



 <p>GIG CYMRU NHS WALES Iechyd Cyhoeddus Cymru Public Health Wales</p>	<p>Name of Meeting People and Organisational Development Committee</p> <p>Date of Meeting 09 July 2024</p> <p>Agenda item: 3.2b</p>
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<h2>Analysis of Unknown Leaving Reasons 01 January 2024 to 31 March 2024</h2>	
<p>Executive lead:</p>	<p>Neil Lewis, Director of People & OD</p>
<p>Author:</p>	<p>Joe O'Brien, Systems Manager</p>

<p>Approval/Scrutiny route:</p>	<p>N/A</p>
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<p>Purpose</p> <p>The purpose of the paper is to provide an analysis of Leavers data for the period 1 January 2024 to 31 March 2024. This paper also provides an explanation of the new process that has been developed to understand and address the issues of leaving reasons not being recorded accurately in ESR.</p>
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<p>Recommendation:</p>				
<p>APPROVE <input type="checkbox"/></p>	<p>CONSIDER <input checked="" type="checkbox"/></p>	<p>RECOMMEND <input type="checkbox"/></p>	<p>ADOPT <input type="checkbox"/></p>	<p>ASSURANCE <input checked="" type="checkbox"/></p>
<p>The Committee is asked to:</p> <ul style="list-style-type: none"> Receive the paper for information. 				



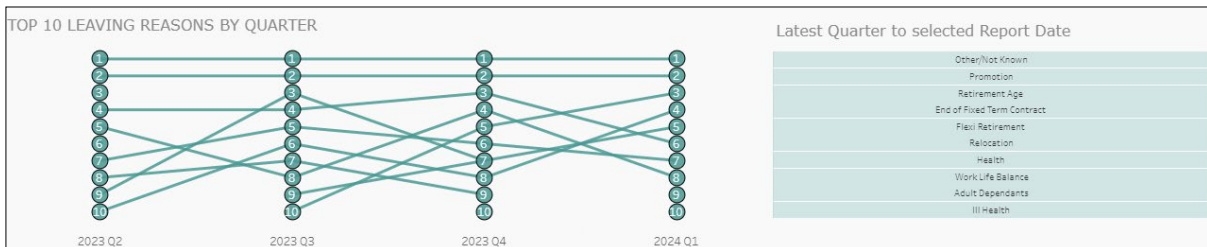
1. Purpose / situation

At the People and Organisational Development Committee Meeting held on the 11 April 2024, the Committee highlighted the high number of Leavers in the Performance and Assurance Dashboard who had a recorded Leaving Reason as 'Other/Not Known'. More detail was requested to provide assurance that the organisation accurately understands the reasons for staff turnover.

This paper provides an analysis of Leavers data for the period 1 January 2024 to 31 March 2024. This paper also provides an explanation of the new process that has been developed to understand and address the issues of leaving reasons not being recorded accurately in ESR.

2. Background

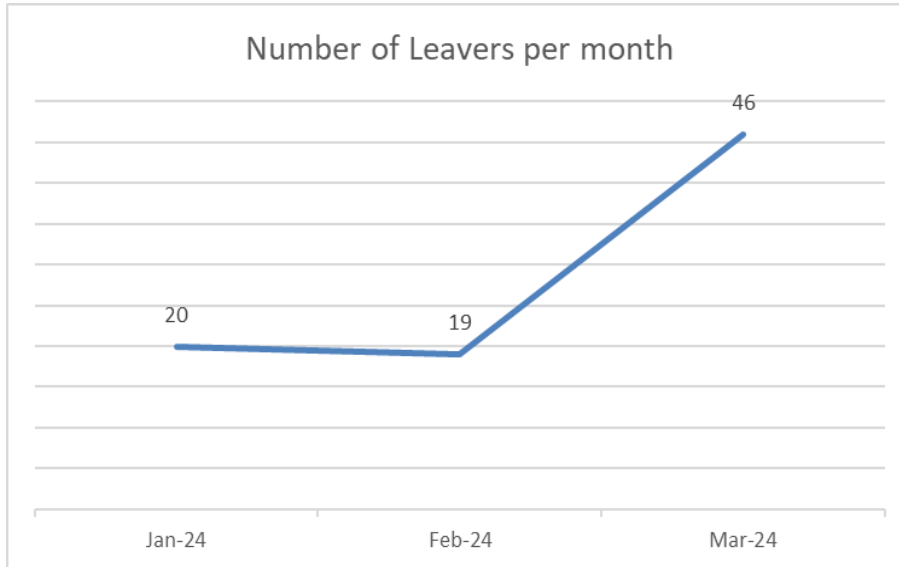
At the above-mentioned Committee Meeting, the Committee considered the Performance and Assurance Dashboards, which included a dashboard showing the most recent Staff Turnover data. The dashboard included a chart, shown below, which summarises the Top 10 Leaving Reasons by Quarter.



For the last 12 months, the most commonly recorded Leaving Reason each quarter has been 'Other/Not Known'. This has been highlighted with relevant colleagues across the People and OD Directorate, and a small working group has been set up to develop a new process, to understand and address the issues of leaving reasons not being recorded accurately in ESR.

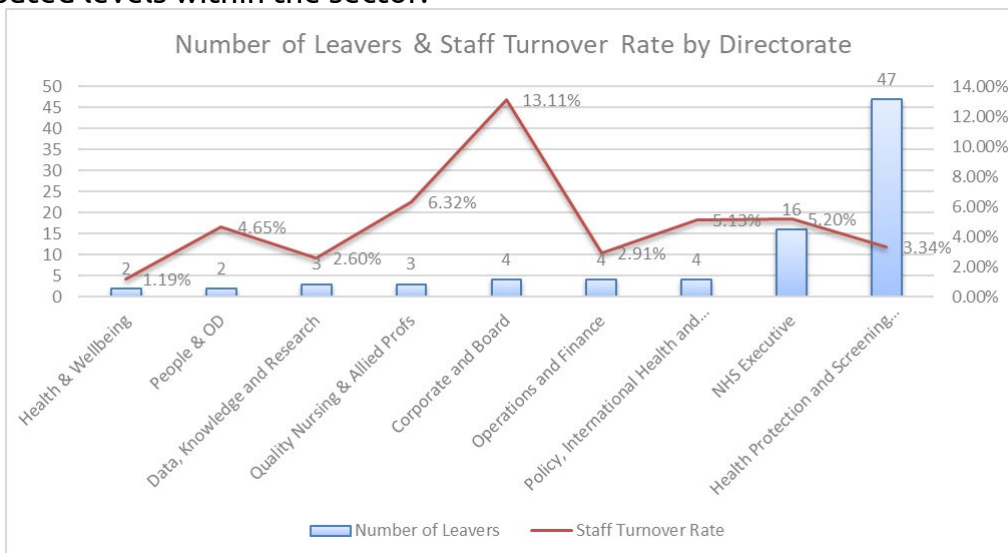
3. Description/Assessment

For the period 1 January to 31 March 2024, there were a total of 85 leavers, and this is broken down as follows:

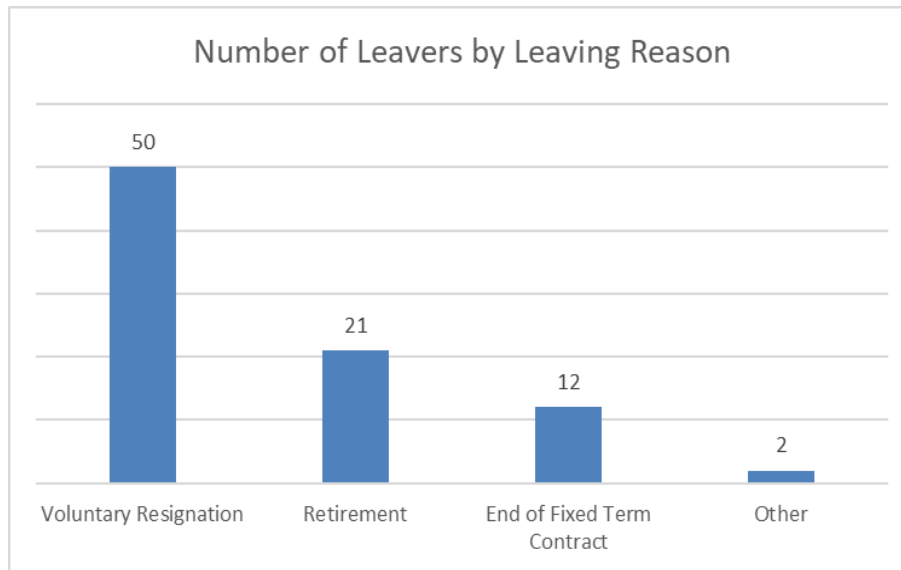


The increase in the number of leavers in March is expected, due to the number of fixed-term contracts that typically come to an end at this time of the year.

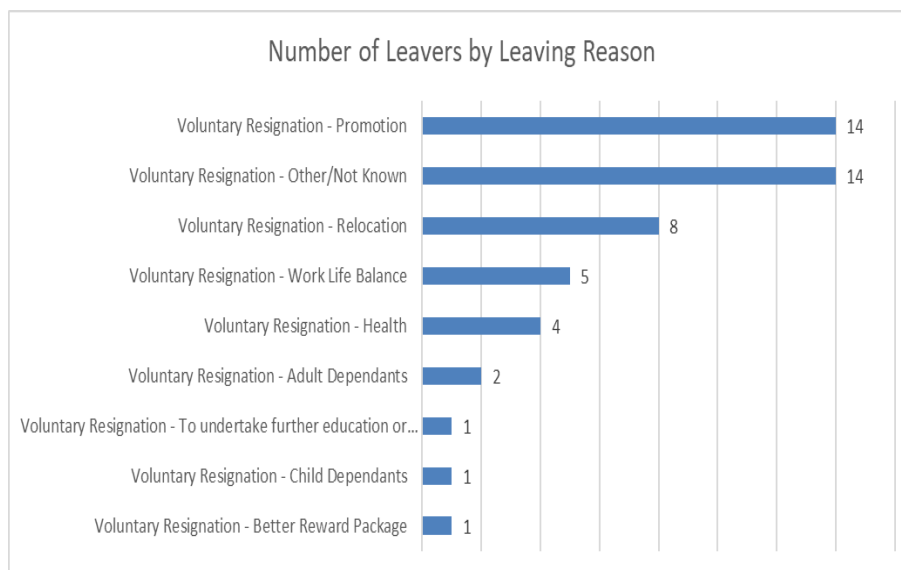
The chart below shows the number of leavers by Directorate. Although the total number of leavers in Health Protection and Screening Services Directorate is the highest, the proportion of leavers is comparable with other directorates (when accounting for the overall size of the directorate) and turnover is at expected/anticipated levels within the sector.



When analysing Leaving Reason data for the same period, the high-level Leaving Reasons show that the largest number of leavers (50) left due to 'Voluntary Resignation'.



The working group focussed on the 50 leavers who left due to 'Voluntary Resignation' and reviewed the next level of detail which explains more about the reasons for leaving.



When analysing Leaving Reason data for the period 1 January to 31 March 2024, the working group found the following:

- During this period there were a total of **85** leavers.
- **50** of the leavers left due to 'Voluntary Resignation'.
- **14** of these leavers left due to 'Promotion'.
- **8** left due to 'Relocation'.
- **14** were recorded as 'Other/Not Known'.



- The **14** leavers recorded as 'Other/Not Known' were from the following Directorates/ Divisions:
 - Corporate and Board – **1**
 - Data, Knowledge and Research – **1**
 - Health Protection and Screening Services – **7**
 - NHS Executive – **3**
 - Operations and Finance – **1**
 - Policy, International Health and WHO CC – **1**

The working group created a standardised email that was sent to the line managers of the above leavers, to request the reason why 'Other/Not Known' was selected in ESR.

All of the line managers responded to the email, explaining the reasons why 'Other/Not Known' had been selected in ESR. The most common reason was due to the line manager not knowing which leaving reason was the most suitable to select for the circumstances, so 'Other/Not Known' was selected as this was thought to be the 'easiest' option.

The working group has agreed to continue the above process, to review Leaving Reason data and contact line managers on a quarterly basis, and analysis of the leavers data for the period 1 April to 30 June 2024 will be completed by the middle of July.

Once in receipt of the latest responses from line managers, the working group will highlight the trends over the last 6 months, and develop supporting information for managers, that will be made available via the staff intranet, with the aim of reducing the number of leavers being recorded as 'Other/Not Known' and ensure that reasons for leaving are fully understood.

4. Recommendation

The Committee is asked to:

- Receive the paper for information.