

Staff Exit Survey

HRworkbench Pty Ltd

Monthly Report

13-Mar-2006

INTRODUCTION

The items of measurement in this Exit Survey were derived from the Management Theories of Abraham Maslow and Frederick Herzberg.

The theories were developed as a methodology for understanding motivation and satisfaction in the workplace. In essence they allow us to define the difference between those factors, and develop strategies for minimising dissatisfaction and maximising motivation.

Staff leave organisations because they are either dissatisfied or demotivated.

Herzberg defines Hygiene factors as those that, if absent or poorly done, will lead to a dissatisfied workforce i.e. working conditions, company policies. In and of themselves they do not generate higher levels of motivation, but without them there is dissatisfaction.

Herzberg's Motivators are what people actually do in their job that generate internal motivation i.e. achievement, recognition. Hygiene factors are necessary, but once met, their impact is short-lived. Motivators have a lasting impact, positively and negatively.

People commonly argue that money is a primary motivator. It's not. Surveys repeatedly show that other factors motivate more. For example, a survey by Development Dimensions International published in the UK Times newspaper in 2004 interviewed 1,000 staff from companies employing more than 500 workers, and found many to be bored, lacking commitment and looking for a new job. Pay actually came fifth in the reasons people gave for leaving their jobs. The main reasons were lack of stimulus jobs and no opportunity for advancement - classic Herzberg motivators - 43% left for better promotion chances, 28% for more challenging work; 23% for a more exciting place to work; and 21% more varied work. (extracted from a Paper by Alan Chapman of businessballs.com 2001-4).

Linking the questions in this survey to Hygiene Factors and Motivators allows the organisation to determine not only why staff are leaving, but what kind of strategies need to be developed to ensure valuable staff are retained along with their experience, skills and knowledge. For example if Hygiene Factors are the major reason for staff leaving the organisation the strategies to reverse this trend are altogether different than if the cause was due to Motivators not being met.

Additionally, the results of Exit Surveys used in conjunction with Organisational Climate Surveys allow the organisation to determine how many dissatisfied or demotivated staff are not leaving the organisation, because they may not see they have options. Not addressing these issues is a problem on the same scale as losing talented and skilled staff who see that they do have options outside the company.

HOW TO READ THE REPORTS

The HRworkbench Exit Survey provides you with two reports: Monthly Report and Trend Report.

MONTHLY REPORT

This report aggregates all responses for staff who have left the organisation for the selected month. It is divided into six Sections:

Section 1: Executive Summary

- Top 5 Reasons why people are leaving (this month and all months to date)
- Top 5 Contributing factors to the reason to leave (this month and all months to date)
- Risk Factors – items where the average satisfaction is "less than satisfied". For each Risk factor an analysis of "What this means for your organisation" is provided.

Section 2: Reasons for Leaving

- Ranked list of why people are leaving (this month and all months to date)
- Ranked list of contributing factors to the reason to leave (this month and all months to date)

Section 3: Overall

Result Chart for each Hygiene Factor, Motivator and Organisational Measure. Each chart provides:

- A distribution for each score on Satisfaction Scale
- A coloured bar indicating the average score for Satisfaction
- A distribution for each score on the Frequency Scale
- The total number of respondents per factor (n)
- The average score per factor

Section 4: By Item

Result Charts for every question.

Section 5: Open Question A list of open text comments made by respondents in answer to "what else would you like to report"

Section 6: Comments per question Qualitative data collected for each question answered. Respondents are given an opportunity to add valuable comments to place their answers in context. This is not compulsory.

TREND REPORT

This report compares responses between a selection of months, thus allowing for Trends to be captured and analysed. It is divided into three Sections:

Section 1: Reasons for Leaving

List of each reason for each month in the selection

Section 2: Trend

A line graph of the movement (trend) from one test date to another for each factor

Section 3: Aggregate

Result Chart containing the scores and distributions for each question for each test date.

Section 1: Executive Summary

Top 5 Reasons for Leaving

Reason	This month	Overall (across all test dates)
Reverting to take care of family	0	0
Taking up full-time study	0	0
Just taking time out to decide what you want to do	0	0
Other (please specify below)	0	0
Starting your own business	0	0

Top 5 Factors Contributing to Reason to Leave

Reason	This month	Overall (across all test dates)
Dissatisfaction / misalignment with Company strategy and direction	0	0
Dissatisfaction / misalignment with Company Brand or products	0	0
Unable to work effectively with Managers or Peers or Direct Reports	0	0
Concern over company performance	0	0
Less travel time / proximity to home	0	0

Risk Factors

Item	Average	% Decrease	% Increase
16. Your relationship with your Peers	0.00	0.00	0.00

What this means for your organisation:

This issue is a satisfier, or hygiene factor. It is not a motivator in the workplace.

Once relationships with Peers has reached a satisfactory level they are no longer considered an input to motivation.

The problem with Peers is that there is an inherent competition amongst them that can create natural tensions. The organisation needs to harness this competition but at the same time create a sense of team spirit for the common good.

If this issue is on the list of Risk issues for staff leaving, then the organisational culture needs strong review. It is likely that competition has been replaced by hostility and there is no collaborative team approach to problems in the day-to-day operations.

This will need a major organisational development intervention to correct.

Item	Average	% Decrease	% Increase
17. The support provided by your Peers	0.00	0.00	0.00

What this means for your organisation:

This issue is a satisfier, or hygiene factor. It is not a motivator in the workplace.

This question deals with support - question 16 deals with relationship.

If support from Peers has reached a satisfactory level it is are no longer considered an input to motivation.

As with relationships, in terms of gaining support the problem with Peers is that there is an inherent competition amongst them that can create natural tensions.

If this issue is on the list of Risk issues for staff leaving, then the organisational culture needs strong review. It is likely that competition has been replaced by the need to create "silos" that can be defended to protect the owners "patch".

This will need a major organisational development intervention to correct and starts with Senior Management who are probably modelling this behaviour.

Item	Average	% Decrease	% Increase
40. The image that the organisation has in the community	0.00	0.00	0.00

What this means for your organisation:

This issue will be raised by people who are driven by power and status. This can be seen as a personal value. These people are concerned about how the organisation looks in the community, thereby adding kudos to their own world.

If this is on the Risk list for why people are leaving, then it indicates that the organisation has a high incidence of people who consider image important, and that this is probably a cultural component of organisational behaviour.

It also indicates that there has been a perceived shift in the organisation's image, or that the public stated image, does not translate into reality for the people concerned.

If this is causing people to leave, then the organisation has a real problem. It either has to improve its public image, or change the perceptions of staff who are still in its employ.

Item	Average	% Decrease	% Increase
19. The relationship with Customers	0.00	0.00	0.00

What this means for your organisation:

Relationships with customers is a satisfier, or hygiene factor. It is not a motivator on its own. Once Client relationships become tolerable, they do not have any direct correlation with motivation.

If this is a reason for staff leaving the organisation, then some investigation as to why the relationships are poor, and corrective action, needs to be made.

The cause of the problem may be:

- Staff have insufficient training in handling difficult customers
- The processes and procedures that staff have to use frustrate customers and staff feel powerless to influence the situation
- The organisation's products or services are not reliable, or do not deliver what the customers want
- The customers are in a closed loop, they have to come back to the organisation and their expectations are not being met
- Front line staff are being let down by other parts of the organisation not meeting commitments which causes tensions at the front line

Whatever the causes, they should be remedied, however not that as a satisfier: the resolution only needs to be "that expected for this environment". Overspending on these areas will not improve motivation in direct proportion.

Item	Average	% Decrease	% Increase
18. The relationship with your Direct Reports	0.00	0.00	0.00

What this means for your organisation:

This, whilst being a satisfier, or hygiene factor, is an interesting issue because the problem is self-centred.

If a Manager is having problems with their direct reports, then it indicates either a knowledge, skill, or behavioural deficiency in themselves personally. If this has built up over a period of time, then changing the behaviour will be difficult, but possible.

Problem is, that person is gone.

The only action to take here is to ensure that all other Managers are trained sufficiently to be able to build strong and productive relationships with their staff so the problem does not recur.

Item	Average	% Decrease	% Increase
20. The relationship with Suppliers	0.00	0.00	0.00

What this means for your organisation:

This issue is a satisfier, or hygiene factor. It does not contribute to motivation but can make staff feel dissatisfied if too low.

Poor relationships with suppliers makes the job harder and usually means that other areas of administration are not performing well.

The reasons for the poor relationships need to be identified and remedial action taken.

This is a satisfier, so effort just needs to be sufficient to bringing these relationships into a "satisfactory" state, no need to overkill this issue.

Item	Average	% Decrease	% Increase
34. The work environment itself (space, appearance, lighting, comfortable for what you do)	0.00	0.00	0.00

What this means for your organisation:

This issue is a satisfier, or hygiene factor. It does not improve motivation but can make people feel dissatisfied.

The most important thing here is not the actual environment, but how the organisation displays its concern for a better environment at the workplace.

An easy way of addressing this as a problem is to have the staff form a team that assesses the working conditions (physical only) and makes recommendations for how to improve the workplace.

This is often the less expensive option because the staff usually deliver a conservative list.

Do not overspend here. The fact that this is a satisfier means just that. The workplace must be of a reasonable standard "for the type of work being done". To invest beyond "reasonable" will not yield any increase in productivity.

Have the staff define what is reasonable and the problem will abate.

Item	Average	% Decrease	% Increase
37. Proximity to your home/travel time	0.00	0.00	0.00

What this means for your organisation:

This is a satisfier, or hygiene factor. It is not a motivator.

If this is on the Risk list of why people leave, then the organisation may have a more serious problem looming. This is not an easy issue to remedy.

It could, of course, have been caused by the fact that the organisation has relocated and people now have more difficulty getting to work, or it could be that the travel infrastructure has changed, causing more difficulty.

The only solutions available to the organisation are:

- Move premises
- Compensate staff for their travel to and from work
- Stagger work hours to align work times with ease of travel (less traffic, availability of trains/buses)

Item	Average	% Decrease	% Increase
36. The status that you held in the organisation	0.00	0.00	0.00

What this means for your organisation:

Status is a satisfier, or hygiene factor.

There are people who are driven by the need for power and status. They measure their success in the symbols of power that they have acquired. This may be a title, size of office, location of office, type of car, etc.

If this is on the Risk list for why people are leaving then the organisation needs to know more about its people and their personal needs. There is an indication that the remuneration system does not meet the needs of the staff in this area.

An easy way to assess the potential risk from this issue is to have all staff complete a workplace values questionnaire that will identify those people who have status, or power, as a personal driver.

The organisation then needs to build this driver into the remuneration packages of people who have this as a need and the problem will abate.

Item	Average	% Decrease	% Increase
38. The availability of facilities, like shops, for personal use	0.00	0.00	0.00

What this means for your organisation:

This is a satisfier, or hygiene factor, and is not a motivator.

It is basically a logistical problem. Staff need to be able to access certain facilities to be able to transact personal affairs and to be able to get food etc. When this is difficult, staff usually find ways around the problem. For example, people will bring their own lunches, use electronic banking etc.

If this is a problem, and moving the work location is not an option, try showing concern by some of the following:

- Provide microwave cookers and a good lunchroom so that nicer meals can be brought from home
- Re-organise work hours so that some time during the week is available when Banks and other Retail facilities are open
- Arrange for a "mobile lunch shop" to visit the workplace
- Arrange for a credit union branch to be available for some hours per week at the workplace

Item	Average	% Decrease	% Increase
32. Your leave entitlements	0.00	0.00	0.00

What this means for your organisation:

This issue is a satisfier, or hygiene factor, and would only come up as an issue if the current entitlements had been reduced, or other organisations have increased their entitlements and are attracting your staff as a result.

It could also be that this is not the real issue, just an easy excuse. It could be that the entitlements are OK, but getting to avail oneself of those entitlements is more difficult.

The way to ensure that this is not going to have lasting impacts is to benchmark the organisation's leave entitlements against the marketplace and make adjustments where needed. Make sure each person knows of their entitlements and any flexibility the organisation provides around these, as sometimes this can be a perception issue only e.g. people can forget some of the allowances that are made outside the formal entitlements.

Item	Average	% Decrease	% Increase
26. The commitment to development and training	0.00	0.00	0.00

What this means for your organisation:

If staff exiting the organisation are citing commitment to development and training as a reason for leaving, then there is a real possibility that any of the following are happening:

- Training and Development is not planned
- Training and Development is ad-hoc and not linked to workplace needs
- Training and Development is allocated sporadically and staff do not see equity in how the organisation allocates expenditure, and
- Training and Development gets cancelled, or postponed, after it has been approved

Item	Average	% Decrease	% Increase
27. The commitment to placing the right people in the right roles	0.00	0.00	0.00

What this means for your organisation:

This is an Organisational Performance issue, and also a strong motivational factor. Placing the right people in the right jobs can be viewed as providing opportunities for advancement and therefore sits as a motivator.

If this is a problem and causing people to leave, then a review of the selection, succession and career planning processes is justified.

The new processes that are adopted from this review must be published, and then implemented transparently so that staff see that they are being treated equitably.

Item	Average	% Decrease	% Increase
25. The commitment to, and focus on, Occupational Health and Safety	0.00	0.00	0.00

What this means for your organisation:

Whilst this is a legal requirement in most countries of the world, there can be an issue about how seriously the organisation takes this matter and the impact it has on the performance of people.

This will have the impact of a satisfier, that is, if it is not sufficient it will make staff feel dissatisfied, but once it reaches an acceptable level it will have no further impact.

If this is being given as a reason for leaving the organisation, then work needs to be done in one or all of the following areas:

- The formulation of a sound policy on health and safety
- Training for Managers and staff in how the policy translates into day to day activities at the workplace
- Effective measures of safe practices being formulated and reported regularly
- Communication of success in creating a safe workplace to the staff.

Item	Average	% Decrease	% Increase
28. The quality and performance of the IT services, systems, and products	0.00	0.00	0.00

What this means for your organisation:

This issue is viewed as an organisational performance issue, although it can also be viewed as a satisfier.

This is the same as asking, "Are the tools to complete the job good enough for that purpose?".

Once they are satisfactory, they are forgotten. When they are too low in standard, they make people dissatisfied.

This is a 'modern organisation' syndrome.

The only way to remedy this is to review what the expectations of staff would have in the "must have" list, not the "like to have" list, and conduct an audit of what is currently available. Any deficiencies should be rectified.

This is more likely to appear in an organisation that has a younger staff where the possession of the "latest" in techno gear is seen as a status symbol.

This will be a more critical issue if the basic foundations of motivation are not present. If they are in tact, then this can be managed with minimal effort.

Item	Average	% Decrease	% Increase
21. The performance of the Senior Executive Team	0.00	0.00	0.00

What this means for your organisation:

This is an Organisational Performance issue and shows the level of confidence in the Leadership of the organisation.

If confidence is high, then there is usually a reasonable level of productivity and other issues seems less important. If confidence is low, then the other issues grow in significance and more problems surface.

If this is a problem area then the Senior Executive needs to determine how they can improve their performance quickly and take this issue out of the areas of concern for staff.

Item	Average	% Decrease	% Increase
22. The overall performance and direction of the organisation	0.00	0.00	0.00

What this means for your organisation:

This is an Organisational Performance issue and is basically a communication problem.

The organisation should have regular feedback sessions with staff to let them know how the organisation is performing and what changes need to be made to perform better.

This is an often forgotten feature of the basics of motivating people. If people are informed and engaged in the organisation as a whole, then their feeling of belonging and sense of ownership improves and they start looking for improvement ideas to help "the joint cause".

Information of this nature builds trust and a sense of team.

Item	Average	% Decrease	% Increase
23. The clarity and communication of strategy and goals for the organisation	0.00	0.00	0.00

What this means for your organisation:

This is an organisational performance issue, and impacts the performance management system.

If there are no links between the organisational strategy and goals and the day-to-day work being conducted by staff, then the organisational goals can rarely be achieved. There must be alignment of all performance in the organisation to the organisational strategy and goals if there is to be any degree of efficiency and productivity in the organisation.

The solution to this problem is to first communicate the Organisational Strategy and Goals, and then to embed them into a formal Performance Management System that aligns behaviours in the workplace to those strategies and goals.

Item	Average	% Decrease	% Increase
24. The provision of clear policies and standards for employees by the organisation	0.00	0.00	0.00

What this means for your organisation:

This has been included as an Organisational Performance issue.

If the organisation does not have clear policies and standards then staff will interpret what is present as they see fit. This will cause wide variations in behaviours and create problems for Managers through the creation of precedents that will be hard to overturn.

The only remedy for this problem is to conduct a complete review of all policies and standards with a view to developing and implementing new versions that can be easily interpreted by all staff and easily administered by Managers. The key here is to generate consistency and understanding at all levels.

Item	Average	% Decrease	% Increase
35. The commitment to ethical practices	0.00	0.00	0.00

What this means for your organisation:

This item is an Organisational Performance issue that is becoming an increasing importance in the retention of staff.

Recent failures of high profile global organisations through corrupt, unethical or illegal practices has educated us all of the importance of good ethics to job security.

Even if it is only a suspicion about unethical practices a shadow is cast over the organisation and the people who work in that organisation. Therefore, many staff are concerned that they work for an organisation that has clear policies on ethical practice, and consistently exhibits practices that comply with those policies.

If your organisation is being rated low on this item, and people are leaving because of this, then immediate action is required.

The first step is to find out what the perceptions of staff are in this area, and determine whether the problem is real, or perceived. It is important to get the facts about this issue rather than "guess" at the problem cause. Conducting an anonymous survey on the specifics of ethical behaviour is essential.

Once the results of this survey are available, the causes of the perception of poor ethical practice must be addressed, and all staff made aware of the actions that are being taken.

Item	Average	% Decrease	% Increase
12. The sense of achievement you personally feel in the job	0.00	0.00	0.00

What this means for your organisation:

This is consistently ranked as one of the highest Motivational factors in the workplace.

People need a sense of achievement, and the higher the sense of achievement, the more motivated the person is and the better their wellbeing seems to be.

If people are leaving because they do not have a good sense of achievement, then the organisation **MUST** address this as a matter of urgency.

Remedial action might involve:

- Changes in job definitions
- Changes to workplace practices, processes and procedures
- Changes in the way success is measured
- More devolution of autonomy in job completion
- Management training to remove impediments to achievement

Item	Average	% Decrease	% Increase
7. The opportunity for you to take responsibility for how the job should be done	0.00	0.00	0.00

What this means for your organisation:

This is a powerful motivator for people in the workplace.

If Staff leaving are reporting this as a problem then it is probable that the work environment is too controlling.

There is a direct link between the opportunity for taking responsibility and the maturity of the workers. The more mature the people (combination of capability and willingness to work), the stronger this need will become.

To remedy this workplace characteristic if it is at risk, you will need to conduct a review of Management practices and encourage delegation of individual work without close Supervision.

Item	Average	% Decrease	% Increase
11. The opportunity for you to compete for other jobs that you would see as advancing your career	0.00	0.00	0.00

What this means for your organisation:

The opportunity to compete for other jobs is a component of the opportunity for advancement, a clear motivator in the workplace.

If staff who are leaving are reporting that this is a problem, then the job placement process is in need of review.

Keep in mind that people will be happy just for the opportunity to compete, not that they win or lose, but that they see equity and fairness in the process.

The simplest method of solving this problem is to commence advertising all vacancies with clear job specifications so that the selection process becomes transparent.

Item	Average	% Decrease	% Increase
8. The opportunity for you to be trained in how the job should be done	0.00	0.00	0.00

What this means for your organisation:

If staff are giving this as a reason for leaving the organisation then there is a serious staff management issue.

People do want to do a job well. If the organisation is not providing training in how the job should be done, then productivity cannot be in an optimum state.

To remedy this situation, you must look at the employment cycles and ensure that:

- At induction (or on-boarding) time, new staff are assessed accurately and sufficient training is provided to ensure that they can be productive
- At six monthly intervals, staff and their Managers discuss the training needs to enable the person to do their job well, and any needs for training are addressed
- When people are moved from one job to another (eg. promotion), they are assessed and provided training for their new job functions as if they were being inducted into that job

Note that this issue can arise where the environment forces changes in job practices or tasks and staff currently performing those jobs are left to "work out" what to do differently.

Item	Average	% Decrease	% Increase
9. The opportunity for you to participate in the development for your personal future	0.00	0.00	0.00

What this means for your organisation:

This item poses a dilemma for the organisation. The opportunity to develop an individual career is a strong motivational force in the workplace for the individual.

The problem that the organisation faces, is that it could be investing in the growth of people for another organisation's benefit.

It is a strong organisational need to optimise investment in the development of people. To be able to ensure that investment is targeted, and has the best opportunity of benefiting the organisation's future needs, you should implement a structured career management system that links to the specific future needs of the organisation.

If the organisation already has a career management process, there is evidence that it is not delivering satisfactory results for the individuals' viewpoint and may benefit from a review.

Item	Average	% Decrease	% Increase
33. The ability to take leave when you wanted to	0.00	0.00	0.00

What this means for your organisation:

This is a tricky issue but can, in most cases, be solved.

The problem can be twofold: most organisations have staffing needs that make certain times inconvenient for leave due to losses in productivity, and, there could be inequity in how leave is allocated.

This is usually an issue for people with family commitments. Taking leave during school holidays is preferred for them, and time out to go to critical school events also is problematic.

If this is on the Risk list for why people are leaving then some new strategies need to be employed. Try engaging staff in developing a new, more equitable process for allocating leave. Make sure staff know of the business needs, and ask them to propose solutions. Look at job rotation to give more flexibility in filling jobs whilst critical staff members are on leave.

The secret to solving this problem is involvement, and flexibility.

Item	Average	% Decrease	% Increase
10. The recognition you received for achievements you delivered	0.00	0.00	0.00

What this means for your organisation:

This is the highest ranked motivator alongside achievement.

The most powerful of human emotions is engendered when a person is acknowledged for the achievements they have made.

If this is a reason why people are leaving the organisation then there is usually a culture of no feedback, and taking the praise for other people's efforts.

It is usually a Managerial culture issue.

The only way this can be remedied is with Managerial Training and changes to the way performance is measured at the Managerial level.

If the focus can be changed from having to show personal 'wins' to the achievements of the group you manage, then recognition at the source becomes possible and motivation becomes powerful.

Item	Average	% Decrease	% Increase
2. The job itself; the type of work you did	0.00	0.00	0.00

What this means for your organisation:

A definite Motivator. If a person does not like the job they are doing then they will find the going tough.

If they like the job they are doing, then coming to work is easy and the person is more likely to perform well. The more a person likes their job, the better they perform.

If a person is leaving because they do not like their job, it can be caused by:

- The person was not a good selection, review your selection processes
- The job has been changed and the person liked the old job better, review your change management practices to ensure that job changes do positively engage the incumbent
- The job requires a re-engineer to make it more enjoyable, look at the job structures and look for ways to re-define the job

Item	Average	% Decrease	% Increase
4. The resources available for you to complete your job	0.00	0.00	0.00

What this means for your organisation:

This issue sits in the Motivation category because the enjoyment of the job itself will not be present.

It is important that resources be made available to staff to be able to actually complete the job.

If this is a reason to leave the job and it is of such a degree that it sits on the Risk list, then it would indicate that the organisation:

- Is understaffed
- Does not have the equipment or tools required to complete the work requested
- Has let the resources diminish over time and they are at a level that prevents productivity

Item	Average	% Decrease	% Increase
3. The level of pressure/work load to which you were subjected	0.00	0.00	0.00

What this means for your organisation:

People need some quality and deadline pressures to perform.

If this is being reported as a reason to leave, then it is most likely that the pressures are so great that the job is no longer enjoyable in itself, a strong motivational factor.

Some more research is required if this is being reported as a reason to leave.

Factors that could be identified as contributors to the severity of the problem are:

- The wrong people in the job
- Insufficient explanation of how to do the job, the person is not confident of success
- Lack of training in how to do the job
- There is lack of resource causing some people to have to work too hard
- Poor planning of work causing reworks or unnecessary changes
- Inappropriate Management practices placing inappropriate pressure on staff

This needs a more extensive review to determine the real problems causing the workload and for remedies to then be put in place.

Item	Average	% Decrease	% Increase
31. The opportunity to salary sacrifice and be flexible with salary package	0.00	0.00	0.00

What this means for your organisation:

This is a satisfier, or hygiene factor, and is a simple problem to fix.

Basically, the organisation needs to review its remuneration policy and develop a more flexible set of options for salary sacrifice in exchange for other forms of payment.

This is usually more attractive to higher paid staff members, however, some creativity at the lower levels would eliminate this issue from the list of reasons why people are leaving.

Item	Average	% Decrease	% Increase
15. How effectively your Manager/Supervisor managed your performance and provided feedback	0.00	0.00	0.00

What this means for your organisation:

This is a satisfier, or hygiene factor, in terms of workplace performance.

The management of performance and feedback is essential for both confirming how your achievement is perceived, and to get information on how to improve even more.

These are basic foundations of managing people, however, once a satisfactory amount of feedback is received, it is enough. If it is overdone, it is no longer satisfactory and can cause dissatisfaction, it can be perceived as 'overbearing'.

Item	Average	% Decrease	% Increase
29. The overall amount of money you earn	0.00	0.00	0.00

What this means for your organisation:

This is the ultimate satisfier, or hygiene factor, and the most misrepresented reason for leaving.

If the salary package is too low "for the job being done", then either that is a fact and can be quickly remedied, or the job is over specified for the salary package offered.

Whichever way the problem is viewed, it is a simple case of benchmarking salary packages against those offered by organisations with similar jobs and adjusting the packages where appropriate.

Item	Average	% Decrease	% Increase
14. The support provided by your Manager/ Supervisor	0.00	0.00	0.00

What this means for your organisation:

This item is a satisfier, or hygiene factor, and is not in itself a motivator in the workplace.

If staff are leaving for this reason and the issue is on the Risk list for staff leaving, then there is a Managerial culture that needs attention.

This problem can be rectified through a targeted Management training program and inclusion of support for staff in Managerial performance measures to ensure that it becomes important.

Item	Average	% Decrease	% Increase
30. Any incentives or bonuses you received (either monetary or through other flexible arrangements)	0.00	0.00	0.00

What this means for your organisation:

This is a satisfier, or hygiene factor. It does not contribute to motivation.

It is the same as salary. If it is too low for the job being done, the person will be dissatisfied. If it is about right, then other motivators take over. If it is higher than expected for the type of work being done then the job will still be done. It will not be done any better or faster.

If this is a reason for leaving and on the Risk list, then a review of the remuneration system is warranted.

Try benchmarking against other organisations to ensure that what you are providing is at least satisfactory, not well below others in your Industry.

Item	Average	% Decrease	% Increase
39. The way discrimination or harassment is managed by the organisation	0.00	0.00	0.00

What this means for your organisation:

This is a satisfier, or hygiene factor.

If staff are leaving because they are unhappy with the way discrimination or harassment is being managed, and the numbers are high enough to get this issue onto the risk list, then there is a systemic problem in the organisation that needs to be addressed.

It is very probable that instances of discrimination or harassment are present and that they are either being overlooked by Management, or are managed aggressively or in an inappropriate manner.

The corrective action to take is to review the organisation's discrimination and harassment policies, re-publish them if necessary, and then make sure that all Managers are engaged in a training program that ensures they have, and can apply, the appropriate skill levels to handle these situations effectively.

Item	Average	% Decrease	% Increase
41. The fairness of the organisation in the way it makes decisions about people	0.00	0.00	0.00

What this means for your organisation:

When staff raise fairness as a reason for leaving, it indicates that there is little transparency of process, and that favouritism is present in Management decision making.

The way to correct this is to modify the processes of:

- Selection
- Allocation of Training and Development Expenditure
- Approval of Leave
- Succession Planning
- Career Planning
- Generation of Rosters

When reviewing these processes it is essential that they are published as processes and that all staff have access to knowledge about how the processes work. It is then imperative that the processes be rigorously applied so that all staff see equity in treatment.

Item	Average	% Decrease	% Increase
5. The clarity of instruction/direction with which you were provided to successfully complete your job	0.00	0.00	0.00

What this means for your organisation:

If staff are leaving because the instruction they are receiving is not clear then this is a Management failure and can be easily remedied.

This is a satisfier, or hygiene factor, and will make people feel dissatisfied.

If someone does not know what is expected of them in some clarity, then any output is possible, and the staff member will feel at risk of criticism because they are unsure of what to do.

If this is a reason for leaving, and it has been in significant enough proportions to make the Risk list, then Management training in handling staff is essential, and urgent.

Whilst this is a "quality of Supervision/Management" issue, it will contribute to how well a person feels about the "job itself" and so has impacts to motivation. Once this is corrected, the staff will get more enjoyment from their jobs because they will understand the expectations of the job.

Item	Average	% Decrease	% Increase
13. The relationship with your Manager/Supervisor	0.00	0.00	0.00

What this means for your organisation:

This is a satisfier, or hygiene factor, not a motivator.

If people are leaving because the relationship with their Manager is poor then it may indicate a particular aspect of Managerial behaviour needs to be addressed.

Usually dissatisfaction with a Manager is brought about through:

- Autocratic style
- Inconsistency of decision making
- Procrastination
- Inequitable treatment of staff i.e. favouritism
- Not leading by example

In all cases, the remedial action required is Managerial Training in staff management skills.

Item	Average	% Decrease	% Increase
6. Your understanding of how your job fitted in to the bigger picture	0.00	0.00	0.00

What this means for your organisation:

This issue is a satisfier, or hygiene factor.

If this is missing, it can demotivate people, but once it is in place it will not contribute to additional productivity.

The problem is that the person does not see their job in context of the organisations overall performance, so they basically do not see how they fit in. They may be concerned as to whether the work they perform may be valuable to the organisation.

This could be because there is no clear communication of the organisation's structure at the highest level, however, this is usually a function of day-to-day Management. It can occur where Managers do not place jobs in context and, usually unknowingly, think that telling the staff member too much will only confuse things.

This is easily remedied through a simple change in Management practices.

Section 2: Reasons for Leaving

Part A

1. When you leave this job, are you:

Reason	This month	Overall (across all test dates)
Retiring	0	0
Taking time out to travel	0	0
Taking a similar job with another organisation	0	0
Taking a higher level job (promotion) with another organisation	0	0
Taking a different job with another organisation	0	0
Just taking time out to decide what you want to do	0	0
Reverting to take care of family	0	0
Taking up full-time study	0	0
Starting your own business	0	0
Other (please specify below)	0	0

Part B

42. From the list below select the factor(s) that had a major impact on your decision to leave the organisation. Select one or more as appropriate.

Reason	This month	Overall (across all test dates)
Career break or travel	0	0
Retirement	0	0
Greater opportunities for financial gain and pursuing other opportunities elsewhere	0	0
Increased salary package	0	0
Better benefits and / or working conditions elsewhere	0	0
More flexible hours of work elsewhere	0	0
Greater opportunities for career advancement elsewhere	0	0
Greater opportunities for job satisfaction elsewhere	0	0
Greater opportunities for professional development elsewhere	0	0
Concern over job security	0	0
Concern over company performance	0	0
Less travel time / proximity to home	0	0
Dissatisfaction / misalignment with Company Brand or products	0	0
Dissatisfaction / misalignment with Company strategy and direction	0	0
Unable to work effectively with Managers or Peers or Direct Reports	0	0
Ineffective use of my skills and capabilities	0	0
Voluntary Redundancy	0	0
Compulsory Redundancy	0	0
Other	0	0

Section 3: Summary by Factor

Part A: Motivators

Achievement

Satisfaction								Frequency										
	1		2		3		4		5		6		7		8	Less	Same	More
																N/A		

Recognition

Satisfaction								Frequency										
	1		2		3		4		5		6		7		8	Less	Same	More
																N/A		

Work Itself

Satisfaction								Frequency										
	1		2		3		4		5		6		7		8	Less	Same	More
																N/A		

Responsibility

Satisfaction								Frequency										
	1		2		3		4		5		6		7		8	Less	Same	More
																N/A		

Advancement

Satisfaction								Frequency										
	1		2		3		4		5		6		7		8	Less	Same	More
																N/A		

Personal Growth

Satisfaction								Frequency										
	1		2		3		4		5		6		7		8	Less	Same	More
																N/A		

Part B: Satisficers

Company Policies

Satisfaction								Frequency		
1	2	3	4	5	6	7	8	Less	Same	More
								N/A		

Supervision/Management

Satisfaction								Frequency		
1	2	3	4	5	6	7	8	Less	Same	More
								N/A		

Salary Package

Satisfaction								Frequency		
1	2	3	4	5	6	7	8	Less	Same	More
								N/A		

Working Conditions

Satisfaction								Frequency		
1	2	3	4	5	6	7	8	Less	Same	More
								N/A		

Status and Image

Satisfaction								Frequency		
1	2	3	4	5	6	7	8	Less	Same	More
								N/A		

Relationships

Satisfaction								Frequency		
1	2	3	4	5	6	7	8	Less	Same	More
								N/A		

Part C: Organisation Performance

Direction

Satisfaction								Frequency		
1	2	3	4	5	6	7	8	Less	Same	More
								N/A		

People

Satisfaction								Frequency		
1	2	3	4	5	6	7	8	Less	Same	More
								N/A		

IT

Satisfaction								Frequency		
1	2	3	4	5	6	7	8	Less	Same	More
								N/A		

Section 4: By Item

2. The job itself; the type of work you did (Motivators, Work Itself)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

3. The level of pressure/work load to which you were subjected (Motivators, Work Itself)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

4. The resources available for you to complete your job (Motivators, Work Itself)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

5. The clarity of instruction/direction with which you were provided to successfully complete your job (Satisficers, Supervision/Management)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

6. Your understanding of how your job fitted in to the bigger picture (Satisficers, Supervision/Management)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

7. The opportunity for you to take responsibility for how the job should be done (Motivators, Responsibility)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

8. The opportunity for you to be trained in how the job should be done (Motivators, Work Itself)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

9. The opportunity for you to participate in the development for your personal future (Motivators, Personal Growth)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

10. The recognition you received for achievements you delivered (Motivators, Recognition)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

11. The opportunity for you to compete for other jobs that you would see as advancing your career (Motivators, Advancement)

	1		2		3		4		5		6		7		8		Less		Same		More
N/A																					

12. The sense of achievement you personally feel in the job (Motivators, Achievement)

	1		2		3		4		5		6		7		8		Less		Same		More
N/A																					

13. The relationship with your Manager/Supervisor (Satisficers, Supervision/Management)

	1		2		3		4		5		6		7		8		Less		Same		More
N/A																					

14. The support provided by your Manager/ Supervisor (Satisficers, Supervision/Management)

	1		2		3		4		5		6		7		8		Less		Same		More
N/A																					

15. How effectively your Manager/Supervisor managed your performance and provided feedback (Satisficers, Supervision/Management)

	1		2		3		4		5		6		7		8		Less		Same		More
N/A																					

16. Your relationship with your Peers (Satisficers, Relationships)

	1		2		3		4		5		6		7		8		Less		Same		More
N/A																					

17. The support provided by your Peers (Satisficers, Relationships)

	1		2		3		4		5		6		7		8		Less		Same		More
N/A																					

18. The relationship with your Direct Reports (Satisficers, Relationships)

	1		2		3		4		5		6		7		8		Less		Same		More
N/A																					

19. The relationship with Customers (Satisficers, Relationships)

	1		2		3		4		5		6		7		8		Less		Same		More
N/A																					

20. The relationship with Suppliers (Satisficers, Relationships)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

21. The performance of the Senior Executive Team (Organisation Performance, Direction)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

22. The overall performance and direction of the organisation (Organisation Performance, Direction)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

23. The clarity and communication of strategy and goals for the organisation (Organisation Performance, Direction)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

24. The provision of clear policies and standards for employees by the organisation (Organisation Performance, People)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

25. The commitment to, and focus on, Occupational Health and Safety (Organisation Performance, People)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

26. The commitment to development and training (Organisation Performance, People)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

27. The commitment to placing the right people in the right roles (Organisation Performance, People)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

28. The quality and performance of the IT services, systems, and products (Organisation Performance, IT)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

29. The overall amount of money you earn (Satisficers, Salary Package)

	1		2		3		4		5		6		7		8		Less		Same		More
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N/A

30. Any incentives or bonuses you received (either monetary or through other flexible arrangements) (Satisficers, Salary Package)

	1		2		3		4		5		6		7		8		Less		Same		More
--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	------	--	------	--	------

N/A

31. The opportunity to salary sacrifice and be flexible with salary package (Satisficers, Salary Package)

	1		2		3		4		5		6		7		8		Less		Same		More
--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	------	--	------	--	------

N/A

32. Your leave entitlements (Satisficers, Salary Package)

	1		2		3		4		5		6		7		8		Less		Same		More
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N/A

33. The ability to take leave when you wanted to (Satisficers, Company Policies)

	1		2		3		4		5		6		7		8		Less		Same		More
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N/A

34. The work environment itself (space, appearance, lighting, comfortable for what you do) (Satisficers, Working Conditions)

	1		2		3		4		5		6		7		8		Less		Same		More
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N/A

35. The commitment to ethical practices (Organisation Performance, Direction)

	1		2		3		4		5		6		7		8		Less		Same		More
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N/A

36. The status that you held in the organisation (Satisficers, Status and Image)

	1		2		3		4		5		6		7		8		Less		Same		More
--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	------	--	------	--	------

N/A

37. Proximity to your home/travel time (Satisficers, Working Conditions)

	1		2		3		4		5		6		7		8		Less		Same		More
--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	------	--	------	--	------

N/A

38. The availability of facilities, like shops, for personal use (Satisficers, Working Conditions)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

39. The way discrimination or harassment is managed by the organisation (Satisficers, Company Policies)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

40. The image that the organisation has in the community (Satisficers, Status and Image)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

41. The fairness of the organisation in the way it makes decisions about people (Satisficers, Company Policies)

1	2	3	4	5	6	7	8	Less	Same	More
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N/A

Section 5: Open Question

43. If you have any other feedback on how you feel we can improve the way we do things; what it might have taken for you to reconsider your move or the reasons behind your exit we would welcome your views. Please enter your response in the box below. Thank you.

There are no comments to display for this section.

Section 6: Comments