

**YORKSHIRE DALES NATIONAL PARK AUTHORITY
FINANCE AND RESOURCES COMMITTEE**

7th August 2006

SUMMARY OF EXIT INTERVIEWS 2005/06

Purpose of report

To inform Members of the results of exit interviews carried out with staff who left the Authority between 1 April 2005 and 31 March 2006.

Background

Before staff leave the Authority an exit interview with a member of the personnel team is carried out. The interview includes the completion of a standardised pro forma.

Staff Turnover

During the course of 2005\06 eleven staff left the Authority for a variety of reasons as detailed below.

Reason for Leaving	No. of staff	% of leavers
Voluntary Resignation	7	64
Expiry of Fixed Term Contract	2	18
Age (&early) Retirement	2	18
TOTAL	11	

This resulted in a turnover rate of 7.8%, somewhat lower than in the previous two years (see below):

Year	Turnover Rate (%)	Voluntary Resignation Rate (%)
2003 - 2004	12.3	9.4
2004 - 2005	13	5.8
2005 - 2006	7.8	5.0

These figures can be compared to those within the Chartered Institute of Personnel and Development's report "Recruitment, retention and turnover 2006". Labour turnover statistics show that the national average was 18.3% (and 10.5% for voluntary turnover) whilst the rates for public sector services were 13.3% and 8.1% respectively.

The length of service of the 11 leavers is shown below.

Length of service	Number of leavers
< 1 year	5
< 2 years	1
< 3 years	2
< 4 years	0
< 5 years	0
> 5 years	3
	11

Of the three leavers who had more than five years service, one was an age retirement. Of the five staff represented in the “less than 1 year” category, four left as a result of the expiration of short-term fixed term contracts (Seasonal Access Rangers) and the fifth leaver moved back to the Lake District NPA for personal reasons.

Results of Exit Interviews

Exit interviews were held with all 11 leavers. Please note that not all leavers commented or completed every question. The data and comments gathered from the interviews are presented, on a departmental basis, in the attached **Appendix**. The information provided distinguishes between shorter and longer (>5 years service) serving staff.

Conclusions

The Authority’s turnover rate is lower than national figures, particularly when looking at voluntary resignations. Of the seven resignations, two were from staff on fixed term contracts and where there was no guarantee of continuing work at the end of the contract term. In addition two members of staff left upon the expiration of their fixed term contract. Finally, five members of permanent staff left the Authority voluntarily to pursue alternative employment and careers.

From the feedback received, particular strengths of the Authority include the emphasis on teamwork, the interesting and varied workloads, and the training and development opportunities that are available. The areas of concern and recommended areas for improvement are spread out across the Departments. There are various departmental and corporate initiatives that are currently underway (or completed) that address some of the issues raised, in particular;

- Moving to Yoredale and restructuring Colvend– has addressed design and office space and improved team working and communication.
- Workshop facilities in Hawes – nearing completion.
- IT facilities – rolling out service to all centres and outstations wherever possible, to improve communication.

- Career progression – opportunities for “trainee” posts which involve completing a professional qualifications and consequent opportunities for career progression, eg. Planning, Personnel, Finance.

Feedback from exit interviews is passed to the appropriate Departmental Heads and Chief Executive to ensure that matters are monitored and acted upon where appropriate.

RECOMMENDATION

Members are asked to note the contents of this report

CHRISTINE PRATT
SENIOR ADMINISTRATIVE OFFICER

30th June 2006

RESULTS OF EXIT INTERVIEWS 2005/06

Key

SS = Shorter serving staff (less than 5 years service)

LS = Longer serving staff (more than 5 years service)

Dept	No.of leavers	Reasons for Leaving		What did you like most about the job		What did you dislike ?		What improvements would you make to enable your team to work more effectively?	Comments
		SS	LS	SS	LS	SS	LS		
Finance & Resources	1	Career development nearer to home		The people and the environment		The speed of the decision making process is too slow & long		Speed up decision making process. Need to have clear IT standards within the IT team for dealing with customer requests	2 months notice period too long.
Park Mgt	5	Permanent position Temp contract and a new challenge Seasonal contract ended Seasonal contract ended	To be a full-time mother	Practical side of the job Type of work and people Colleagues very helpful and friendly. Practical work and contact with public	The job and colleagues	Nothing Seasonal work Not enough practical element to the job	Dept structure and lack of management and co-ordination	More effective management within dept, more co-ordination across the service Improve facilities at Stonedykes Ensure induction programmes completed	Management of team fragmented – north/south divide

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		SS	LS	SS	LS	SS	LS		
				Link with agriculture and ability to use skills. Work colleagues.		Nothing		Sharing of duties would have be more effective	
External Affairs	3	Retirement and to care for elderly parents	Unhappy with line manager and lack of leadership. Retirement	Meeting the public and nice colleagues	Liked everything except line manager. Enjoyed parts of the job, especially in relation to NPCs	Complex financial procedures	Line manager attitude to staff Since restructuring didn't enjoy all the extra paperwork	Review requirements of the job – local knowledge not a priority	Other staff should spend a day in the centres to appreciate the work done. Planning/ thinking ahead would avoid last minute panic. More training on use of tills and guidelines specifically for NPC staff

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		SS	LS	SS	LS	SS	LS		
Planning	2	Offered a job in role preferred + better salary Personal reasons		Site visits and meeting people Colleagues and people at work + opportunity to develop your career		Telephone enquiries and constant phone calls Some members attitudes + perception that planning staff are the 'bad guys'		An officer to field most of enquires before they get to the professional planners. Workload to be distributed more evenly. Work on member/officer relations to prevent decisions against recommendation. Look at structure of planners – 'senior' and 'junior'	Hopefully review of department will resolve some of the problems Only left for personal reasons – enjoyed time at YDNPA

RESULTS OF EXIT INTERVIEWS 2005/06

Q: How would you rate and comment on the following?

	Excellent	Good	Adequate	Poor	Comments
Training and development opportunities	2	8		1	Unable to complete NVQ due to lack of support from line manager. Opportunities are very good. Closer supervision required at start of employment and induction process.
Career Progression		2	5	2	No opportunity for career progression. Not much within admin but training allows progression outside of organisation. Staff who have 10 years service should not have to prove their worth by completing an NVQ. Bar criteria is a shambles and waste of resources. Hierarchical structure would improve career progression
Pay and Benefits	3	2	4	2	Advancement in IT technology means that salaries have increased in this industry. Similar skill level to building trade but lower pay – however industry wide not just national parks. Pay doesn't reflect commitment required to do the job
Workplace communications	1	3	5	2	NPC staff feel isolated. Could be better – room for improvement. Remote sites have low priority. Room for improvement at Bruntacres as lack of email, intranet and telephone means only half info gets through.
Working		8	2	1	Very hot in summer – Cold in

	Excellent	Good	Adequate	Poor	Comments
conditions					winter and cramped working conditions Conditions cramped – 7 staff only 2 desks! Stonedynes Barn not a good working environment