

**Appendix 7**  
**Exit Questionnaire Feedback (March 2020 – Sept 20)**

In the period 1 April 2020 to 30 September 2020, 135 employees left CCS.

There were 26 completed questionnaires.

<b>Completed Exit Questionnaires by Directorate</b>		
Ambulatory Care	38.46%	10
Children & Young People Service - Cambs	26.90%	7
Children & Young Person Service - Norfolk	11.54%	3
Children & Young Person Service - Luton	11.54%	3
Corporate	7.69%%	2
Luton Adults	3.85%%	1
		26

The top three reasons for leaving continues to be related to Careers Opportunities not being available at 26.92% (7 leavers) which is slightly up on the previous period and Promotion and Career development opportunities not being available 15.38% (4 leavers) which is slightly down from the last period. Organisational Culture at 19.23% (5 leavers), although this remains static further analysis is taking place to try and identify any particular hotspots.

The majority of leavers report having good working relationships with their colleagues 84.62% (22) and manager 88.46% (23); feeling engaged and that their contribution was recognised 92.31% (26).

76.92% (20) of leavers felt they had received the correct training and induction for the role. 84.62% (22) leavers stated they received performance reviews and objectives.

92.31% (24) of leavers felt able to raise concerns of ask questions, this is an improvement on the data for the period October 2019 to March 2020.

However, the responses to the questions related to fairness, complaints; and bullying & harassment were mixed.

Q11 Employee problems and complaints were resolved fairly and promptly

Agree	57.69%	15
Disagree	42.31%	11

Q14 I was treated with dignity & respect in an environment free of bullying and harassment

Agree	65.38%	17
Disagree	34.62%	9

92.31% of those who responded (24) stated that they were comfortable raising concerns and in most cases did this via their line manager (17), the remainder discussed issues with a colleague (4), other (1) and finance director (1). Three respondents skipped this question.

Only three leavers responded to Question 18 – If you were not able to discuss or raise concerns please tell us why. 66.67% (2) were worried about how the information would be received. 33.33% (1) did not know who to speak to.

Five respondents indicated that they wished to discuss their reason for leaving, and all were contacted and the details of those conversations shared with the relevant Manager. One person raised serious concerns about work place bullying; this issue was investigated resulted in further work being undertaken within the team to address behaviours.

8 questionnaires had negative responses, ranging from a lack of training to problems not being resolved in a fair and timely manner, these were followed up by the Human Resources Team with either the line manager or service director as appropriate.

### Main Reasons for Leaving

	Apr 20 to Sept 20	Oct 19 to Mar 20	Change
Career Opportunities elsewhere	7	6	up
Promotions/Career Development opportunities not available	4	5	down
Career Change	0	0	static
Organisational Culture	5	5	static
Job not as Expected	1	1	static
Did not like job/work	2	0	up
Training and Development Opportunities not available	0	3	down
Work Life Balance – personal	2	4	down
Relocation	2	2	static
Ill Health	0	0	static
Retirement	0	1	down
Commute to Work	2	1	up
Work life balance - Work related	1	3	down
Employee DNA			n/a

### Length of Service – highest

3 to 5 years	7	3	up
1 to 3 years	6	18	down
5 to 10 years	6	0	up
less than 1 year	5	2	up
More than 10 years	2	2	static

There has been a rise in the number of people who have left the Trust after less than 1 year of service, further analysis is being undertaken to identify why this may have occurred. There has also been an increase in those with 5-10 years' service leaving (see table above). This may be as a result of the work/life choices as a result of the pandemic, however further analysis is planned.

### Summary

The Exit Questionnaire in its present format provides a snapshot from those who complete a questionnaire, it does not capture feedback that may be given to the manager when the employee resigns and an exit interview is undertaken. In the main the feedback through the exit questionnaire is positive, however despite the low response concerns about Organisational

Culture and staff feeling their issues are not being dealt with fairly remain at the a concern. The questionnaire does not allow us to drill down further than the Directorate to look at issues because there are too many variables, in addition the comments are anonymous and the team information provided is sometimes vague. Further analysis is being undertaken to look at the questionnaires where negative feedback is given to identify areas or concern so that those teams can be supported