

Parting Company

ABC Company Periodic Exit Report (Reduced)

**Prepared for
Production Division**

30 November 2008

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Introduction

Background

ABC Company has introduced an exit interview programme to give staff who are leaving the organisation the opportunity to share their views about ABC Company, their job, the people they worked with, as well as their level of remuneration and training. This feedback is important as it will help the organisation better understand the reasons why people leave, and if necessary, address any issues that are raised.

The information presented in this report is specific to the Production Division, and is intended as a confidential summary of all feedback gathered.

Using this Report

Completion of the exit survey is on a completely voluntary basis, and is carried out by telephone, face-to-face or electronic questionnaire. In the interests of accurate reporting, all qualitative comments are recorded verbatim. OPRA Consulting has, however, removed all reference to place names and individuals so as to protect the confidentiality of staff leaving the organisation and those who remain.

In some cases, managers may be able to guess which comments came from which staff. This is to be expected when only small numbers of people are involved. Having said this, it is absolutely essential that no negative consequences come of staff's involvement in this process and that their feedback is received in the positive spirit in which it was intended.

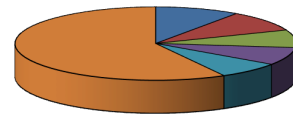
For staff to buy into and support the exit interview initiative, it is essential that they see (on a daily basis) that the feedback from staff exiting the organisation has been taken on board and that managers and decision makers are receptive and open-minded to any change that has been recommended.

Moving On

Top Five Reasons for Moving On

Detailed below is a summary of the reasons why staff from Production Division have exited ABC Company during the evaluation period. A more detailed analysis is provided on the following page.

Reason	Number	%
Personal reasons	20	9.8%
Morale and climate	19	9.3%
Change in career direction	16	7.8%
Inadequate guidance and support	16	7.8%
Greater career/promotion prospects	15	7.3%
Other Reasons	119	58.0%
Total	205	100.0%



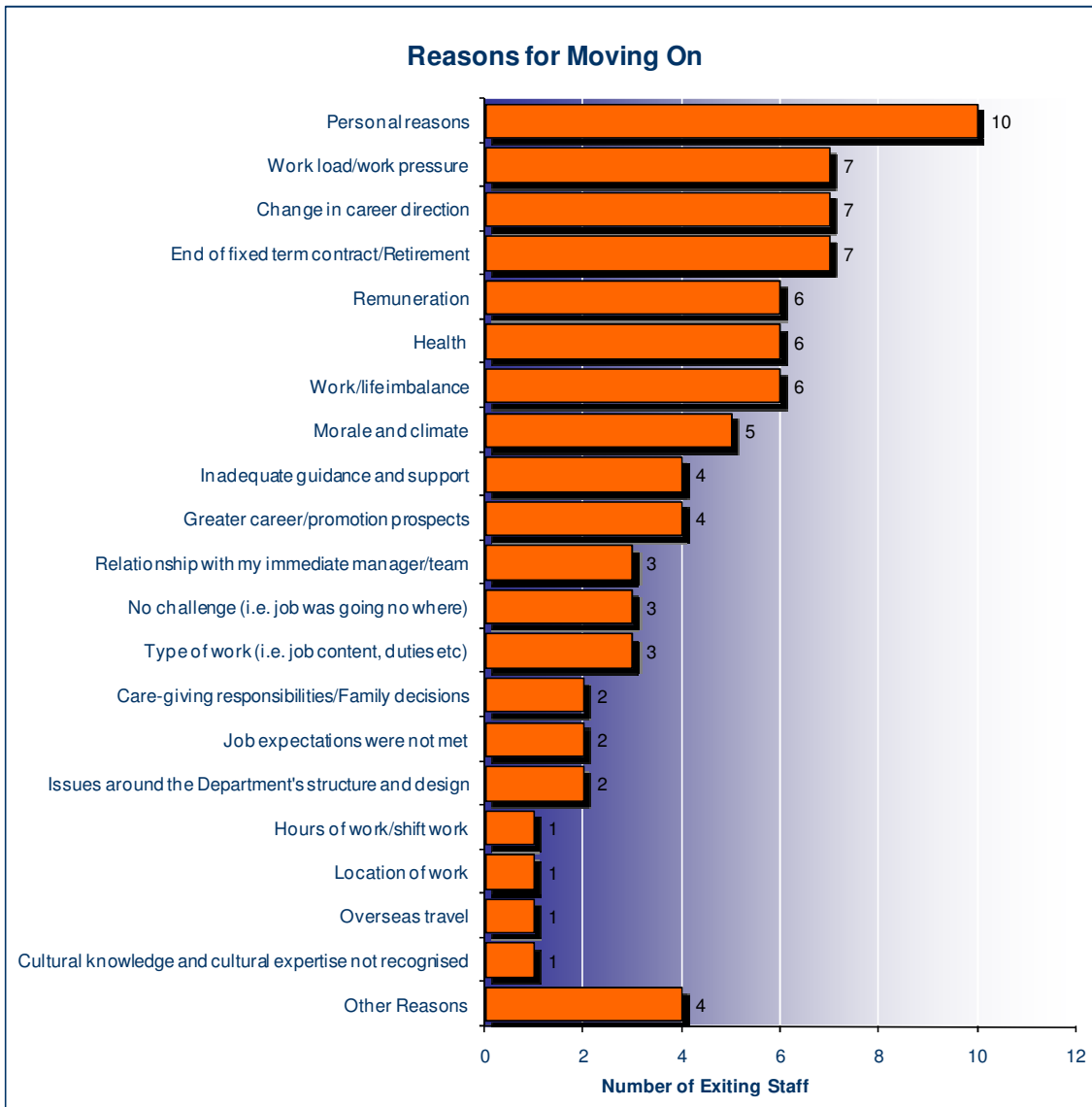
Participation Rates

Completion of the ABC Company exit interview is on a voluntary basis. Detailed in the table below is a summary of all staff who were approached by OPRA Consulting to participate in the survey versus those who took up the offer.

Group/Service	Contacted	Accepted	Declined	Reasons for Decline
Production	59	51	8	No time Didn't want to participate

Reasons for Moving On

Detailed below is a summary of the reasons why staff from the Production Division have exited ABC Company during the evaluation period. These reasons can either serve to *push* an individual towards leaving the organisation, or *pull* them towards another organisation or role.



Average Ratings by Group

Detailed below is a summary of the average ratings for each survey item by all participants. All item responses were against a numerical rating scale. SD denotes the spread of scores, or standard deviation.

Overall Rating	Avg. Rating	Interpretation	Low	High	SD
Overall how do you rate the company as a place to work?	3.18	Neutral	1	5	1.22

My Manager	Avg. Rating	Interpretation	Low	High	SD
Communicated the direction and vision for my Group/Service in a way that prompted my buy-in and support	3.05	Neutral	1	5	1.32
Recognized and appreciated my efforts	3.17	Neutral	1	5	1.34
Involved me in important decisions which impacted on my role	2.93	Neutral	1	5	1.19
Consistently applied policies and practices	3.34	Neutral	1	5	1.24
Clearly explained what was expected of me	3.39	Neutral	1	5	1.14
Provided me with sufficient direction and support to do my job effectively	3.17	Neutral	1	5	1.24
Provided me with constructive feedback about my performance	2.95	Neutral	1	5	1.32

My Role	Avg. Rating	Interpretation	Low	High	SD
Allowed me to utilise my skills and abilities	3.44	Neutral	1	5	1.12
Provided me with clear promotion prospects	2.54	Neutral	1	4	1.03
Allowed me to maintain a balance between my work and home life	3.41	Neutral	1	5	1.18
Provided me with opportunities to develop new skills and knowledge	3.24	Neutral	1	5	1.16
Was accurately represented throughout the selection process	3.22	Neutral	1	5	0.92

My Colleagues	Avg. Rating	Interpretation	Low	High	SD
Supported each other in times of pressure and/or high workload	4.00	Agree	1	5	1.12
Usually met my expectations for teamwork	3.61	Agree	1	5	1.07
Could rely on the cooperation of people in other parts of the Company to achieve our objectives	3.27	Neutral	1	5	1.03

Responses to Yes/No Items

Additional Questions	Yes	Unsure	No
I had a performance agreement:	44.74%	-	55.26%
Did you receive regular feedback on your achievements against your performance agreement?	62.5%	-	37.5%
Before deciding to leave did you investigate a transfer within the company to another business unit or team?	25%	-	75%
Would you work for the company again if the opportunity presented itself?	58.54%	24.39%	17.07%
Are you happy for your answers to be shared with your manager?	48.78%	-	51.22%

Qualitative Comments**What other comments would you like to make about your most recent manager and/or their management style?**

- My current manager has only been with the company for about 3 months. In that time I have spent little time with him due to his busy work schedule and commitments.
- My manager has been very proactive with the team ethos and all staff members have been encouraged to have an input into the running of the organisation.
- Incompetent and unrealistic approach to floor-level understanding.
- My last manager didn't give me any support or acknowledgement.

What other comments would you like to make about your most recent role inside the company?

- Lack of staff recruitment by manager made it difficult to attend training and take leave.
- I would state that the position description is not an accurate reflection of what is required in the role.
- When I needed to attend to family emergencies my manager gave me the support I needed. Due to his strong support I could sort out needed emergencies and give my full attention when back on shift.
- I feel the role could have been more personal, relevant to me and my previous work experience. Not just a bum on a seat.

What other comments would you like to make about the colleagues you worked with and/or the team in general?

- My comments can only go for the unit I have worked in, they are brilliant, and as for other units it is not so pleasant.
- Excellent team.
- Most staff are supportive and have a team approach - this is an aspect which has developed in a more positive way over recent years.
- A lot of inconsistency and complacency.

What other comments would you like to make about your experiences of working in the company?

- I feel that staff are not supported by senior management, especially regional managers. Staff are not made part of the decision making process, to the detriment of all staff, safety and security.
- I have found working for the company has been challenging & I have broadened my life skills.
- I have enjoyed my time with the company. I see leaving the company as a developmental step. I believe I need to gather more skills and business acumen in order to operate at the higher level. I have not ruled out a return to the company once I have gained these skills to operate a higher level and be a more valuable asset to the company.
- The company really strived to work according to its values.

What non-financial rewards would have made employment more attractive to you?

- Subsidised meals at work.
- Some form of transport to get too & from work.
- Better leave provision plus study allowance.
- Club and recreation area.
- More non-financial aspects of the remuneration package such as private vehicles use, gym memberships etc.
- Additional holiday allocation, possibly as reward for high performance. Promotion & career prospects.

What other comments would you like to make about the nature and extent of the training and development you received?

- Do on the job training.
- Some was excellent, other areas were lacking.
- Our first aid certificates expired 3 years ago and I have been asking for the last two to attend a first aid course.

What has been particularly good/satisfying/rewarding for you in your time spent with the company?

- My co-workers and the team spirit of front-line staff. The chance to actively manage others.
- The people I have worked with and the professionalism shown even when faced with difficult challenges.
- The staff I have worked with in my team have been great.
- Understanding structure, building rapport with customers, learning new skills.
- Meeting new people from different cultures and making new friends.

In your opinion what 3 things would make our workplace better?

- Better leadership. Better communication to front-line staff and consultation with front-line staff in decision making.
- Family friendly rosters (promised and never delivered). Higher remuneration. Less e-mails and more face to face communication.
- Cut down on the 'paperwork' hard copy filing. Make more use of the computer and its database. Have some defined work breaks, I feel a proper break or lunch break would be more conducive to the work output.
- Support and guidance from managers, improving staff safety, improving consistency with management and policy.

What specific reason/s have contributed to you leaving the company within one year?

- An offer to return to my ex-employer with more hours and less travel to get there.
- Lack of support, feedback and direction.
- Received an offer of employment from an externally company with a remuneration package I could not turn down.
- Better job offer.
- Lack of financial and job satisfaction.
- Bullying.

Demographics

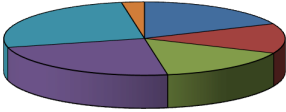
The personal details of staff completing the exit survey for the period under review are detailed below.

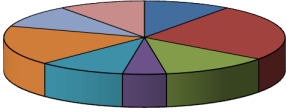
Reasons for leaving ? tick as many as appropriate		Number	%
	Personal reasons	5	8.1%
	Type of work (i.e. job content, duties etc)	2	3.2%
	Remuneration	4	6.5%
	Job expectations were not met	3	4.8%
	Relationship with my immediate manager/team	3	4.8%
	Issues around the Department's structure/design	4	6.5%
	Greater career/promotion prospects	8	12.9%
	Location of work	3	4.8%
	Care-giving responsibilities/Family decisions	1	1.6%
	Overseas travel	4	6.5%
	Health	2	3.2%
	Change in career direction	4	6.5%
	End of fixed term contract/Retirement	1	1.6%
	Work load/work pressure	2	3.2%
	Hours of work/shift work	1	1.6%
	No challenge (i.e. job was going no where)	2	3.2%
	Work/life imbalance	2	3.2%
	Inadequate guidance and support	3	4.8%
	Morale and climate	6	9.7%
Other	2	3.2%	
Total	62	100.0%	

Your age group		Number	%
	21-30	5	12.2%
	31-40	10	24.4%
	41-50	14	34.1%
	51 +	12	29.3%
Total	41	100.0%	

Gender		Number	%
	Male	27	65.9%
	Female	14	34.1%
Total	41	100.0%	

Ethnicity (please click on as many ethnicities that apply to you)		Number	%
	Maori	10	21.3%
	New Zealand European	18	38.3%
	Pacific Islander	1	2.1%
	UK/European	8	17.0%
	Other	10	21.3%
Total		47	100.0%

Region of Work		Number	%
	Northern	7	18.4%
	Midland	5	13.2%
	Central	6	15.8%
	Wellington	9	23.7%
	Southern	10	26.3%
	Head Office	1	2.6%
Total		38	100.0%

Education/Qualifications (please select your highest qualification).		Number	%
	Did not complete secondary school	4	10.0%
	Completed secondary school	10	25.0%
	Industry/Trade training	5	12.5%
	Polytech	2	5.0%
	University Diploma	4	10.0%
	Degree	7	17.5%
	Post Graduate qualification (Hons/Masters)	4	10.0%
	Other	4	10.0%
Total		40	100.0%