

**Imperial College Union People, Appointments & Remuneration Committee**

**18 Sept 2019**

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| **AGENDA ITEM NO.** | 8 |
| **TITLE** | Exit Interview Summary |
| **AUTHOR** | Jarlath O’Hara |
| **EXECUTIVE SUMMARY** | 22 of 62 permanent staff members left the Union during 18/19.  Their feedback is consistent with key messages that have run through IIP, Staff Survey and other feedback mechanisms and are outlined in the paper. |
| **PURPOSE** | To provide PARC with a high-level summary paper which can be considered alongside Staff Survey Action Plan. |
| **DECISION/ACTION REQUIRED** | Consideration alongside Staff Survey Action Plan. |

**Exit Interview Summary Report**

**Introduction**

22 of 62 permanent staff members left the Union in 18/19 meaning a 65% retention rate over the year. These figures include staff who leave during their contract and therefore does not include student staff, temporary or fixed term staff including sabbatical officers.

Exit interviews are normally conducted by the Managing Director during the last week of staff notice period. Where this is not logistically possible, an appropriate senior staff member is identified to conduct the exit interview.

Questions are included in the appendix and staff are invited to give honest feedback on positive and less positive aspects of their experience working for the Union. It is clarified that feedback will be collated into an anonymised report such as this unless there is an explicit agreement to follow up a point directly.

Over the course of the year the feedback has been consistent with existing conversations and other feedback mechanisms which have fed into action plans relating to IIP etc. They always provide a unique perspective on these same topics which is very helpful in forming a complete picture.

**Key messages from staff are:**

* They enjoyed their time working at the Union and the people they worked with.
* Their JDs are often not reflective of the actual work that they do – roughly 50% report being overworked.
* They developed lots but are not always able to dedicate the time to development.
* Reward and recognition are not consistent and well established.
* Inductions are improving but still not consistent.
* Communications are improving but still not good enough especially in consistency.
* Support from Line manager is very varied (from Excellent to poor).
* Salaries are generally considered good regarding their JD but not always when compared to what they actually do. A contrast with College “equivalent” positions is often raised as a concern.
* Working conditions, benefits, Annual Leave and equal opportunities are generally considered very positively.

Specific comments about changes to an individual role are very varied and have usually already been fed into the direct line manager. Where this is not the case, that feedback is considered as part of the recruitment process and / or general practice.

The nature and timing of these exit interviews, being spread throughout the year, means that they are a constant gauge on where communications, morale, direction etc are across the Union whilst allowing for some differences which do occur between different teams.

This feedback has been used to form our work on Investors In People and my proposal is that the key messages above are considered alongside our Staff Survey and therefore feed into a single action plan as discussed in the subsequent paper.

**Appendix – Exit Interview Questions**

## Your Job

* + What did you like the most about your job?
  + What did you like the least about your job?
  + Was the size of your workload OK?
  + Do you feel that the duties you were expected to carry out were reasonable to the post?
  + How effective was your induction process?
  + How do you view the opportunities for personal development within the Union?

## The Union

* + What are your feelings about the Union as an employer?
  + How do you rate morale at the Union?
  + How do you rate internal communication at the Union?
  + Can you suggest any improvements?

## Development

In terms of your position, how would you rate the following?

* + Salary
* Working Conditions
* Work Colleagues
* Benefits
* Support from Line Manager
* Annual Leave entitlement
* Equal Opportunities

## General

* If you could make 3 changes to your role what would they be and why?
* Are there any other issues that you want to bring up about the Union and how it conducts its day-to-day affairs