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| REPORT REFERENCE NO. | HRMDC/14/7 |
| MEETING | HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE |
| DATE OF MEETING | 23 JULY 2014 |
| SUBJECT OF REPORT | RETAINED DUTY SYSTEM (RDS) LEAVER ANALYSIS |
| LEAD OFFICER | Director of People and Commercial Services |
| RECOMMENDATIONS | <i>That the report be noted,</i> |
| EXECUTIVE SUMMARY | <p>Turnover rates provide a measure of the health of an organisation. The Service introduced an exit interview policy so that it could obtain feedback from outgoing staff. The Service has been reducing the number of wholetime and support staff as part of its outcomes from the 2013 Corporate Plan and consequently the Service focus for monitoring staff turnover has been on the On-call (Retained Duty System). This has typically been an area of higher turnover and one where the time to recruit and to achieve full competency will be from 12 to 24 months. Another area of interest for the Service was whether there had been and change in turnover rates between males and females (previously, the turnover rate was higher for women). The difference in the proportion of leavers is now much closer but the numbers are too small to indicate whether this is statistically significant.</p> |
| RESOURCE IMPLICATIONS | Not applicable. |
| EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA) | The Service Leavers and Exit Interview policy has been subject to an ERBA. |
| APPENDICES | A. Turnover by Gender and Reason Categories |
| LIST OF BACKGROUND PAPERS | Nil. |

1. INTRODUCTION

- 1.1 Turnover rates provide a measure of the health of an organisation and whilst it is healthy to have some turnover, if the levels are excessive then it could suggest that there are underlying issues within the organisation. This can result in loss of skills and can mean that the Service is incurring increased recruitment and development costs.
- 1.2 The Service introduced an exit interview policy as part of its actions in response to the biannual Staff Survey, its corporate objective to be an Employer of Choice and its Equality Plan, *Safer Lives, Brighter Futures*.
- 1.3 In carrying out the exit interview policy, the Service aims to improve retention and recruitment levels through strategic analysis of data received from exit interviews, along with improving services to employees. The exit interview allows all employees leaving the Service to raise any concerns or issues they feel are important or need addressing and provides the Service with an ideal opportunity to gather feedback on the organisation. Employees may be positive about their employment and express satisfaction and fulfilment in their jobs and the organisation, however, there may also be areas of dissatisfaction.
- 1.4 The Service has been reducing the number of Wholetime and Support Staff as part of the outcomes of our 2013 Corporate Plans. The focus for monitoring staff turnover has, therefore, been on the On-call (Retained Duty System). The Service has been monitoring the rate of turnover and reasons for leaving the organisation since this has typically been an area of higher turnover and one where the time to recruit and to achieve full competency will be from 12 to 24 months.
- 1.5 The characteristic pattern of employee turnover is high for new starters, then decreasing. This pattern will vary in any single organisation and is known as the 'survival curve'. The Service had previously identified that the leaver rate for on-call staff was on the increase in 2010/11 and an exit leaver process was introduced to examine this in more detail. The exit interview process is voluntary but staff can choose to have the interview with their line manager or alternatively another manager, a Human Resources officer or they can complete a questionnaire.

2. RETAINED TURNOVER RATES

- 2.1 From 2007 our on-call leaver rates have typically been 7.7%, however the turnover rates have increased through 2012/13 to 2013/14 with total turnover at 8.64% and 9.31% as shown in the table below.

| | 2011/12 | | | 2012/13 | | | 2013/14 | | |
|--------|--------------------|---------------------|-------|--------------------|---------------------|-------|--------------------|---------------------|-------|
| | Employed on 1/4/11 | Leavers during year | % | Employed on 1/4/12 | Leavers during year | % | Employed on 1/4/13 | Leavers during year | % |
| Male | 1207 | 89 | 7.37 | 1171 | 96 | 8.20 | 1186 | 110 | 9.27 |
| Female | 48 | 7 | 14.58 | 44 | 9 | 20.45 | 38 | 4 | 10.53 |
| Total | 1255 | 96 | 7.65 | 1215 | 105 | 8.64 | 1224 | 114 | 9.31 |

- 2.2 The Service has reviewed the leaver data in January 2012, but although more information was available than previously, the majority of the leavers had left for personal reasons or not actually given a specific reason. At that time feedback from the Service Delivery Group had suggested that there had been a number of leavers due to the introduction of the Gartan availability system (which was introduced for performance management purposes). Work-life balance was also understandably another key reason.
- 2.3 Another concern at that time was that there had been a disproportionate increase in the number of female firefighter leavers. The Service therefore determined to revisit the categories that used for recording leaver data to see if the feedback that received could be improved.
- 2.4 As can be seen from the table above, the proportion of women leavers remains higher than for men but is much closer for 2013/14 when it was 10.53% for women and 9.27% for men.

3. ANALYSIS OF LEAVER REASONS

- 3.1 Since refining the interview documentation to derive more specific information, the reasons given are as per the tables in Appendix 1. While every effort is made to perform the interviews, or for a questionnaire to be completed, there is still a high proportion who decide not to give a reason (23% for both males and females).
- 3.2 None of the reasons for leaving are particularly surprising. The number leaving due to a management problem (including problems with colleagues) is, however, relatively small. There was an increase in the number of people leaving due to work-life balance - particularly females in 2011/12 - but this has dropped off since. Relocating and Career/Employment changes remain disproportionately high for females but the numbers are much too small for this to be a firm trend.

4. FUTURE REVIEW OF ON-CALL

- 4.1 As part of the preparations for the next corporate plan, the Service is reviewing the on-call working and contractual arrangements and intends to engage with staff as to how this can improve the working life for on-call staff. This should also improve the Service's ability to recruit and retain on-call staff. The Retained Firefighters Union (RFU) has also undertaken a national survey of its members into recruitment and retention and this information is also beneficial to the Service.

5. CONCLUSION

- 5.1 The Service has previously introduced an exit interview process and has subsequently improved this to support a more detailed analysis of the reasons for leaving. The results are not surprising but it has been useful to make the comparative assessments of the male and female population. The Service recognises that in future, it is likely to be considering how it uses new technology and this will potentially have an influence on the working arrangements for on-call staff as well.

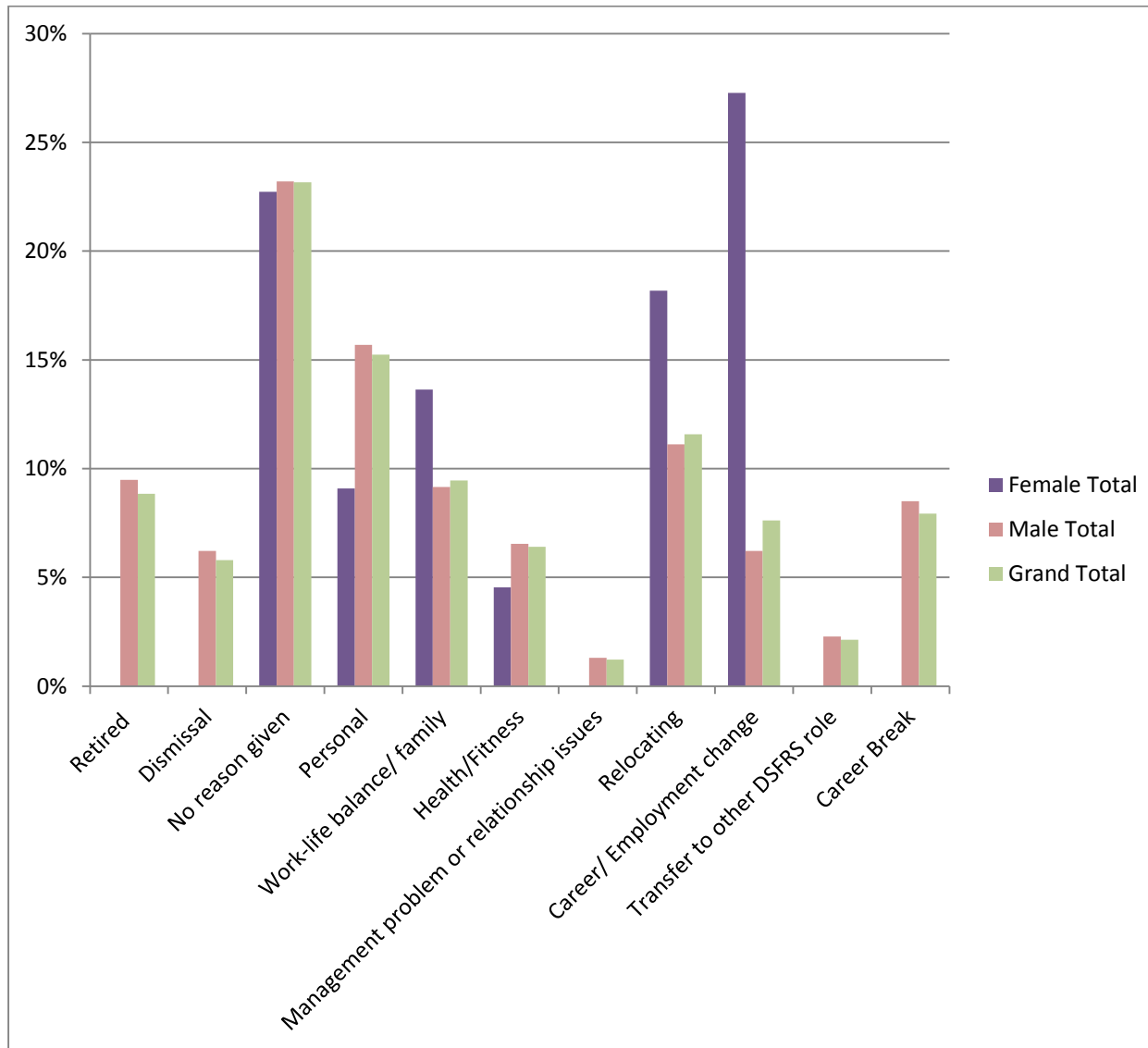
JANE SHERLOCK
Director of People and Commercial Services

APPENDIX A TO REPORT HRMDC/14/7

Turnover by Gender and Reason Categories

| Actual Numbers | Retired | Dismissal | No reason given | Personal | Work-life balance/ family | Health/Fitness | Management problem or relationship issues | Relocating | Career/ Employment change | Transfer to other DSFRS role | Career Break | Deceased | Total |
|-----------------------|----------------|------------------|------------------------|-----------------|----------------------------------|-----------------------|--|-------------------|----------------------------------|-------------------------------------|---------------------|-----------------|--------------|
| Female 2011/12 | 0 | 0 | 1 | 0 | 3 | 0 | 0 | 2 | 3 | 0 | 0 | 0 | 9 |
| Female 2012/13 | 0 | 0 | 4 | 0 | 0 | 1 | 0 | 1 | 2 | 0 | 0 | 1 | 9 |
| Female 2013/14 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 4 |
| Female Total | 0 | 0 | 5 | 2 | 3 | 1 | 0 | 4 | 6 | 0 | 0 | 1 | 22 |
| Male 2011/12 | 11 | 7 | 19 | 28 | 5 | 3 | 0 | 9 | 5 | 0 | 7 | 0 | 94 |
| Male 2012/13 | 7 | 5 | 26 | 5 | 10 | 11 | 1 | 10 | 7 | 4 | 13 | 0 | 99 |
| Male 2013/14 | 11 | 7 | 26 | 15 | 13 | 6 | 3 | 15 | 7 | 3 | 6 | 1 | 113 |
| Male Total | 29 | 19 | 71 | 48 | 28 | 20 | 4 | 34 | 19 | 7 | 26 | 1 | 306 |
| Grand Total | 29 | 19 | 76 | 50 | 31 | 21 | 4 | 38 | 25 | 7 | 26 | 2 | 328 |

| Percentages | Retired | Dismissal | No reason given | Personal | Work-life balance/ family | Health/Fitness | Management problem or relationship issues | Relocating | Career/ Employment change | Transfer to other DSFRS role | Career Break | Deceased | Total |
|---------------------|----------------|------------------|------------------------|-----------------|----------------------------------|-----------------------|--|-------------------|----------------------------------|-------------------------------------|---------------------|-----------------|--------------|
| Female 2011/2012 | 0% | 0% | 11% | 0% | 33% | 0% | 0% | 22% | 33% | 0% | 0% | 0% | 100% |
| Female 2012/2013 | 0% | 0% | 44% | 0% | 0% | 11% | 0% | 11% | 22% | 0% | 0% | 11% | 100% |
| Female 2013/2014 | 0% | 0% | 0% | 50% | 0% | 0% | 0% | 25% | 25% | 0% | 0% | 0% | 100% |
| Female Total | 0% | 0% | 23% | 9% | 14% | 5% | 0% | 18% | 27% | 0% | 0% | 5% | 100% |
| Male 2011/2012 | 12% | 7% | 20% | 30% | 5% | 3% | 0% | 10% | 5% | 0% | 7% | 0% | 100% |
| Male 2012/2013 | 7% | 5% | 26% | 5% | 10% | 11% | 1% | 10% | 7% | 4% | 13% | 0% | 100% |
| Male 2013/2014 | 10% | 6% | 23% | 13% | 12% | 5% | 3% | 13% | 6% | 3% | 5% | 1% | 100% |
| Male Total | 9% | 6% | 23% | 16% | 9% | 7% | 1% | 11% | 6% | 2% | 8% | 0% | 100% |
| Grand Total | 9% | 6% | 23% | 15% | 9% | 6% | 1% | 12% | 8% | 2% | 8% | 1% | 100% |



Turnover by Gender showing Reason Categories by Percentages – 2011/12 to 2013/14