

# LastOpinion

## Leavers analysis report

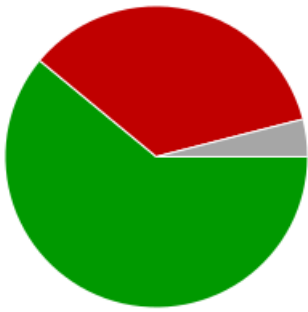


<b>REPORT GENERATED:</b>	<b>19/07/2012</b>
<b>GROUP CATEGORY:</b>	<b>TOTAL GROUP</b>
<b>GROUP SIZE:</b>	<b>254 (RESPONSE RATE: 82%)</b>
<b>SENSITIVITY:</b>	<b>PRIVATE &amp; CONFIDENTIAL</b>



The following page is a snapshot of the leaving group. All data shown below and in the rest of this report excludes all involuntary leavers as show in the Leaving Group Profile.

## Leaving group profile



N	%	Category
10	4	Involuntary
89	35	'Unhappy' Leavers
155	61	'Happy' Leavers

## Re-hires

N	%	Response
57	23	Yes
187	77	No

## Top 5 leaving reasons

Rank	Reason	%
1	Mundane / routine work	29
2	Boredom	27
3	Work not challenging enough	26
4	More competitive salary available elsewhere	24
5	Lack of relationship between job performance and reward	19

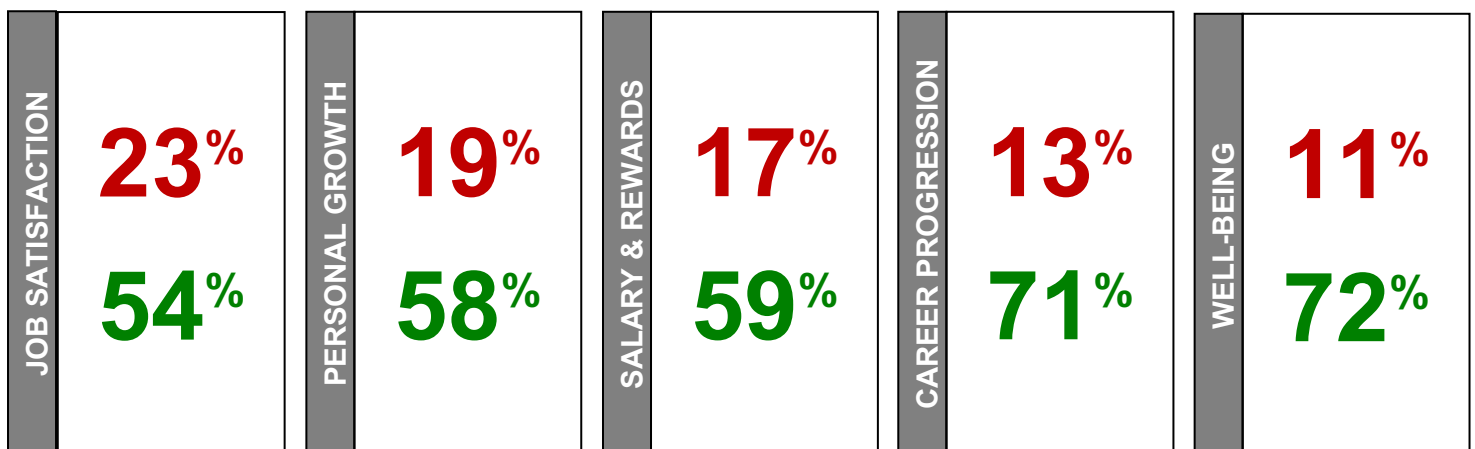
## Brand impact

N	%	Impact
42	17	+ ve
202	83	- ve

## Top 5 relative strengths

Rank	Strength	%
1	Unethical business practices by the organisation	92
2	Harassment or bullying	89
3	Unfair treatment because of your age, gender or ethnic origin	88
4	Lack of job security	88
5	Job was 'oversold' to you	87

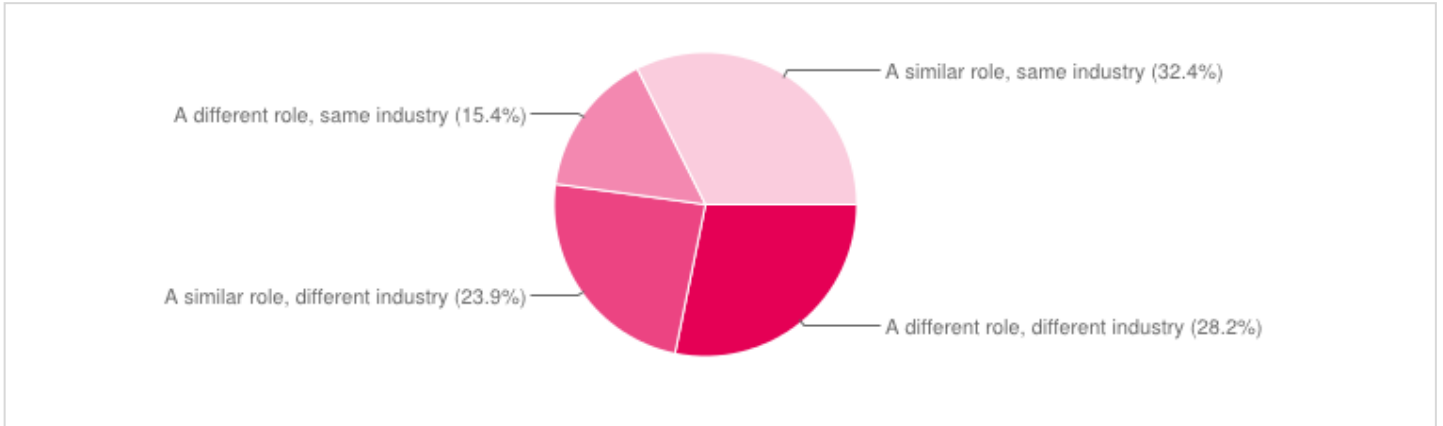
## Dissatisfaction by work area (top 5)



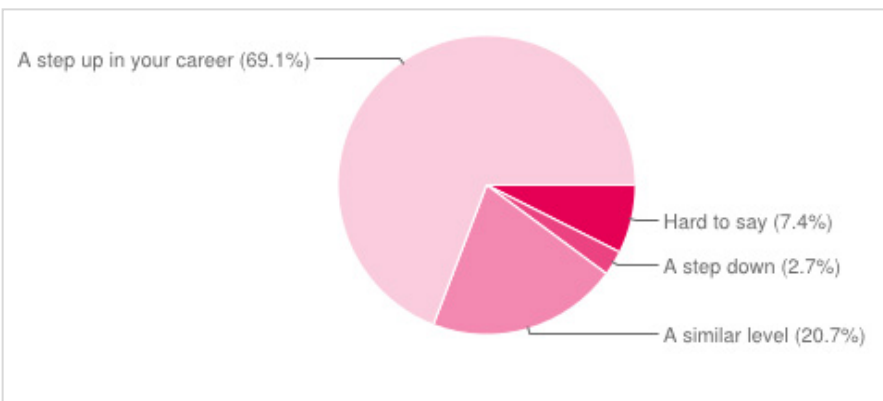
The Destination Profile is based on the 197 leavers who indicated they were moving onto a new job.

## Where are your leavers going?

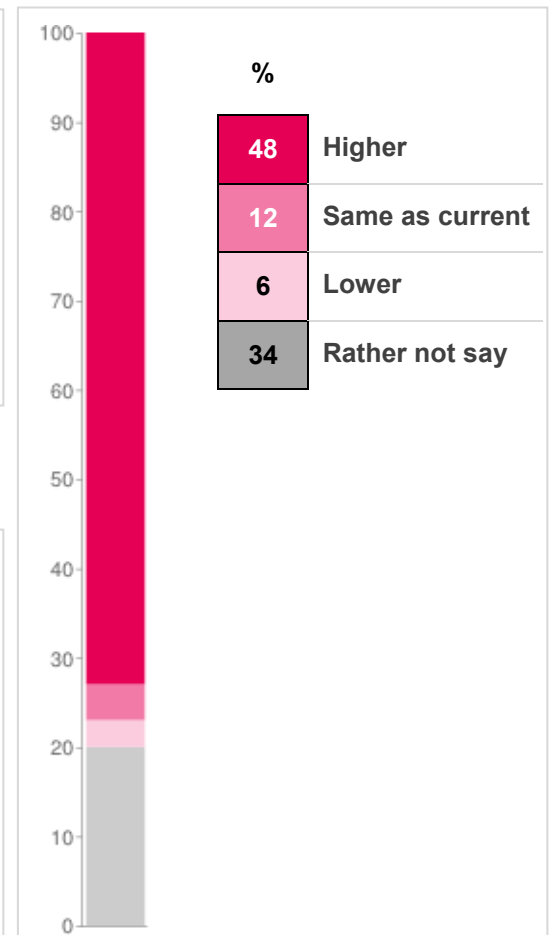
### Type of role



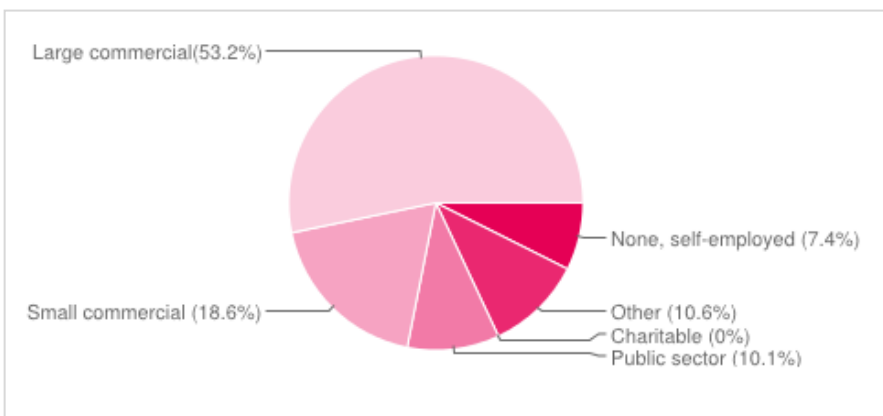
### Level of role



### New salary

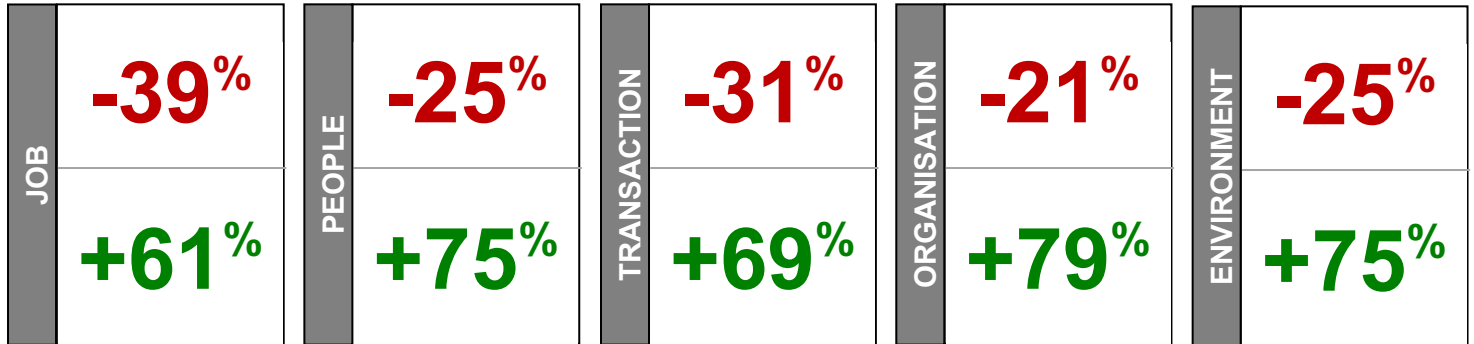


### New employer

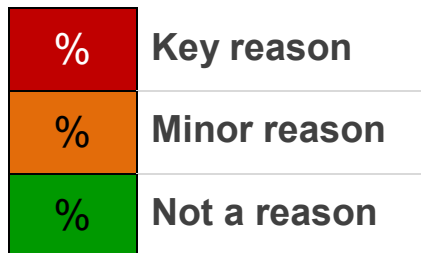
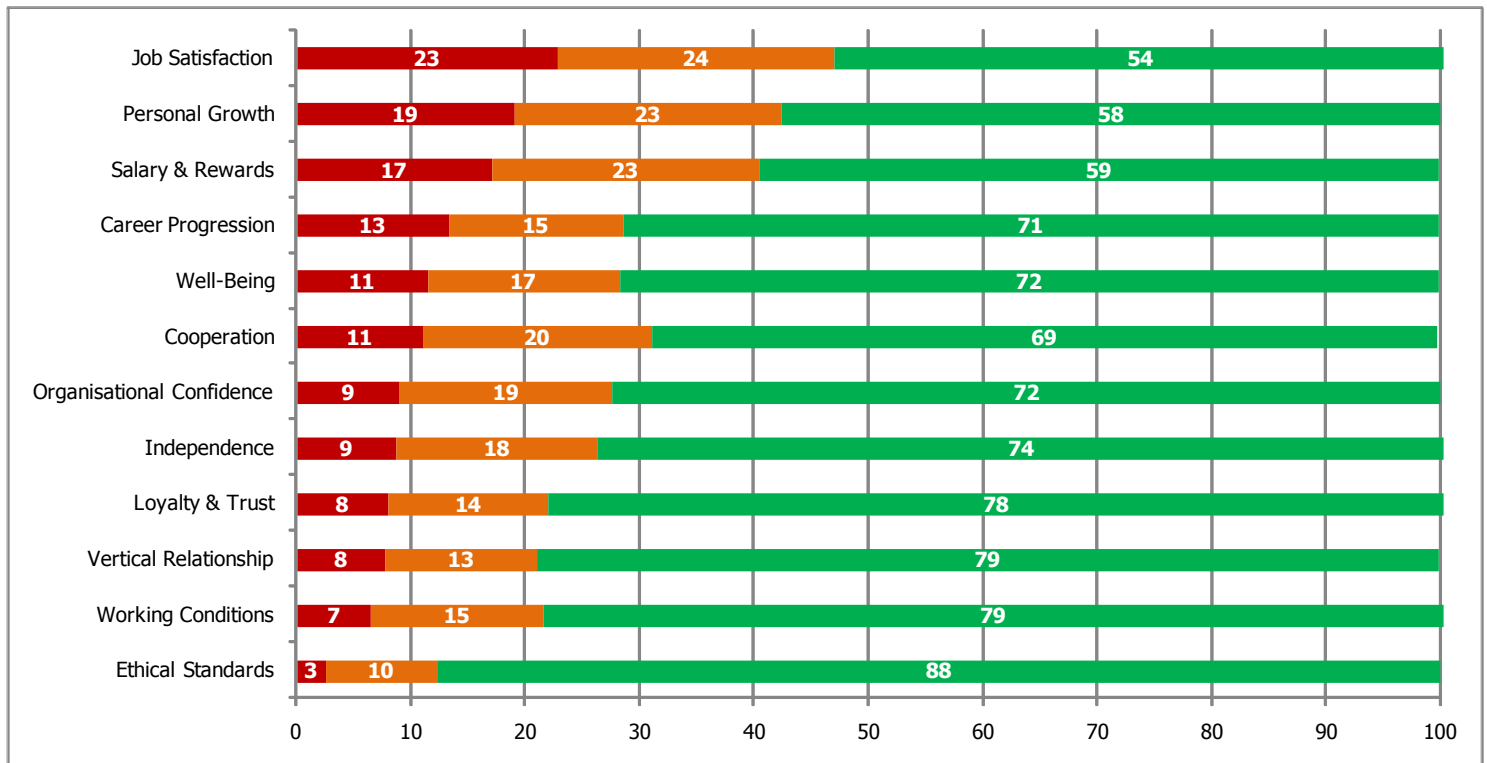


This section sets out how satisfied the leaving group was with twelve work related areas known to influence employee engagement and organisational commitment. Results are shown below by high-level clusters and by the work areas ranked in order of dissatisfaction.

## 1. Leaving reasons by cluster



## 2. Leaving reasons by work area



>> Breakdown Group: Total Group (n=254)  
 >> Report Generated: 19/07/2012 14:25:15

This sections details the key areas for improvement. Leaving reasons are summarised as:

<b>K</b>	A <b>KEY</b> area of dissatisfaction that prompted the decision to leave (%).
<b>M</b>	A <b>MINOR</b> area of dissatisfaction (%).
<b>N</b>	<b>NOT</b> a reason for leaving or area of dissatisfaction (%).

### 3. Key areas for improvement

#### Key reasons for leaving (key >=20%)

		<b>K</b>	<b>M</b>	<b>N</b>	<b>K+M</b>
Job Satisfaction	Mundane / routine work	29	25	46	54
Job Satisfaction	Boredom	27	28	46	54
Personal Growth	Work not challenging enough	26	26	47	53
Salary & Rewards	More competitive salary available elsewhere	24	20	56	44

#### Main sources of dissatisfaction (K + M >= 40%)

		<b>K</b>	<b>M</b>	<b>N</b>	<b>K+M</b>
Job Satisfaction	Mundane / routine work	29	25	46	54
Job Satisfaction	Boredom	27	28	46	54
Personal Growth	Work not challenging enough	26	26	47	53
Salary & Rewards	More competitive salary available elsewhere	24	20	56	44
Salary & Rewards	Lack of relationship between job performance and reward	19	27	54	46
Well-Being	Inflexible working arrangements	19	19	61	39
Personal Growth	Lack of training / development opportunities	18	20	63	37
Job Satisfaction	Insignificance of your role	18	23	59	41
Salary & Rewards	Inadequate level of pay	18	23	59	41

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<b>N</b>	<b>NOT</b> a reason for leaving or area of dissatisfaction (%).

## 4. Organisational strengths

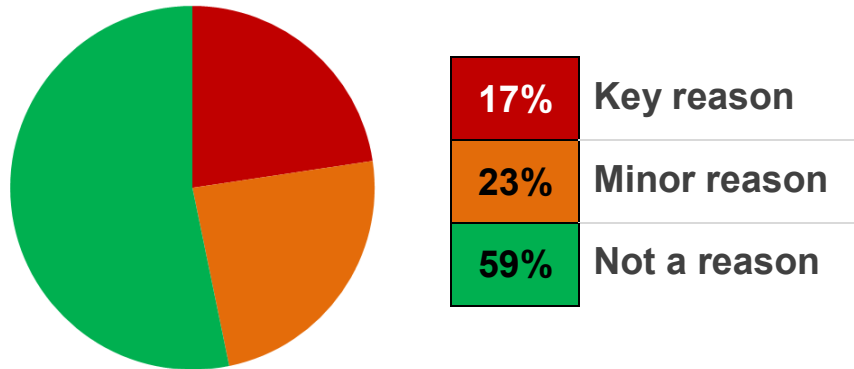
### Relative strengths (N >= 80%)

		K	M	N
Ethical Standards	Unethical business practices by the organisation	0	8	92
Ethical Standards	Harassment or bullying	1	10	89
Ethical Standards	Unfair treatment because of your age, gender or ethnic origin	3	9	88
Organisational Confidence	Lack of job security	1	11	88
Loyalty & Trust	Job was 'oversold' to you	3	10	87
Working Conditions	Unsafe working conditions	3	11	87
Loyalty & Trust	Job not as advertised or described during recruitment	4	10	86
Independence	Lack of independence in carrying out the job	6	12	82
Ethical Standards	Lack of belief in the purpose of the organisation	6	12	82
Vertical Relationship	Poor relationship with supervisor / manager	9	10	80
Organisational Confidence	Lack of confidence in the future of the organisation	7	13	80

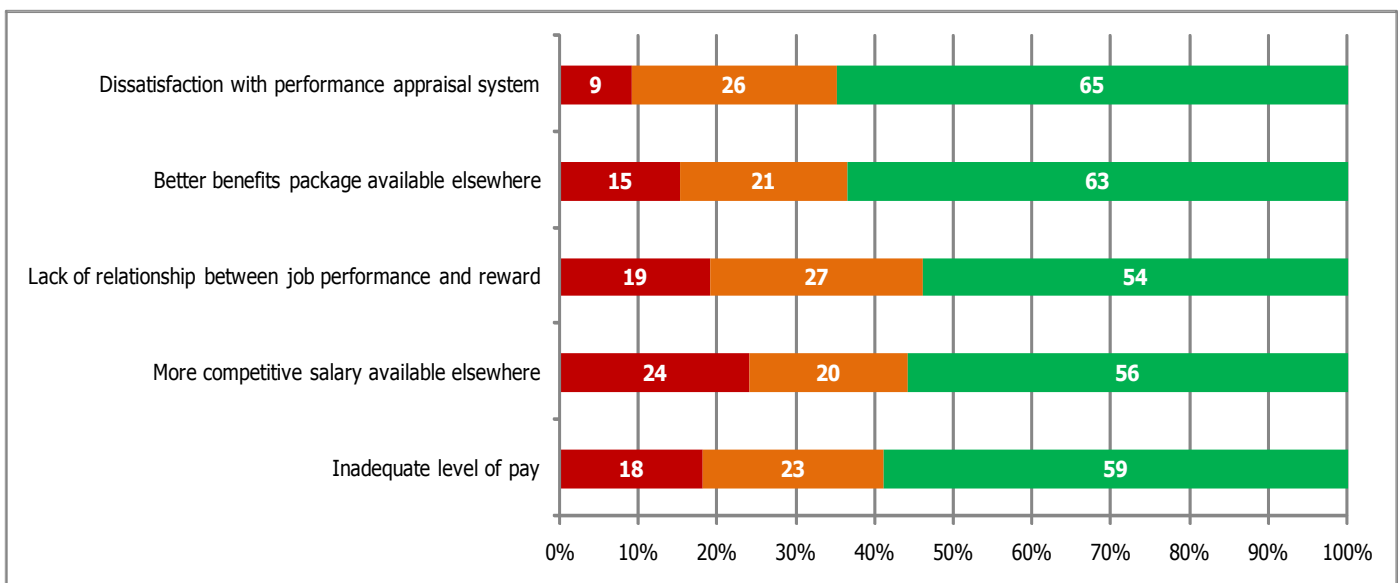
This area measures how the leavers felt about the salary, benefits and other rewards they received. It includes whether they perceived the reward systems as fair and appropriate, and how they felt about the link between performance and reward.

## 1. Salary & Rewards

### (a) Overall



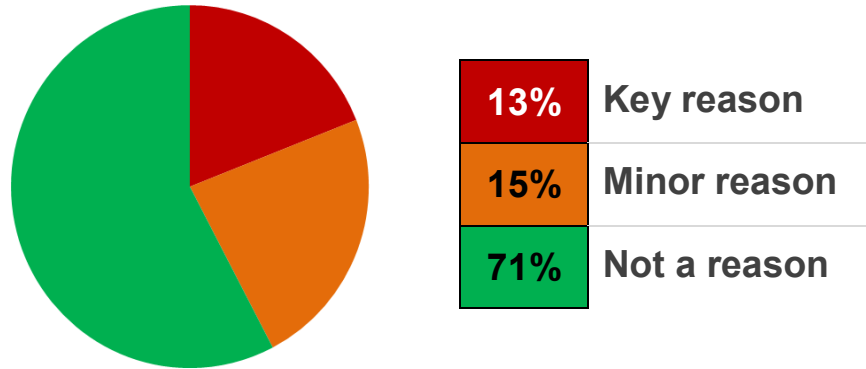
### (b) By question



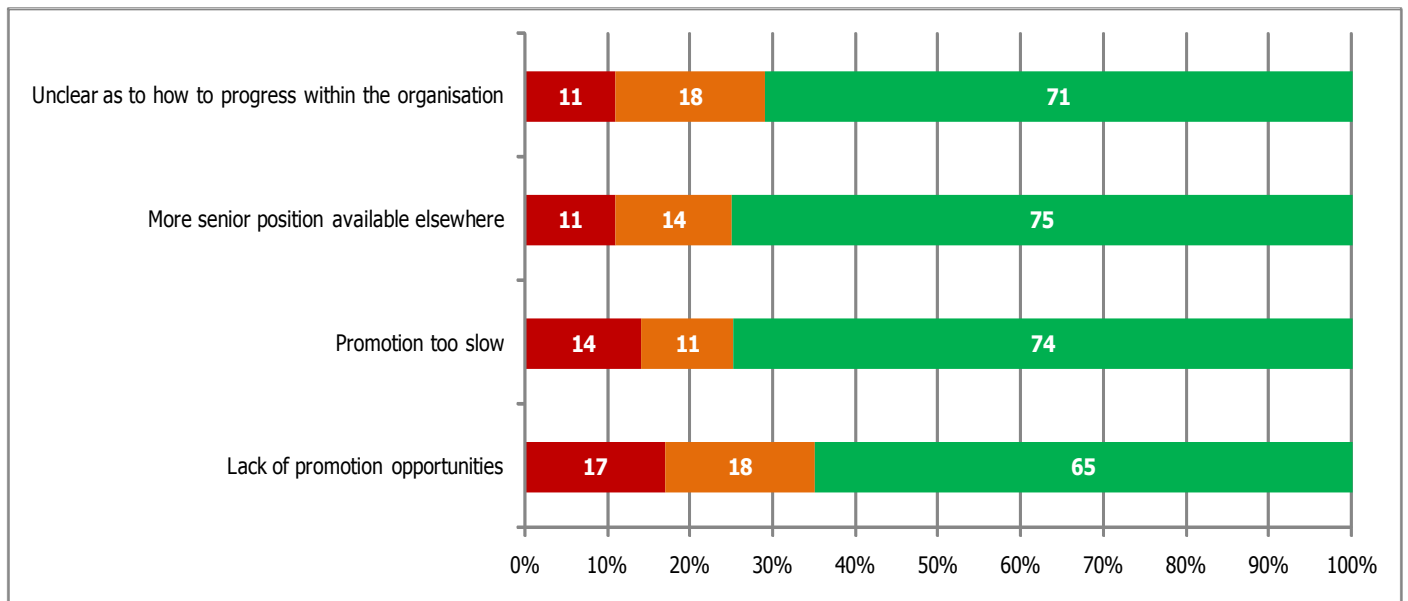
This area measures how satisfied leavers were with advancement within the organisation, in terms of promotion and career progression, including perceived opportunity and clarity of career paths.

## 2. Career Progression

### (a) Overall



### (b) By question

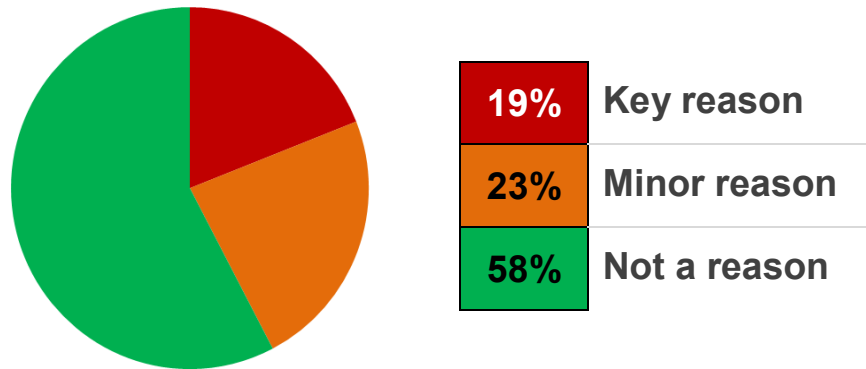




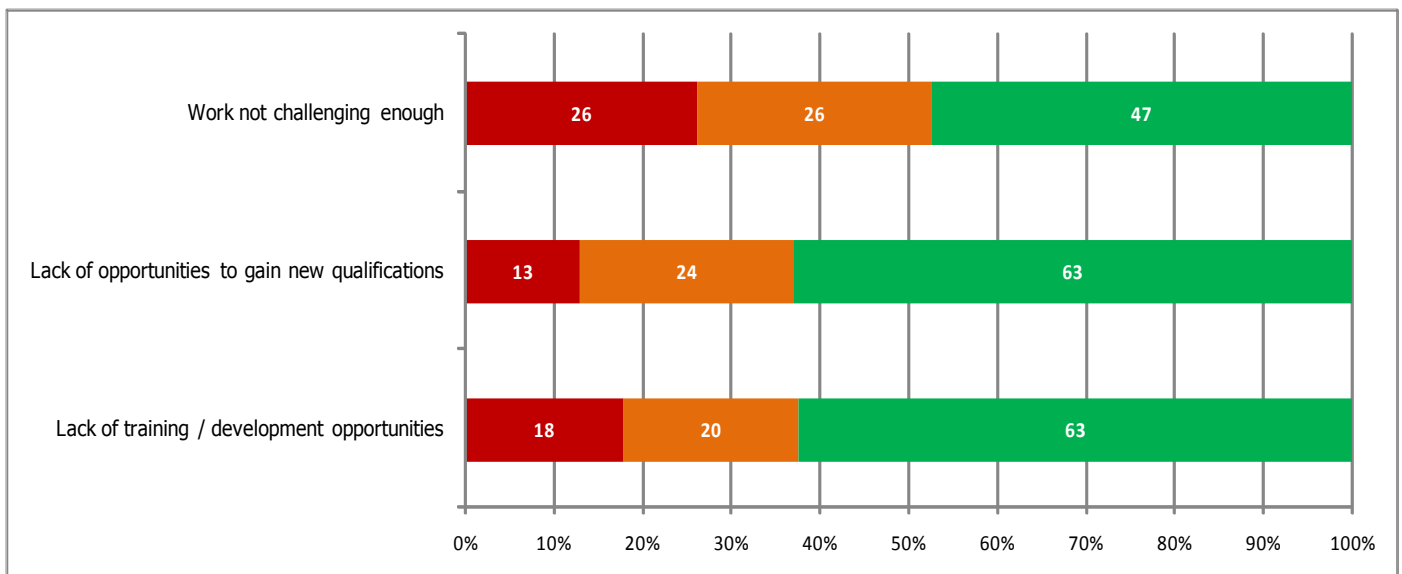
This area deals with how leavers felt about their personal development. It includes the extent to which they have learnt and developed their potential and the extent to which the organisation has supported their growth.

## 3. Personal Growth

### (a) Overall



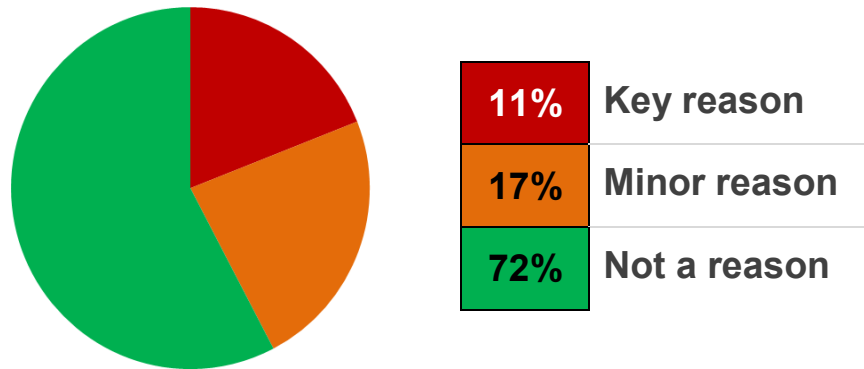
### (b) By question



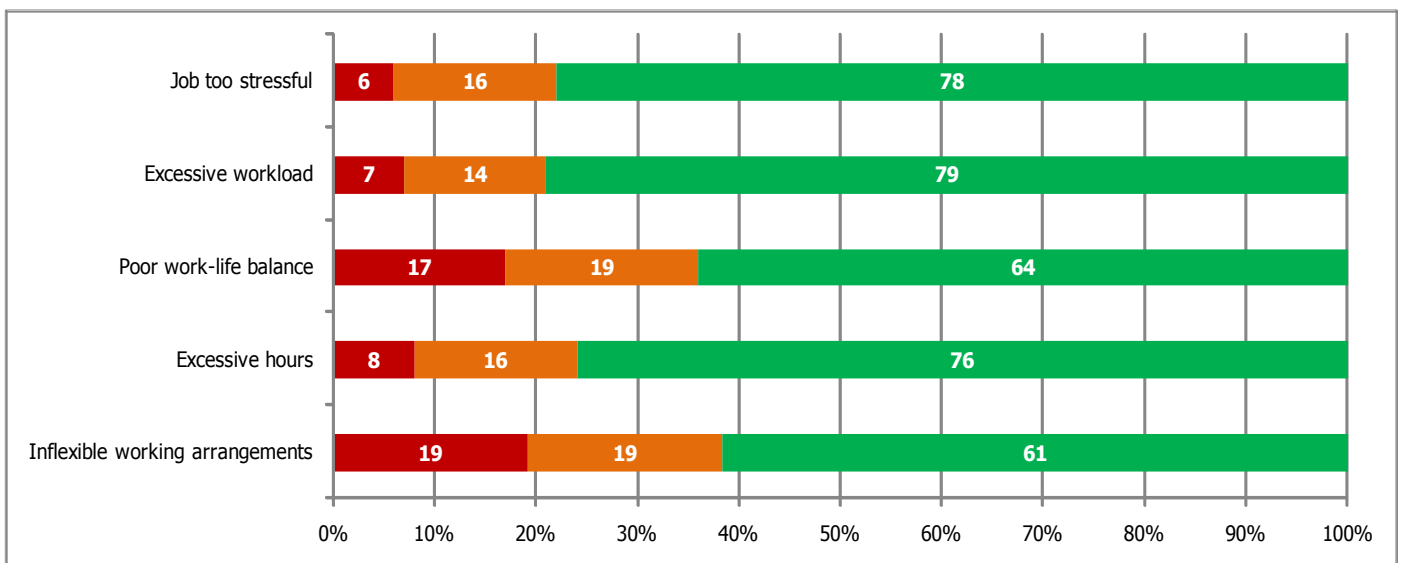
This area concerns the impact of the job on leavers, both physically and emotionally. It includes how stressful the leavers perceived the demands of the job, the extent to which they felt able to cope and the impact on their overall work-life balance.

## 4. Well-Being

### (a) Overall



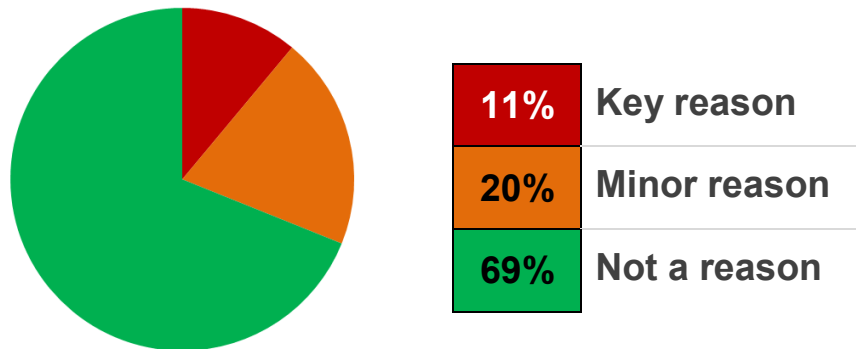
### (b) By question



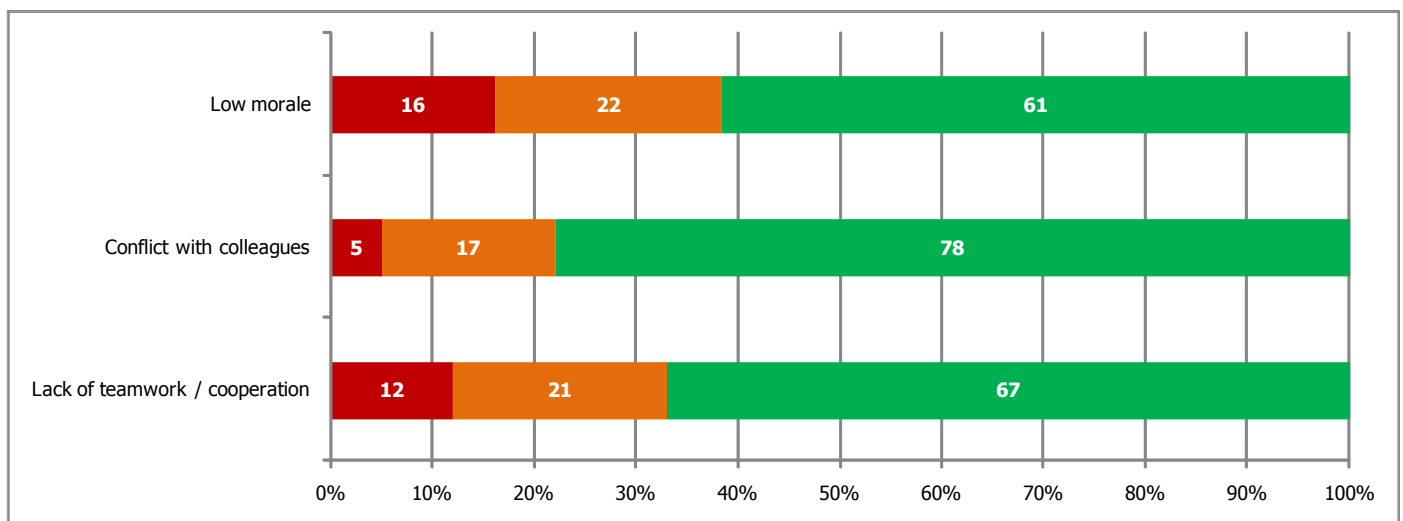
This area concerns how leavers felt about their relationships with their colleagues and team members in terms of dependability, value, level of contribution and wider cooperation.

## 5. Cooperation

### (a) Overall



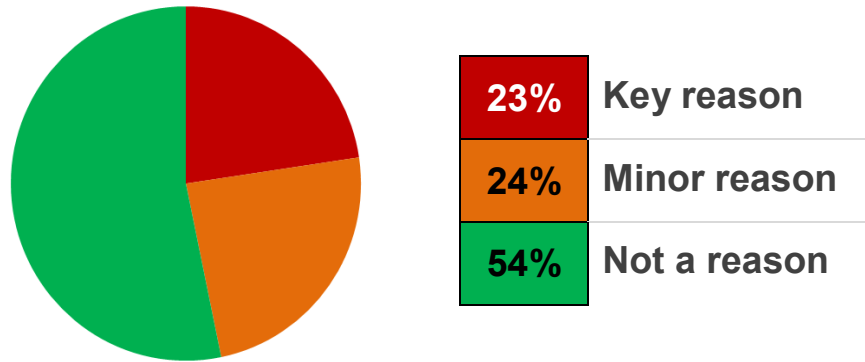
### (b) By question



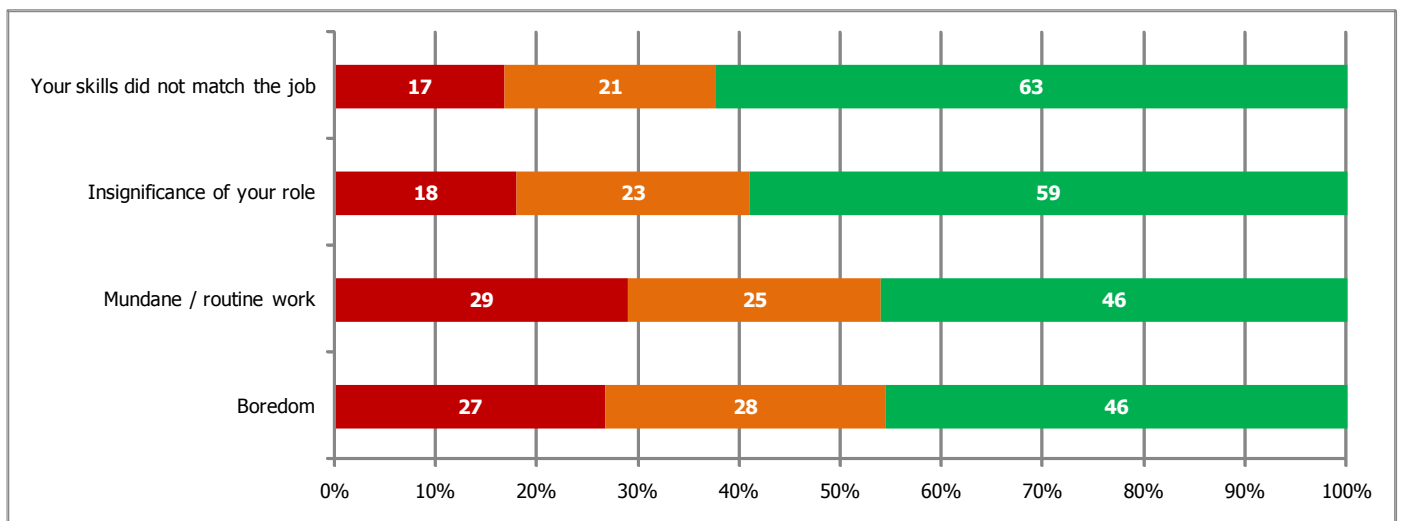
This section measures the amount of intrinsic satisfaction the leavers experienced actually performing their roles in your organisation. This includes how important, interesting and enjoyable they found their work.

## 6. Job Satisfaction

### (a) Overall



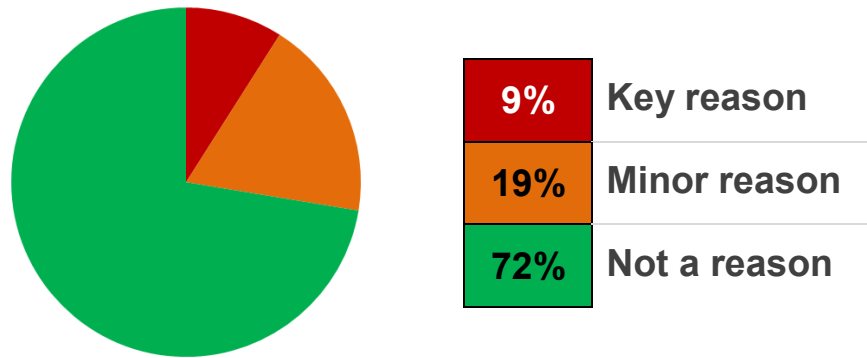
### (b) By question



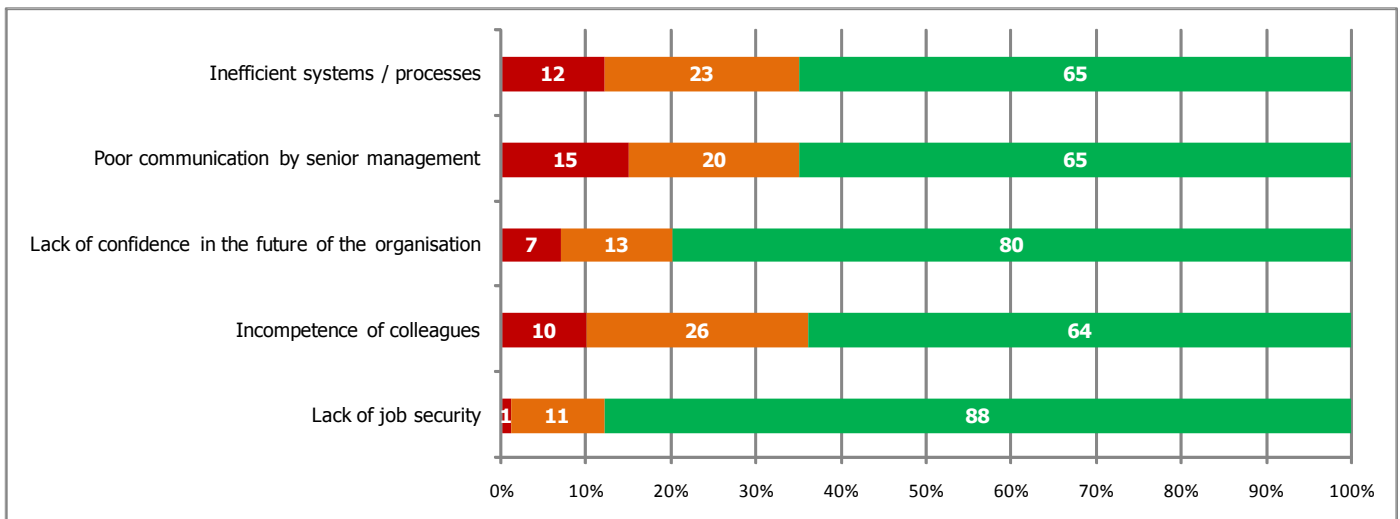
This area is about the amount of confidence leavers placed in the leadership of your organisation, including perceptions of decision-making by senior management. In addition, it measures how leavers perceived the competence of their co-workers and the future success of your organisation.

## 7. Organisational Confidence

### (a) Overall



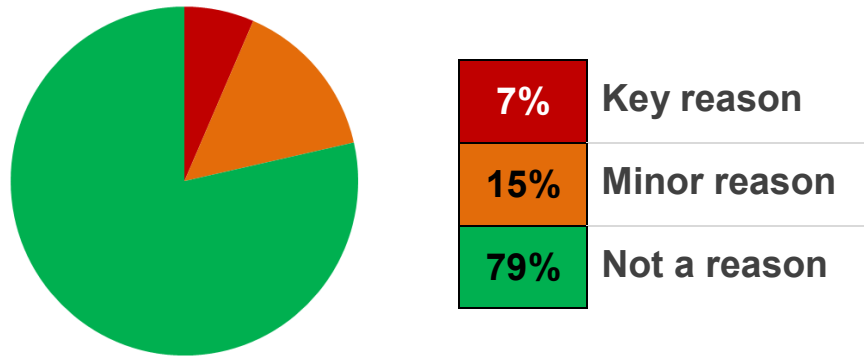
### (b) By question



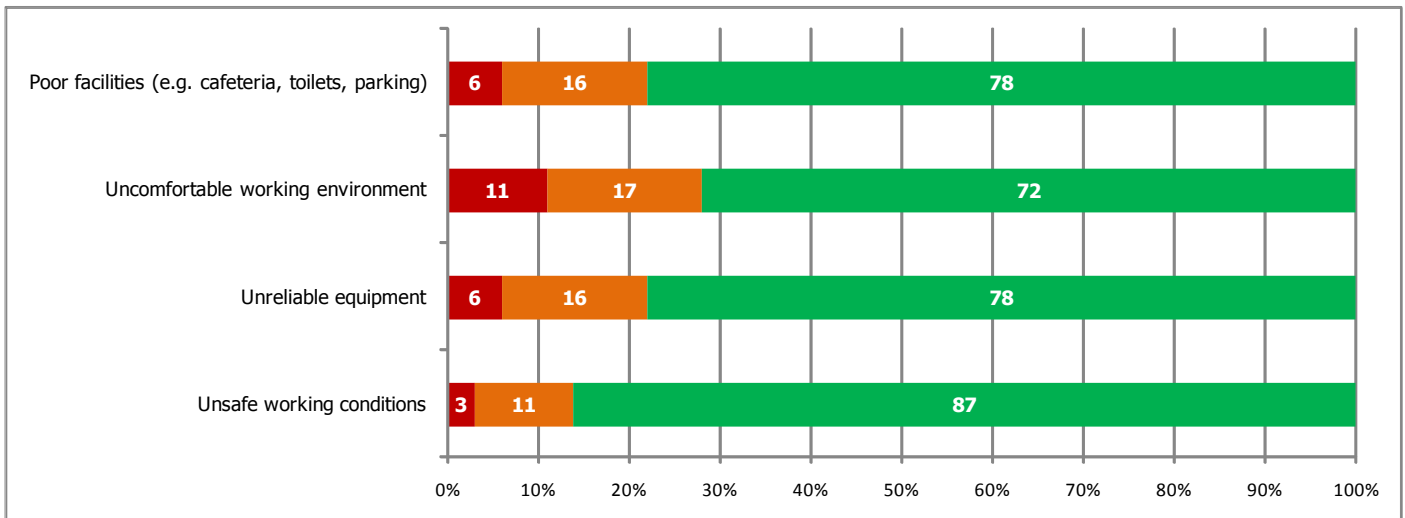
This area concerns the physical and procedural conditions of working in your organisation. It measures how comfortable and safe the leavers perceived the workplace, and the quality and reliability of the equipment provided for them to perform

## 8. Working Conditions

### (a) Overall



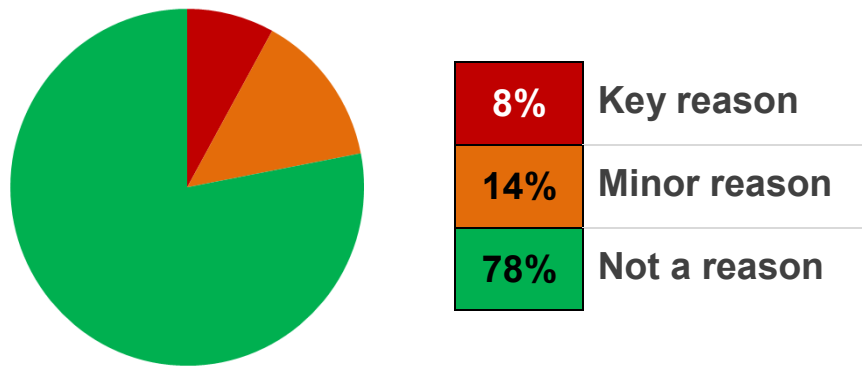
### (b) By question



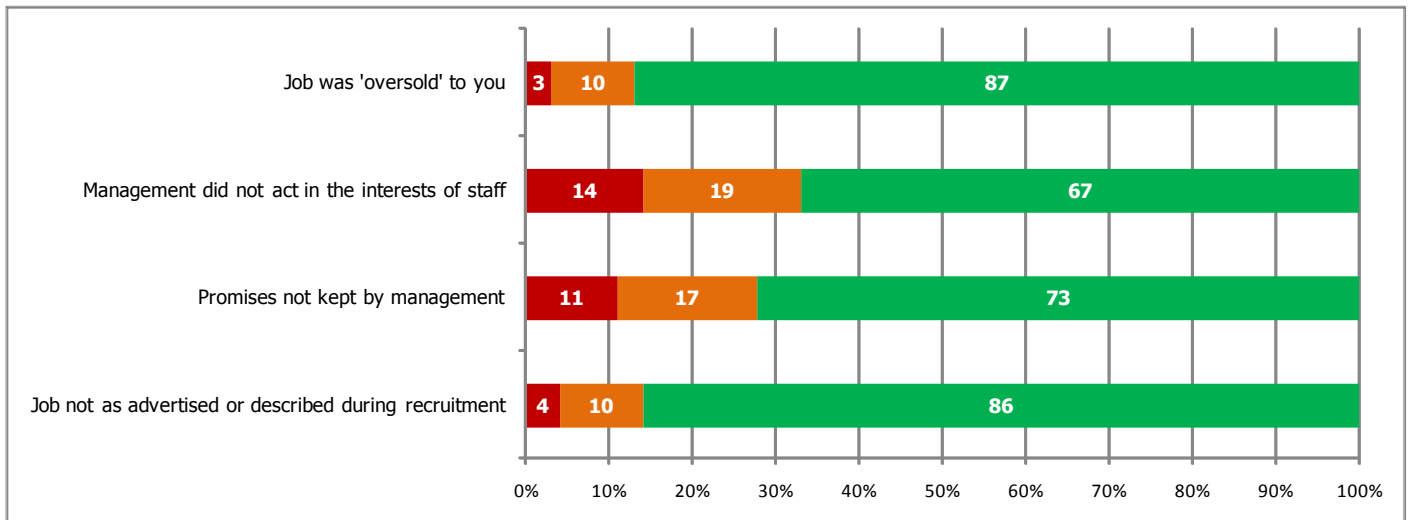
This area measures whether the leavers felt the relationship between employees and the organisation was based on loyalty and trust.

## 9. Loyalty & Trust

### (a) Overall



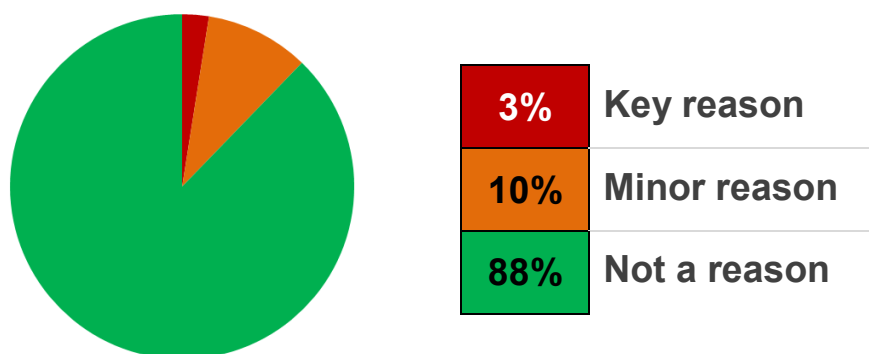
### (b) By question



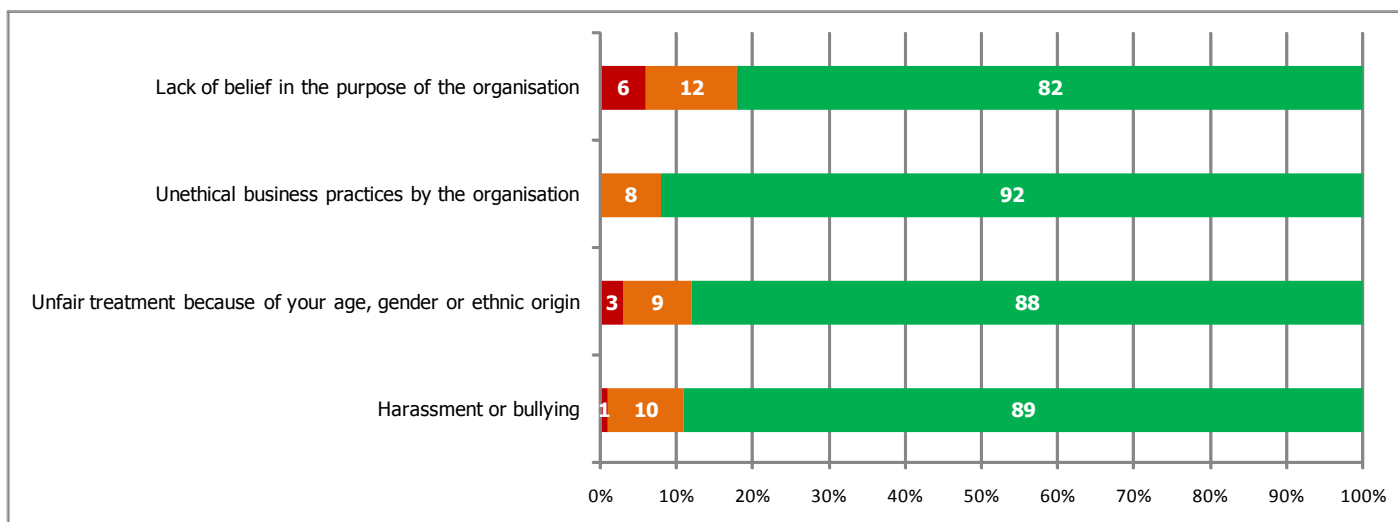
This section concerns how leavers perceived your organisation's ethical standards and the extent to which the organisation encourages equal opportunities and diversity and treats employees with fairness and respect.

## 10. Ethical Standards

### (a) Overall



### (b) By question

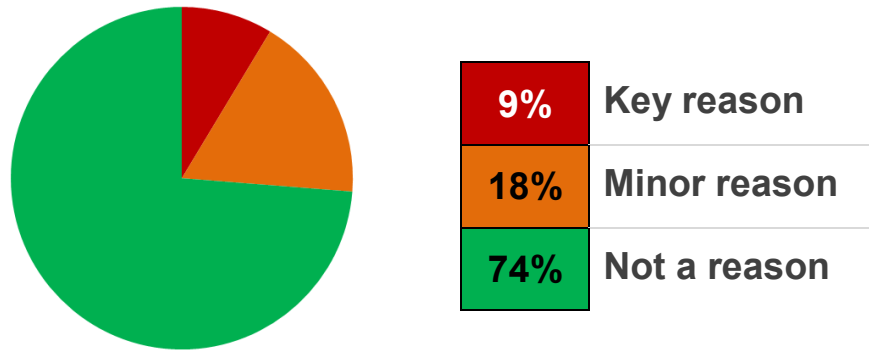




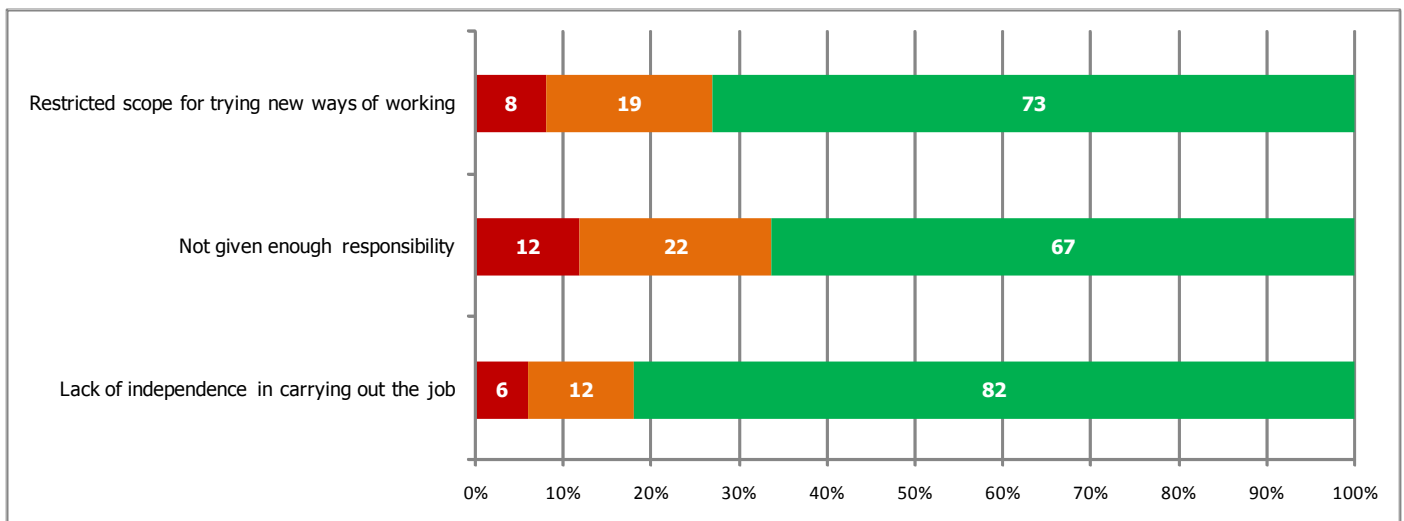
This area measures the extent to which leavers felt free to organise their own work and set their own goals and use their initiative and innovation by experimenting with different ways of working.

## 11. Independence

### (a) Overall



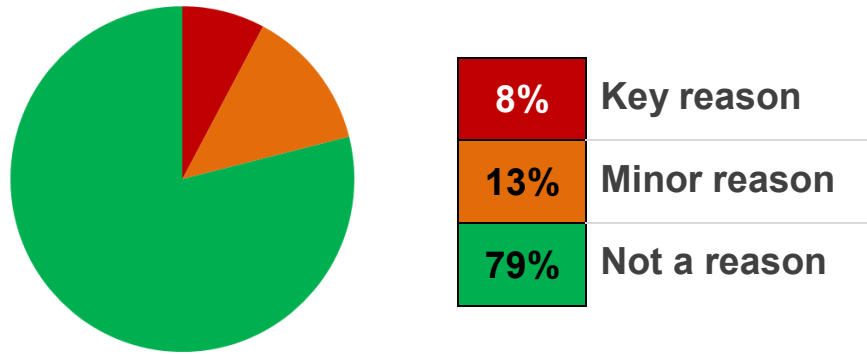
### (b) By question



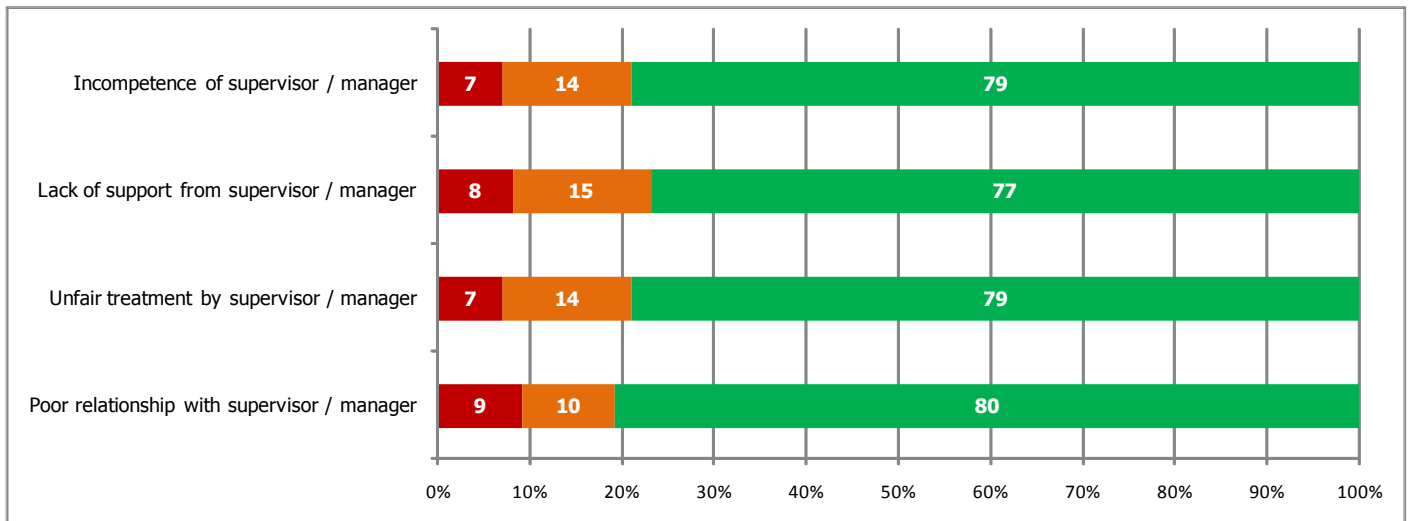
This area concerns the relationships leavers had with their manager (or supervisor). This includes whether the relationship was founded on mutual respect, and whether the respondents felt they could depend on the support and feedback of their manager.

## 12. Vertical Relationship

### (a) Overall



### (b) By question



This section details the leaving reasons by work area and top-level cluster. Leaving reasons are summarised as:

<b>K</b>	A <b>KEY</b> area of dissatisfaction that prompted the decision to leave. Numbers bolded and outlined represent <b>20%</b> or more of leavers.
<b>M</b>	A <b>MINOR</b> area of dissatisfaction (%).
<b>N</b>	<b>NOT</b> a reason for leaving or area of dissatisfaction. Organisational Strength. Numbers bolded and outlined represent <b>80%</b> or more of leavers.

## 1. The Job

		K	M	N
<b>Personal Growth</b>	Lack of training / development opportunities	18	20	63
	Lack of opportunities to gain new qualifications	13	24	63
	Work not challenging enough	<b>26</b>	26	47
<b>Job Satisfaction</b>	Boredom	27	28	46
	Mundane / routine work	<b>29</b>	25	46
	Insignificance of your role	18	23	59
<b>Independence</b>	Your skills did not match the job	17	21	63
	Lack of independence in carrying out the job	6	12	<b>82</b>
	Not given enough responsibility	12	22	67
	Restricted scope for trying new ways of working	8	19	73

## 2. The People

		K	M	N
<b>Cooperation</b>	Lack of teamwork / cooperation	12	21	67
	Conflict with colleagues	5	17	78
	Low morale	16	22	61
<b>Vertical Relationship</b>	Poor relationship with supervisor / manager	9	10	<b>80</b>
	Unfair treatment by supervisor / manager	7	14	79
	Lack of support from supervisor / manager	8	15	77
	Incompetence of supervisor / manager	7	14	79

This section details the leaving reasons by work area and top-level cluster. Leaving reasons are summarised as:

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## 3. The Transaction

		K	M	N
<b>Salary &amp; Rewards</b>	Inadequate level of pay	18	23	59
	More competitive salary available elsewhere	<b>24</b>	20	56
	Lack of relationship between job performance and reward	19	27	54
	Better benefits package available elsewhere	15	21	63
	Dissatisfaction with performance appraisal system	9	26	65
<b>Career Progression</b>	Lack of promotion opportunities	17	18	65
	Promotion too slow	14	11	74
	More senior position available elsewhere	11	14	75
<b>Loyalty &amp; Trust</b>	Unclear as to how to progress within the organisation	11	18	71
	Job not as advertised or described during recruitment	4	10	<b>86</b>
	Promises not kept by management	11	17	73
	Management did not act in the interests of staff	14	19	67
	Job was 'oversold' to you	3	10	<b>87</b>

## 4. The Organisation

		K	M	N
<b>Organisational Confidence</b>	Lack of job security	1	11	<b>88</b>
	Incompetence of colleagues	10	26	64
	Lack of confidence in the future of the organisation	7	13	<b>80</b>
	Poor communication by senior management	15	20	65
	Inefficient systems / processes	12	23	65
<b>Ethical Standards</b>	Harassment or bullying	1	10	<b>89</b>
	Unfair treatment because of your age, gender or ethnic origin	3	9	<b>88</b>
	Unethical business practices by the organisation	0	8	<b>92</b>
	Lack of belief in the purpose of the organisation	6	12	<b>82</b>

This section details the leaving reasons by work area and top-level cluster. Leaving reasons are summarised as:

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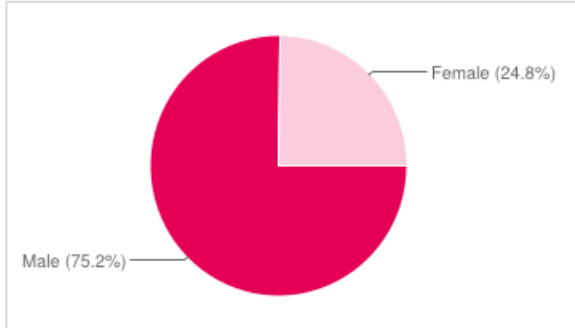
## 5. The Environment

		K	M	N
<b>Well-Being</b>	Inflexible working arrangements	19	19	61
	Excessive hours	8	16	76
	Poor work-life balance	17	19	64
	Excessive workload	7	14	79
	Job too stressful	6	16	78
<b>Working Conditions</b>	Unsafe working conditions	3	11	<b>87</b>
	Unreliable equipment	6	16	78
	Uncomfortable working environment	11	17	72
	Poor facilities (e.g. cafeteria, toilets, parking)	6	16	78

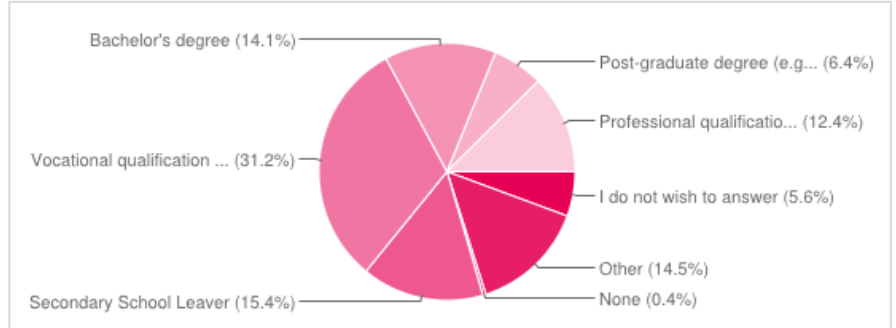
This section describes some of the demographic and organisational characteristics of the report group.

## Group profile

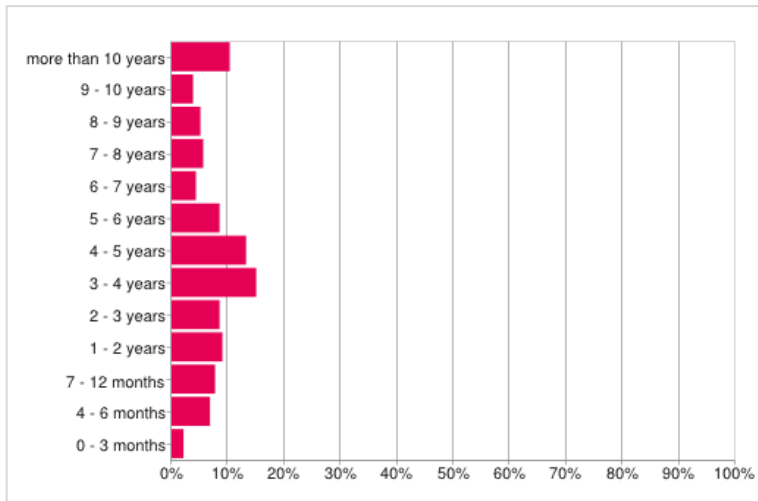
### Gender



### Education



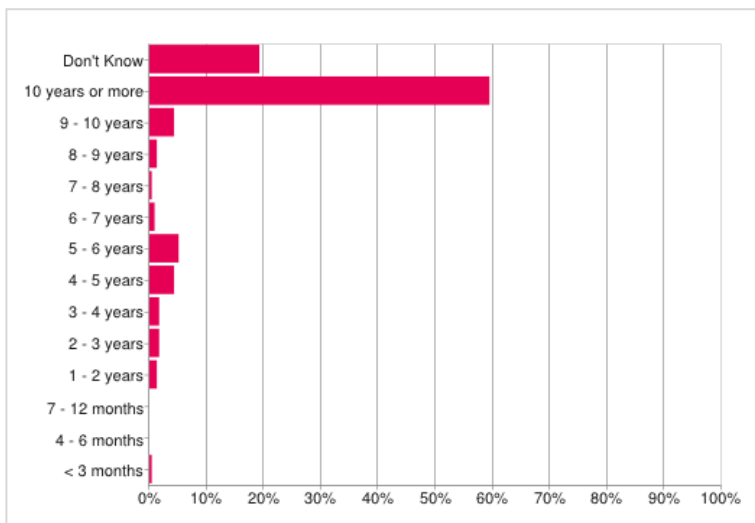
### Tenure



### Age

Age Range	N	%
20 or younger	1	0.4
21 - 25	22	9.4
26 - 30	59	25.2
31 - 35	57	24.4
36 - 40	43	18.4
41 - 45	30	12.8
46 - 50	12	5.1
51 - 55	5	2.1
56 - 60	3	1.3
61 or over	2	0.9
I do not wish to answer	0	0

### Intending to stay



>> Breakdown Group: Total Group (n=254)  
 >> Report Generated: 19/07/2012 14:25:15