. The Council is also working with schemes such as national apprenticeships to attract younger employees. This may need to be reviewed further if the current demographic pattern at the Council continues.

Review Staff Survey

The 2008 staff survey found that when employees were asked about employment conditions and opportunities, 'opportunities for career progression' received the lowest level of satisfaction, although it has increased from 24% in 2006 to 33% in 2008. The People

Strategy 2009-12 had already identified succession planning and career progression as key issues. This will be reviewed again after the results of the 2010 staff survey (scheduled for November) are available.

8. Moving Forward - Recommendations for 2010/11

Turnover Targets

It is recommended that the turnover targets for 2010/11 remain the same despite the low outturns this year. Research and the Council's own statics suggest that the labour market will pick up in 2010/11 and turnover may therefore increase. The C3W change programme, which is now moving into the relocation stage, may also have an impact on turnover. The terms and conditions review may also impact on turnover. The local government Workforce survey October 2009 (England) found that the median average annual turnover rate for 2008/2009 was 11 per cent, the lowest level since the rate was first recorded in 2001 and a fall of 1% from the previous year. East Herts current targets seem appropriate given that they are 1% above the latest findings for local government and take therefore take into account the factors which may increase turnover within our organisation for 2010/11.

Monitoring Manpower Recruitment Contract

The Manpower recruitment contract will continue to be monitored closely to ensure that the recruitment process is being managed effectively.

C3W Issues

It is likely that as C3W enters the relocation and BPI phases there is an effect on recruitment and retention. In 2010/11 HR will be conducting a review of the C3W 1-2-1 consultations undertaken in 2009. The review will focus on the designation of staff in relation to adopting flexible working practices. The three categories are Red (unable to adopt the new practices/ relocate), Amber (potential issues around adoption of new practices/ relocation) or Green (no issues). HR will liaise with the managers of staff designated as Red or Amber to find solutions.

Demographic of Workforce

If the current demographic pattern at the Council continues it may be necessary to develop further initiatives to attract younger employees and development strategies to support succession planning and talent management.

Review Staff Survey

HR will need to review staff concerns on promotion and career progression to ensure appropriate talent and experience are retained within the Council.

Terms and Conditions Review

The terms and conditions review may have an impact on turnover if staff choose not to sign the new contracts. HR will monitor the response rate via line managers once the new contracts have been issued. The number of people accepting the new Terms and Conditions will be reported to CMT on a weekly basis.

EXIT INTERVIEW

Please complete the following questionnaire and return directly to HR via email.

Name	Job Title
_____	_____
Service	Line Manager
_____	_____
Start Date	Leave Date
_____	_____

As you are now leaving East Herts, we would like to take this opportunity to gain valuable feedback on your time at the Council.

Your contribution is really valuable to Human Resources when considering recruitment and future improvements to working conditions at East Herts for its employees, both present and future.

We will ensure your contribution is treated sensitively which we hope will allow you to be open and honest about the Council. Your replies will not prejudice any references supplied by East Herts.

Thank you in advance for your cooperation.

Job description & duties

1. Did you enjoy your time at East Herts?
 Yes, Completely Yes, Partially Not Really Not At All

2. What did you like most, and what did you like least about your job and why?

3. Are your duties clearly defined?
 Yes, Completely Yes, Partially Not Really Not At All

4. Does your current job description accurately describe the job?
 Yes, Completely Yes, Partially Not Really Not At All

5. How did you find the workload?

Easy
About Right
Too Much

6. Is this the sort of work you expected to be doing in your current post?
 Yes, Completely Yes, Partially Not Really Not At All

7. Have you any suggestions as to ways in which the post could be improved?

Relationships with line manager & colleagues

8. How would you describe your working relationship with your colleagues?
 Excellent Good Poor Very Poor

9. How would you describe your working relationship with your line manager?
 Excellent Good Poor Very Poor

10. Did your line manager:
 Have regular 1-2-1s with you?
 Conduct a mid year & full year PDR with you?
 Give adequate help/advice where required?
 Listen to your ideas/suggestions?
 Give praise/recognition where due?
 Know & follow Council procedures?

Always	Often	Seldom	Never

Training & Development

11. Do you feel that you were given an effective induction into the Council?
 Yes, Completely Yes, Partially Not Really Not At All

12. Do you feel that you received adequate training/coaching to perform your role?
 Yes, Completely Yes, Partially Not Really Not At All

13. How would you describe the prospect for advancement/promotion?
 Excellent Good Poor Very Poor

Pay & other conditions

14. How would you rate the following pay & benefits provided by the Council?

- Remuneration
- Pension
- Flexi-time scheme
- Flexible Working Options
- Car Allowance
- Child care vouchers
- Kaarp Benefits
- Long-Service Award
- Life Assurance
- Occupational Health/PPC

Very Good	Good	Poor	Very Poor

15. What comments would you like to make concerning your general working environment?

16. Did you feel that your pay and benefits were reasonable for the work and responsibility undertaken?

Yes, Completely Yes, Partially Not Really Not At All

17. Do you feel there could be any improvements to the benefits offered by East Herts?

Other

18. On a scale of 1-10 how would you rate East Herts as an employer? (1 being poor and 10 being excellent)

1 2 3 4 5 6 7 8 9 10

19. Would you consider returning to work at East Herts in the future?

Definitely Maybe Probably Not Definitely Not

20. Would you recommend others to join East Herts Council?

Yes No (If no, please specify why)

21. Please use this space for any further comments you would like to add

**Finally, we would like to thank you for taking the time to complete the questionnaire,
and wish you all the best in the future.**

To be completed by HR only

Assessment of reason for leaving:

Recommendation for future action (if required):

Signed: _____ Date: _____
(HRO)