

LastOpinion

Leavers analysis report

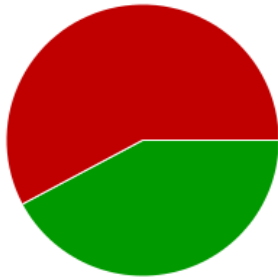


REPORT GENERATED:	14 JULY 2014
GROUP CATEGORY:	PERFORMANCE=4 & 5
GROUP SIZE:	251
DATE RANGE:	01/07/2013 - 30/06/2014
COMPANY NAME:	EY
SENSITIVITY	PRIVATE & CONFIDENTIAL



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 shown in the Leaving Group Profile.

1. Leaving Group Profile



N	%	
0	0	Involuntary
145	57.8	'Unhappy' Leavers
106	42.2	'Happy' Leavers

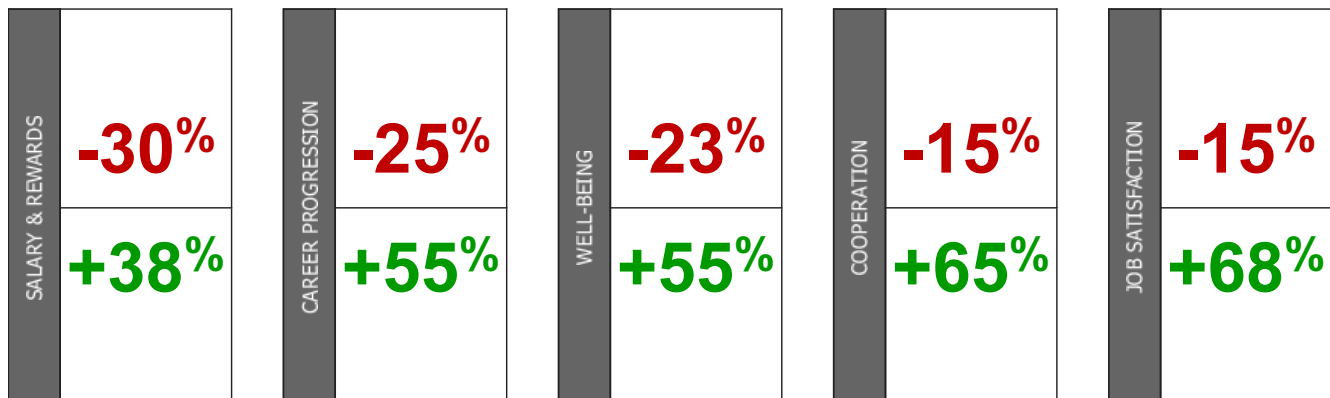
2. Top 5 Leaving Reasons

		%
1	Lack of relationship between job performance and reward	46
2	More competitive salary available elsewhere	36
3	Poor work-life balance	35
4	Excessive hours	29
5	Low morale	28

3. Top 5 Relative Strengths

		%
1	Unsafe working conditions	99
2	Unethical business practices by the organisation	96
3	Job not as advertised or described during recruitment	93
4	Lack of job security	92
5	Unfair treatment by supervisor / manager / counsellor	90

4. Dissatisfaction by Work Area (Top 5)



5. Job Dissatisfaction

N	%	
127	51	No
124	49	Yes

6. Org Dissatisfaction

N	%	
162	65	No
89	35	Yes

7. Re-hires

N	%	
35	14	No
216	86	Yes

Leavers who would work here again

8. Brand Impact

N	%	
24	10	- ve
227	90	+ ve

Leavers who would recommend this as a place to work

» Breakdown Group: Performance=4 & 5 (n=251)

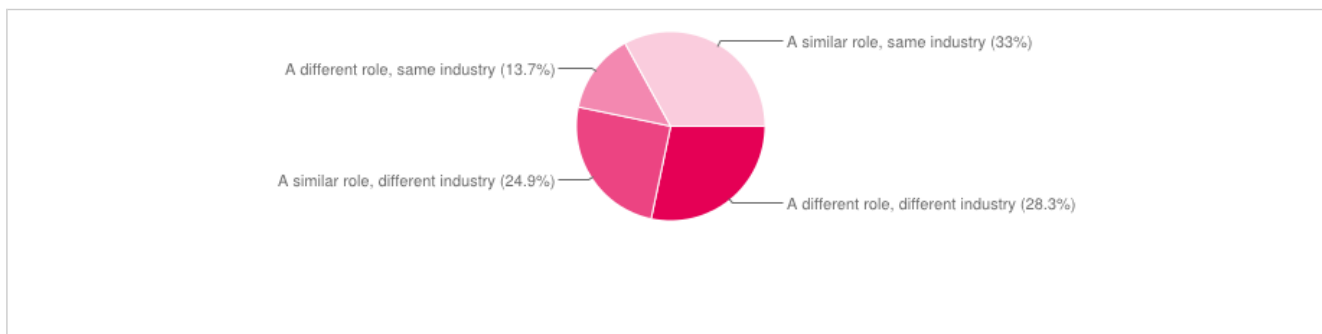
» Report Generated: 14/07/2014

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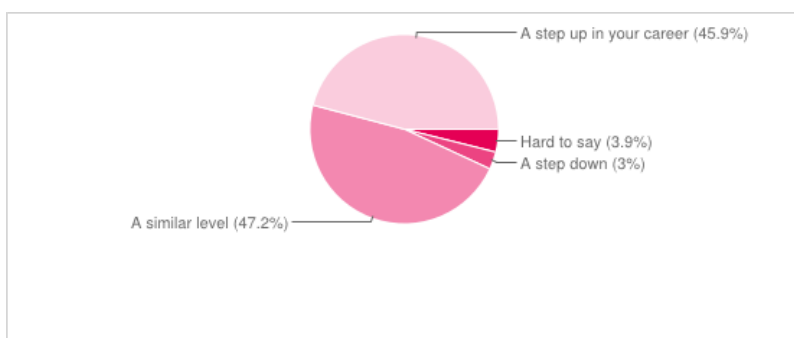
The Destination Profile is based on the 233 leavers who indicated they were moving to a new job.

Where are your leavers going?

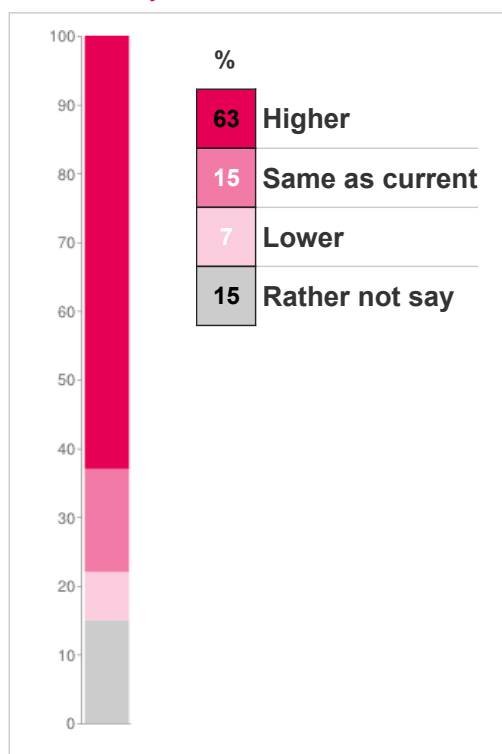
Type of Role



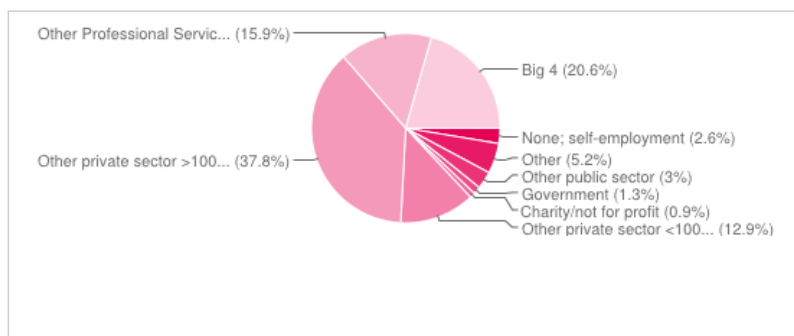
Level of Role



New Salary

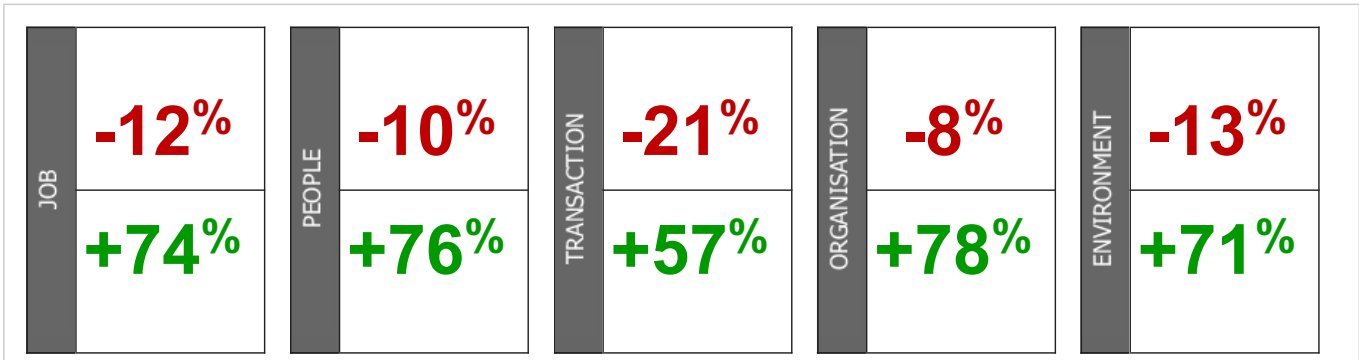


New Employer

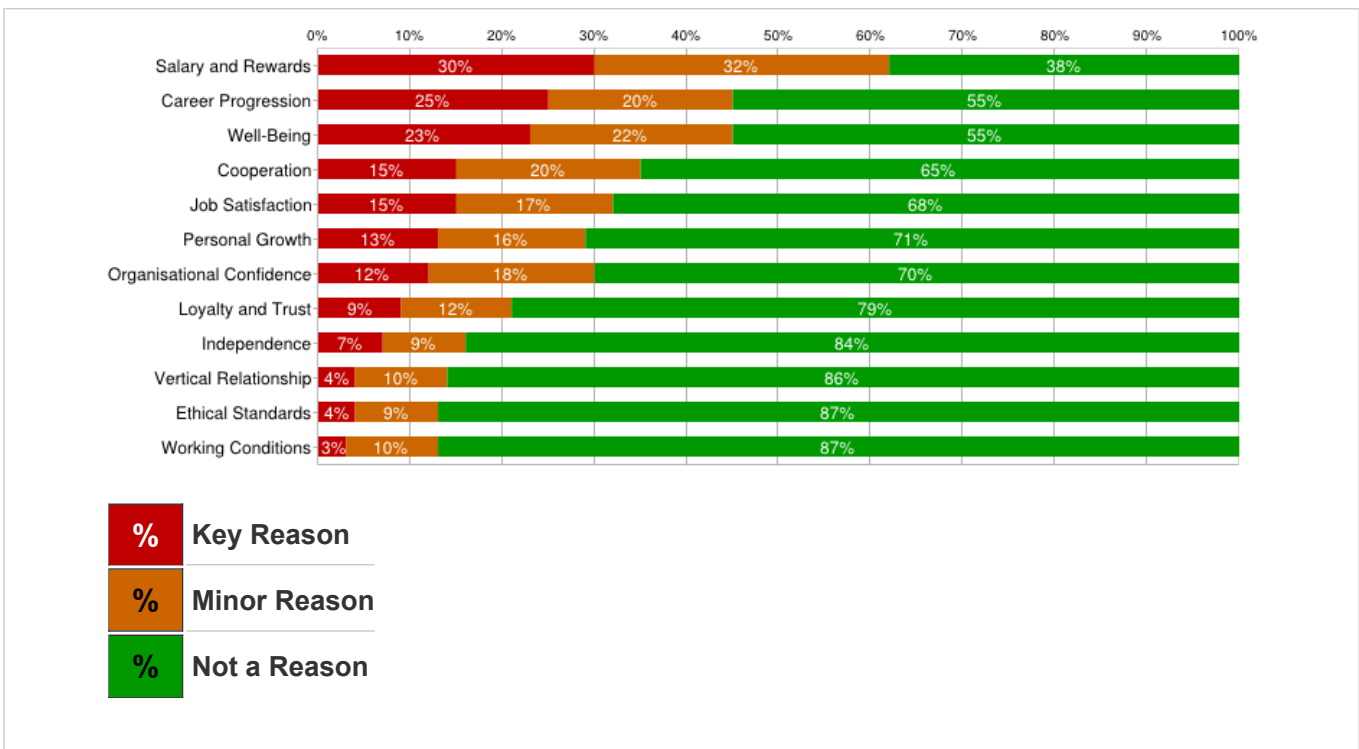


This section sets out how satisfied the leaving group was with twelve work related areas known to influence employee engagement and organisational commitment. Results are shown below by high-level clusters and by the work areas ranked in order of dissatisfaction.

1. Leaving Reasons by Cluster



2. Satisfaction by Work Area



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

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

3. Key Areas for Improvement

Key Reasons for Leaving (Key >= 20%)

		K	M	N	K+M
Salary & Rewards	Lack of relationship between job performance and reward	46	28	26	74
Salary & Rewards	More competitive salary available elsewhere	36	30	34	66
Well-Being	Poor work-life balance	35	25	40	60
Well-Being	Excessive hours	29	24	47	53
Cooperation	Low morale	28	29	43	57
Career Progression	Promotion too slow	27	21	52	48
Well-Being	Excessive workload	27	24	49	51
Salary & Rewards	Inadequate level of pay	26	34	40	60
Career Progression	Lack of promotion opportunities	26	21	53	47
Career Progression	More senior position available elsewhere	26	19	55	45
Salary & Rewards	Better benefits package available elsewhere	23	32	45	55
Career Progression	Unclear as to how to progress within the organisation	22	16	62	38
Salary & Rewards	Dissatisfied with performance management system	20	33	47	53
Organisational Confidence	Poor communication by senior management	20	26	54	46

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

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

3. Key Areas for Improvement (continued)

Main Sources of Dissatisfaction (K + M >= 40%)

		K	M	N	K+M
Salary & Rewards	Lack of relationship between job performance and reward	46	28	26	74
Salary & Rewards	More competitive salary available elsewhere	36	30	34	66
Salary & Rewards	Inadequate level of pay	26	34	40	60
Well-Being	Poor work-life balance	35	25	40	60
Cooperation	Low morale	28	29	43	57
Salary & Rewards	Better benefits package available elsewhere	23	32	45	55
Salary & Rewards	Dissatisfied with performance management system	20	33	47	53
Well-Being	Excessive hours	29	24	47	53
Well-Being	Excessive workload	27	24	49	51
Career Progression	Promotion too slow	27	21	52	48
Career Progression	Lack of promotion opportunities	26	21	53	47
Organisational Confidence	Poor communication by senior management	20	26	54	46
Career Progression	More senior position available elsewhere	26	19	55	45
Organisational Confidence	Inefficient systems / processes	18	24	58	42
Well-Being	Job too stressful	17	24	59	41

This section details the relative organisational strengths. Leaving reasons are summarised as:

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

4. Organisational Strengths

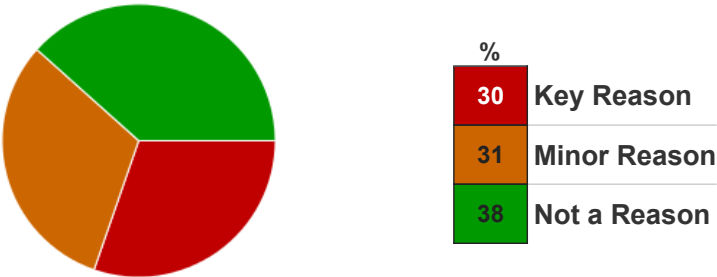
Relative Strengths (N >= 80%)

		K	M	N
Working Conditions	Unsafe working conditions	0	1	99
Ethical Standards	Unethical business practices by the organisation	1	3	96
Loyalty & Trust	Job not as advertised or described during recruitment	4	3	93
Organisational Confidence	Lack of job security	3	5	92
Vertical Relationship	Unfair treatment by supervisor / manager / counsellor	2	8	90
Loyalty & Trust	Job was 'oversold' to me	4	7	89
Ethical Standards	The environment created at EY did not feel like one where people with diverse backgrounds and/or experiences could succeed	3	8	89
Independence	Lack of independence in carrying out the job	4	8	88
Vertical Relationship	Poor relationship with supervisor / manager / counsellor	4	8	88
Working Conditions	Uncomfortable working environment	3	11	86
Job Satisfaction	My skills did not match the job	6	9	85
Ethical Standards	My personal values did not fit with the business	5	10	85
Independence	Unable to try new ways of working	6	9	85
Vertical Relationship	My supervisor / manager / counsellor did not address underperformance in others	5	10	85
Cooperation	Conflict with colleagues	4	12	84
Working Conditions	Hot desking arrangements	4	13	83
Personal Growth	Lack of opportunities to gain new qualifications	7	11	82
Vertical Relationship	Lack of support from supervisor / manager / counsellor	6	13	81
Working Conditions	Unreliable equipment	4	16	80

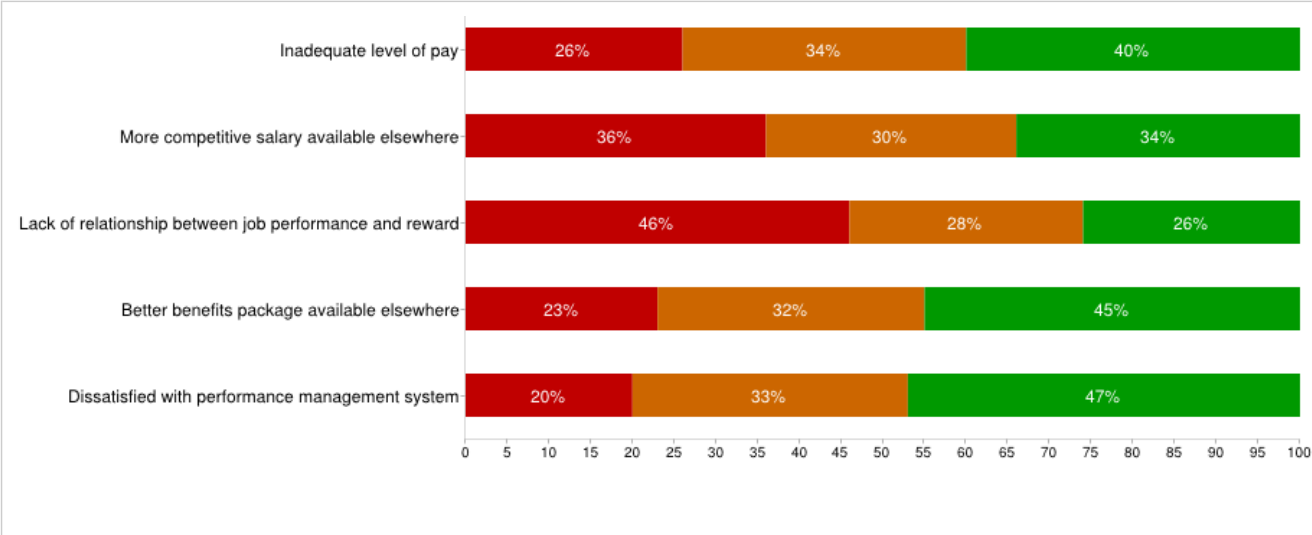
This area measures how the leavers felt about the salary, benefits and other rewards they received. It includes whether they perceived the reward systems as fair and appropriate, and how they felt about the link between performance and reward.

1. Salary & Rewards

(a) Overall



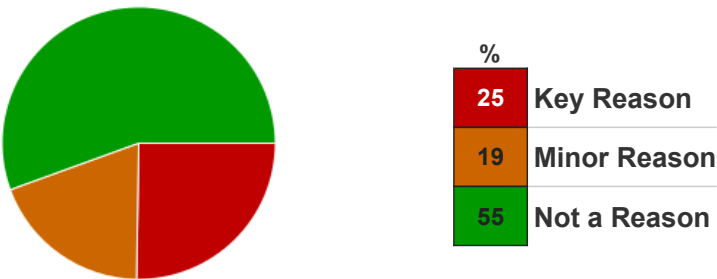
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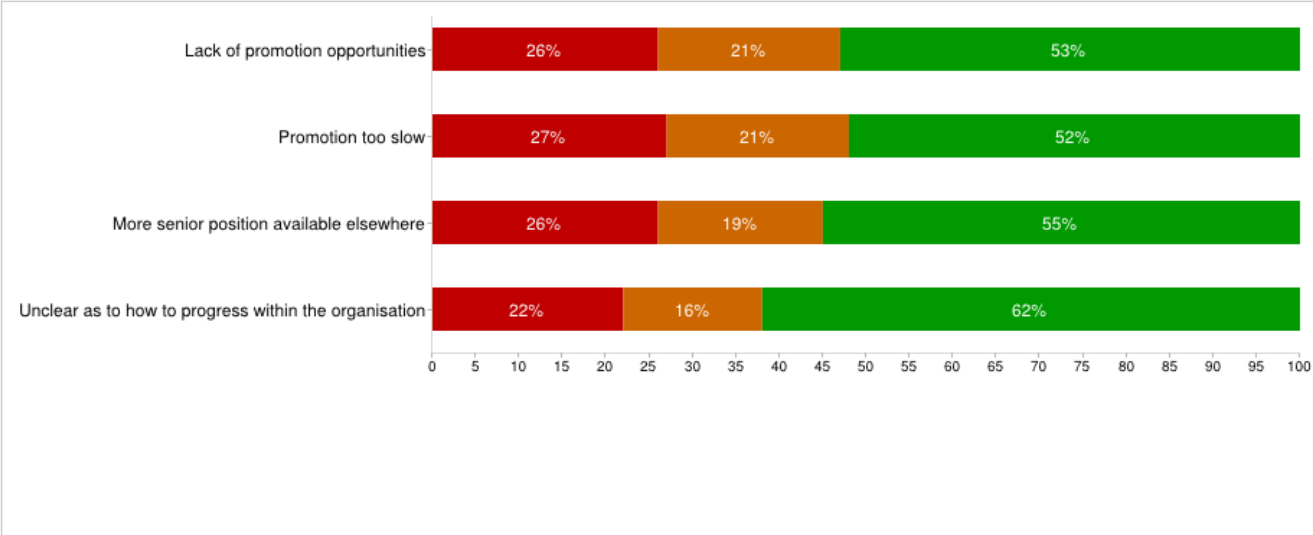
This area measures how satisfied leavers were with advancement within the organisation, in terms of promotion and career progression, including perceived opportunity and clarity of career paths.

2. Career Progression

(a) Overall



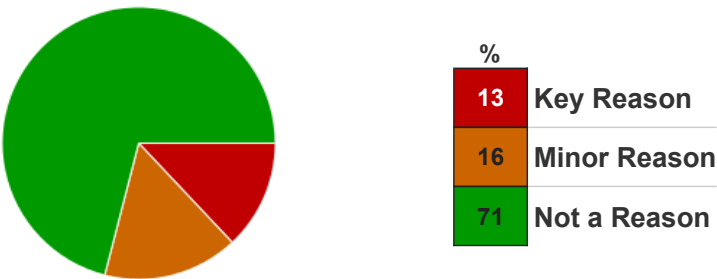
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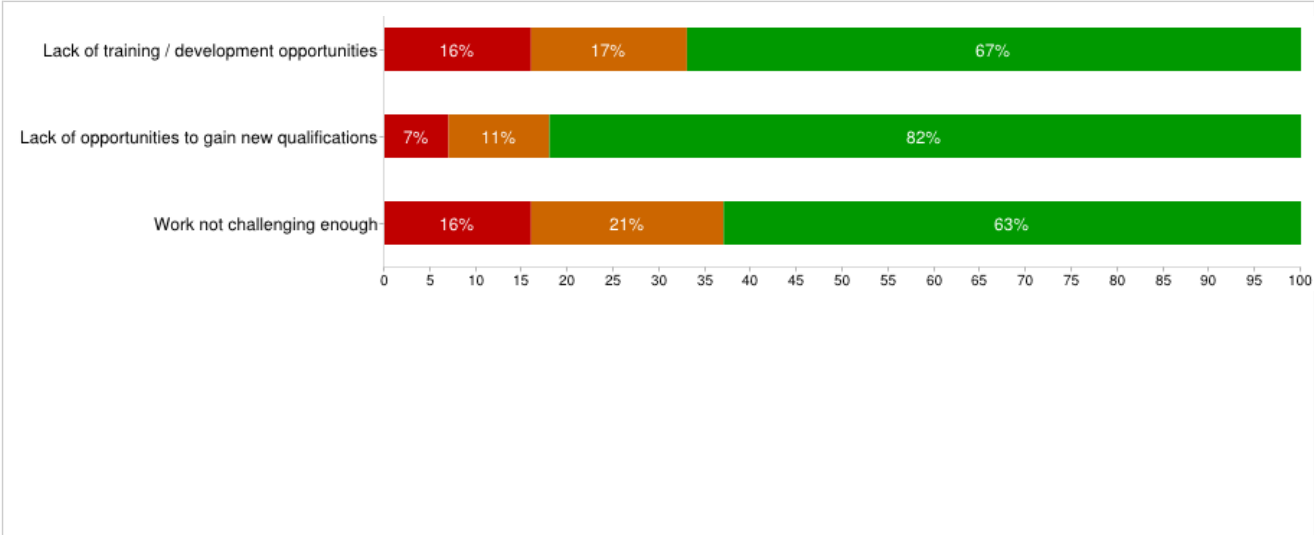
This area deals with how the leavers felt about their personal development. It includes how they felt about the availability and quality of training to develop their existing skills, as well as learning new ones.

3. Personal Growth

(a) Overall



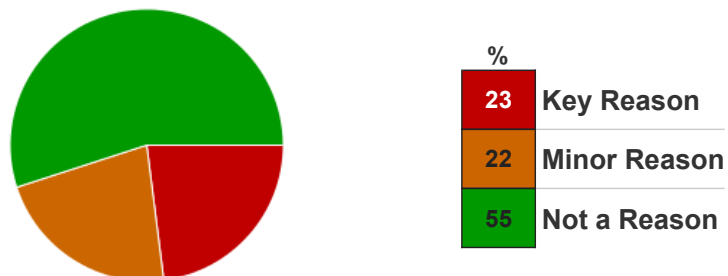
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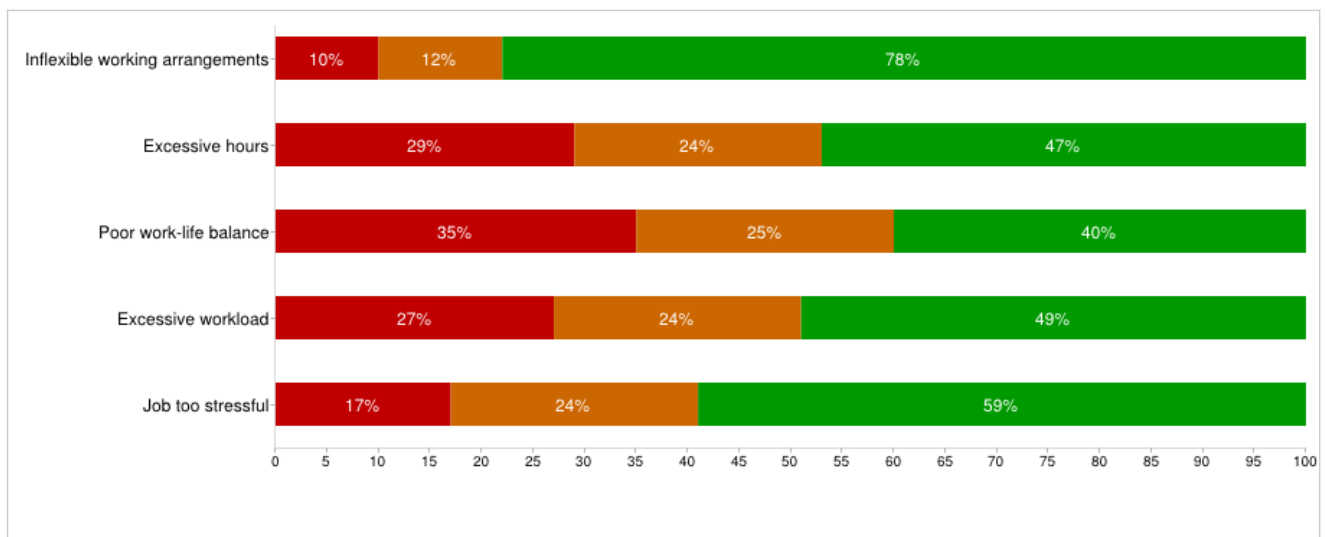
This area concerns the impact of the job on leavers, both physically and emotionally. It includes how stressful the leavers perceived the demands of the job, and the extent to which they felt able to cope.

4. Well-Being

(a) Overall



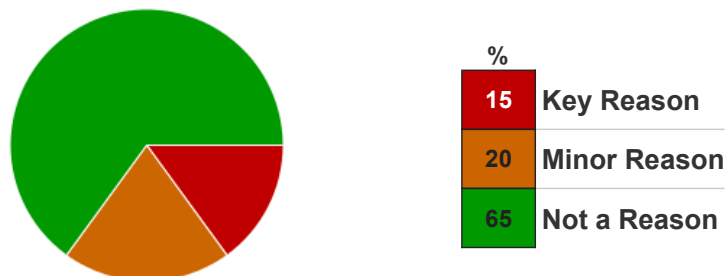
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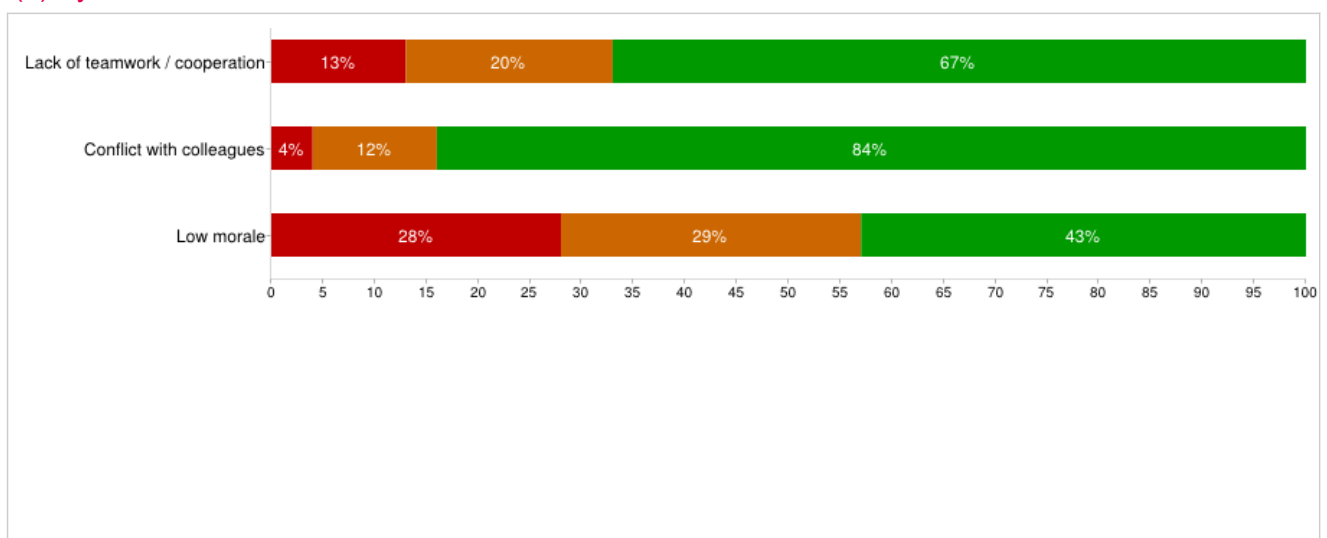
This area concerns how the leavers felt about their relationships with their colleagues and team members.

5. Cooperation

(a) Overall



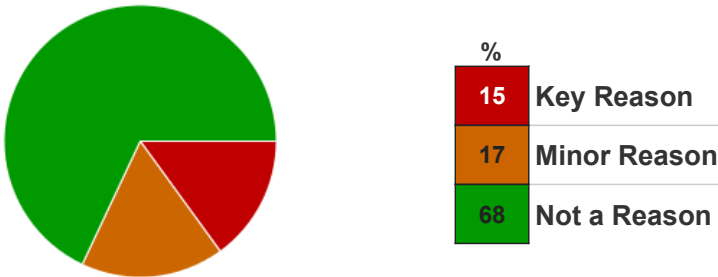
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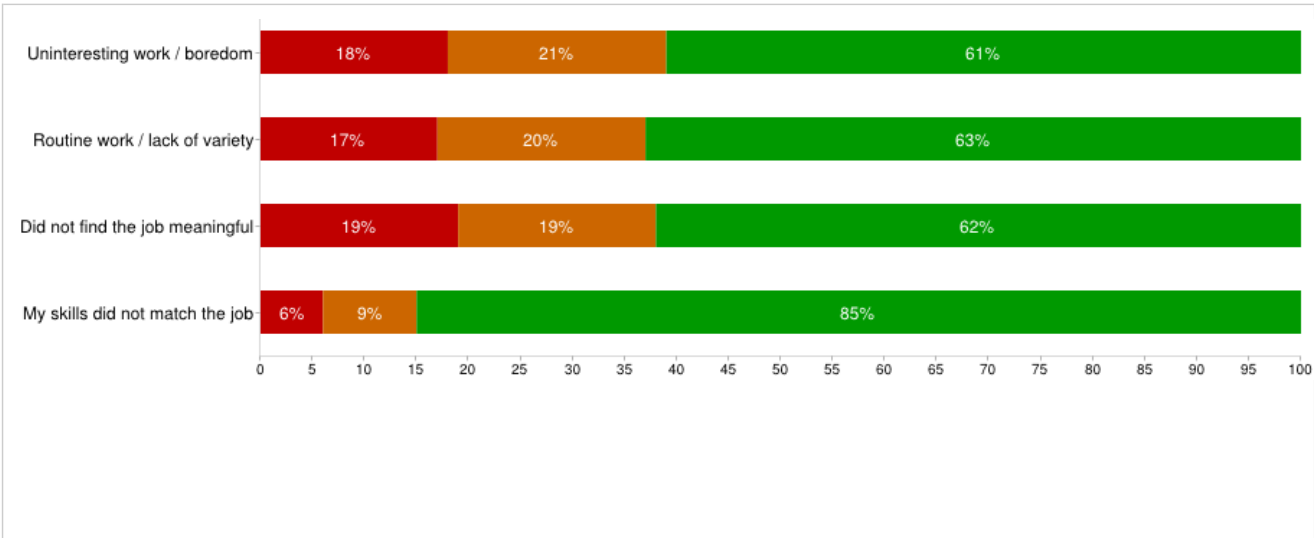
This section measures the amount of intrinsic satisfaction the leavers experienced actually performing their roles in your organisation.

6. Job Satisfaction

(a) Overall



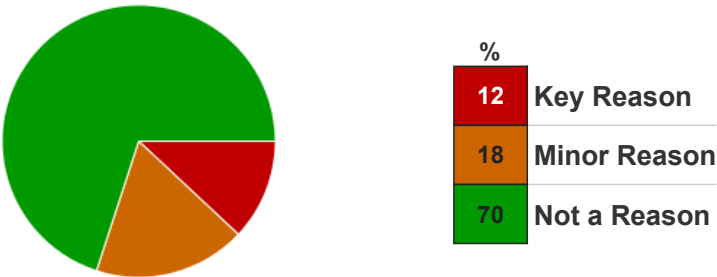
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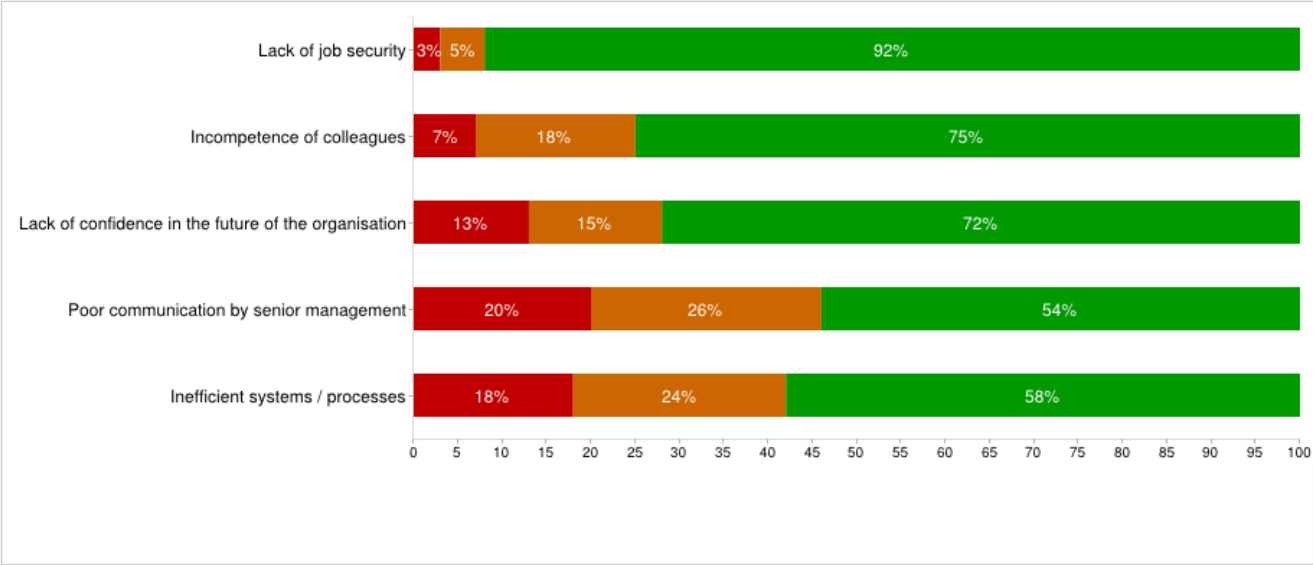
This area is about the amount of confidence leavers placed in the leadership of your organisation, including perceptions of decision-making by senior management. In addition, it measures how leavers perceived the competence of their co-workers and the future success of your organisation.

7. Organisational Confidence

(a) Overall



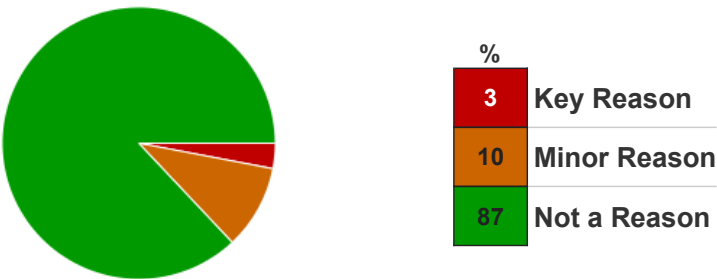
(b) By Question



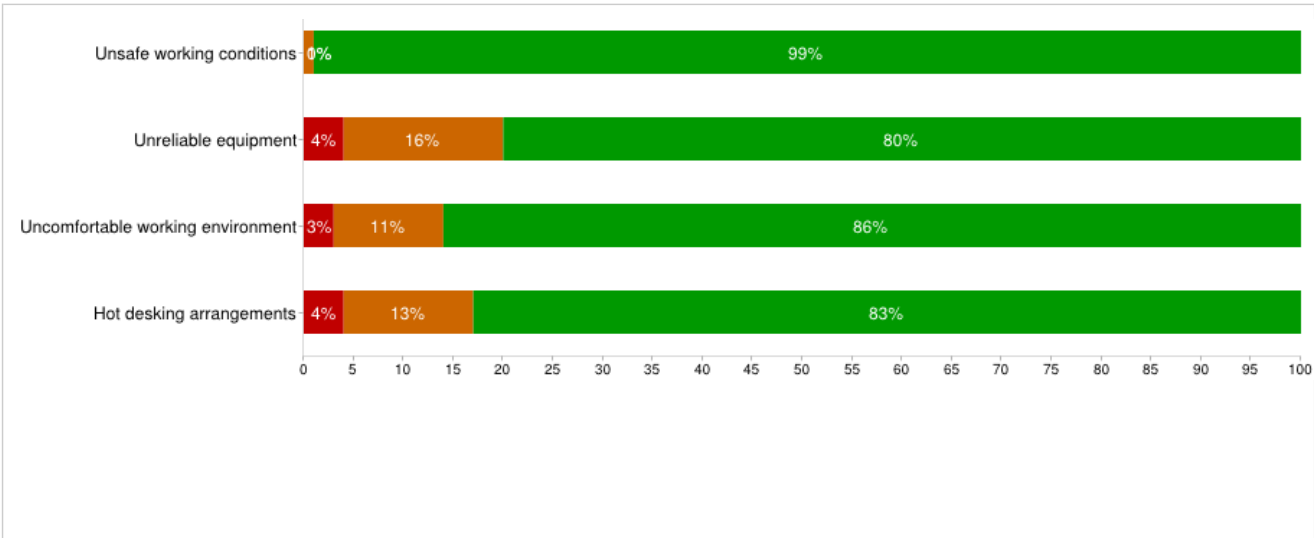
This area concerns the physical and procedural conditions of working in your organisation. It measures how comfortable and safe the leavers perceived the workplace, and the quality and reliability of the equipment provided for them to perform their jobs.

8. Working Conditions

(a) Overall



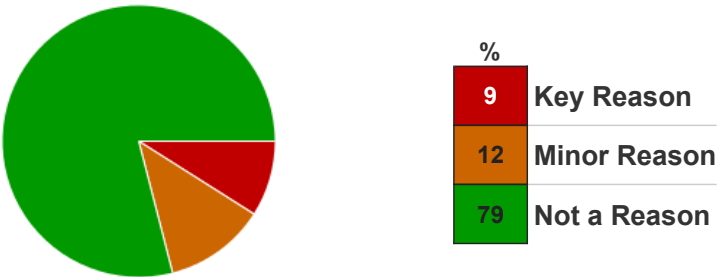
(b) By Question



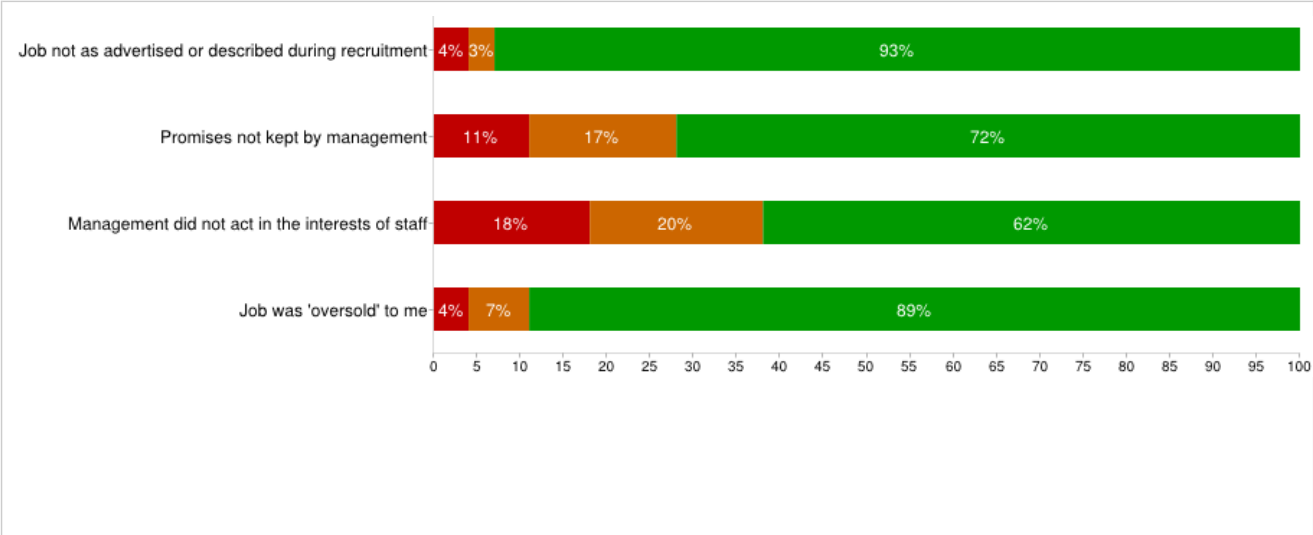
This area measures whether the leavers felt the relationship between employees and the organisation was based on loyalty and trust.

9. Loyalty & Trust

(a) Overall



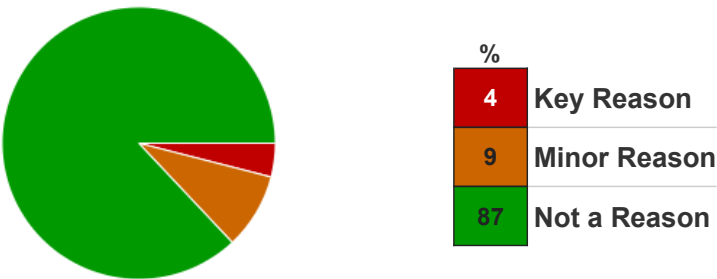
(b) By Question



This section concerns how the leavers perceived your organisation's ethical standards and whether they perceived your organisation as an enforcer of equal opportunities and diversity, treating employees with fairness and respect.

10. Ethical Standards

(a) Overall



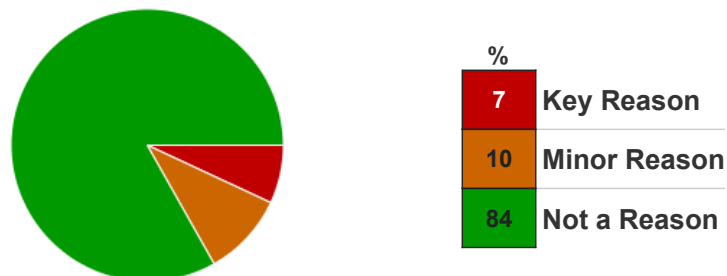
(b) By Question



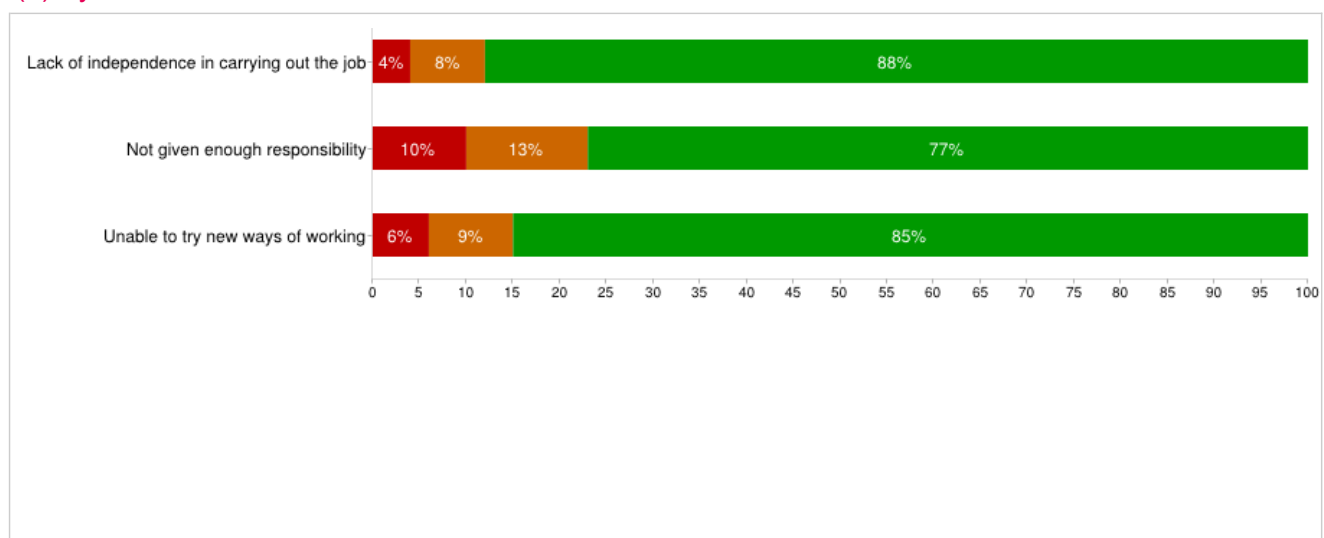
This area measures the extent to which the leavers felt free to organise their own work and set their own goals. This area also measures the extent to which leavers could use their initiative and innovation by experimenting with different ways of working.

11. Independence

(a) Overall



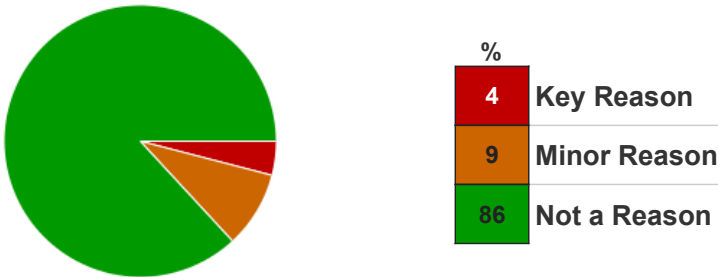
(b) By Question



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:

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

1. The Job

		K	M	N
Personal Growth	Lack of training / development opportunities	16	17	67
	Lack of opportunities to gain new qualifications	7	11	82
	Work not challenging enough	16	21	63
Job Satisfaction	Uninteresting work / boredom	18	21	61
	Routine work / lack of variety	17	20	63
	Did not find the job meaningful	19	19	62
	My skills did not match the job	6	9	85
Independence	Lack of independence in carrying out the job	4	8	88
	Not given enough responsibility	10	13	77
	Unable to try new ways of working	6	9	85

2. The People

		K	M	N
Cooperation	Lack of teamwork / cooperation	13	20	67
	Conflict with colleagues	4	12	84
	Low morale	28	29	43
Vertical Relationship	Poor relationship with supervisor / manager / counsellor	4	8	88
	Unfair treatment by supervisor / manager / counsellor	2	8	90
	Lack of support from supervisor / manager / counsellor	6	13	81
	My supervisor / manager / counsellor did not address underperformance in others	5	10	85

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

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M	A MINOR area of dissatisfaction (%).
N	NOT a reason for leaving or area of dissatisfaction. Organisational Strength. Numbers bolded and outlined represent 80% or more of leavers.

3. The Transaction

		K	M	N
Salary & Rewards	Inadequate level of pay	26	34	40
	More competitive salary available elsewhere	36	30	34
	Lack of relationship between job performance and reward	46	28	26
	Better benefits package available elsewhere	23	32	45
	Dissatisfied with performance management system	20	33	47
Career Progression	Lack of promotion opportunities	26	21	53
	Promotion too slow	27	21	52
	More senior position available elsewhere	26	19	55
	Unclear as to how to progress within the organisation	22	16	62
Loyalty & Trust	Job not as advertised or described during recruitment	4	3	93
	Promises not kept by management	11	17	72
	Management did not act in the interests of staff	18	20	62
	Job was 'oversold' to me	4	7	89

4. The Organisation

		K	M	N
Organisational Confidence	Lack of job security	3	5	92
	Incompetence of colleagues	7	18	75
	Lack of confidence in the future of the organisation	13	15	72
	Poor communication by senior management	20	26	54
	Inefficient systems / processes	18	24	58
Ethical Standards	My personal values did not fit with the business	5	10	85
	The environment created at EY did not feel like one where people with diverse backgrounds and/or experiences could succeed	3	8	89
	Unethical business practices by the organisation	1	3	96
	Lack of belief in the purpose of the organisation	6	15	79

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

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N	NOT a reason for leaving or area of dissatisfaction. Organisational Strength. Numbers bolded and outlined represent 80% or more of leavers.

5. The Environment

		K	M	N
Well-Being	Inflexible working arrangements	10	12	78
	Excessive hours	29	24	47
	Poor work-life balance	35	25	40
	Excessive workload	27	24	49
	Job too stressful	17	24	59
Working Conditions	Unsafe working conditions	0	1	99
	Unreliable equipment	4	16	80
	Uncomfortable working environment	3	11	86
	Hot desking arrangements	4	13	83