

A hand is shown on the left side of the image, reaching towards a glowing digital network structure. The network consists of numerous white dots connected by thin white lines, forming a complex, interconnected web. A bright orange and yellow light source is positioned at the center of the network, creating a lens flare effect. The background is a dark blue gradient.

# SBUHB Turnover Analysis November 2022

Workforce Digital data analysis

# Context

- Report commissioned Q1 due to elevated Turnover data over several months
- What is Turnover?

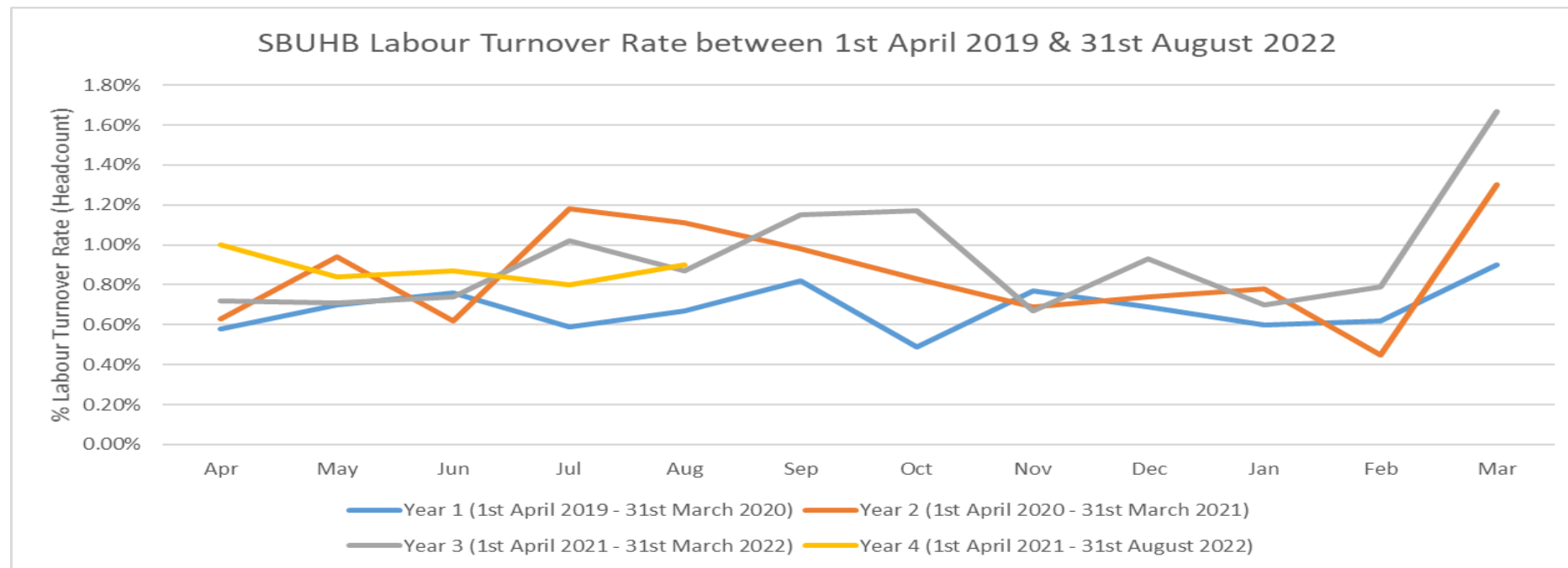
The number of leavers versus employee Headcount

- The report aims to answer three questions
  - Has Turnover increased and become an outlier in comparison to previous years?
  - If yes, why has Turnover increased?
  - What recommendations can be made to further our knowledge or offer solutions?
- The data starts April 2019 and ends August 2022



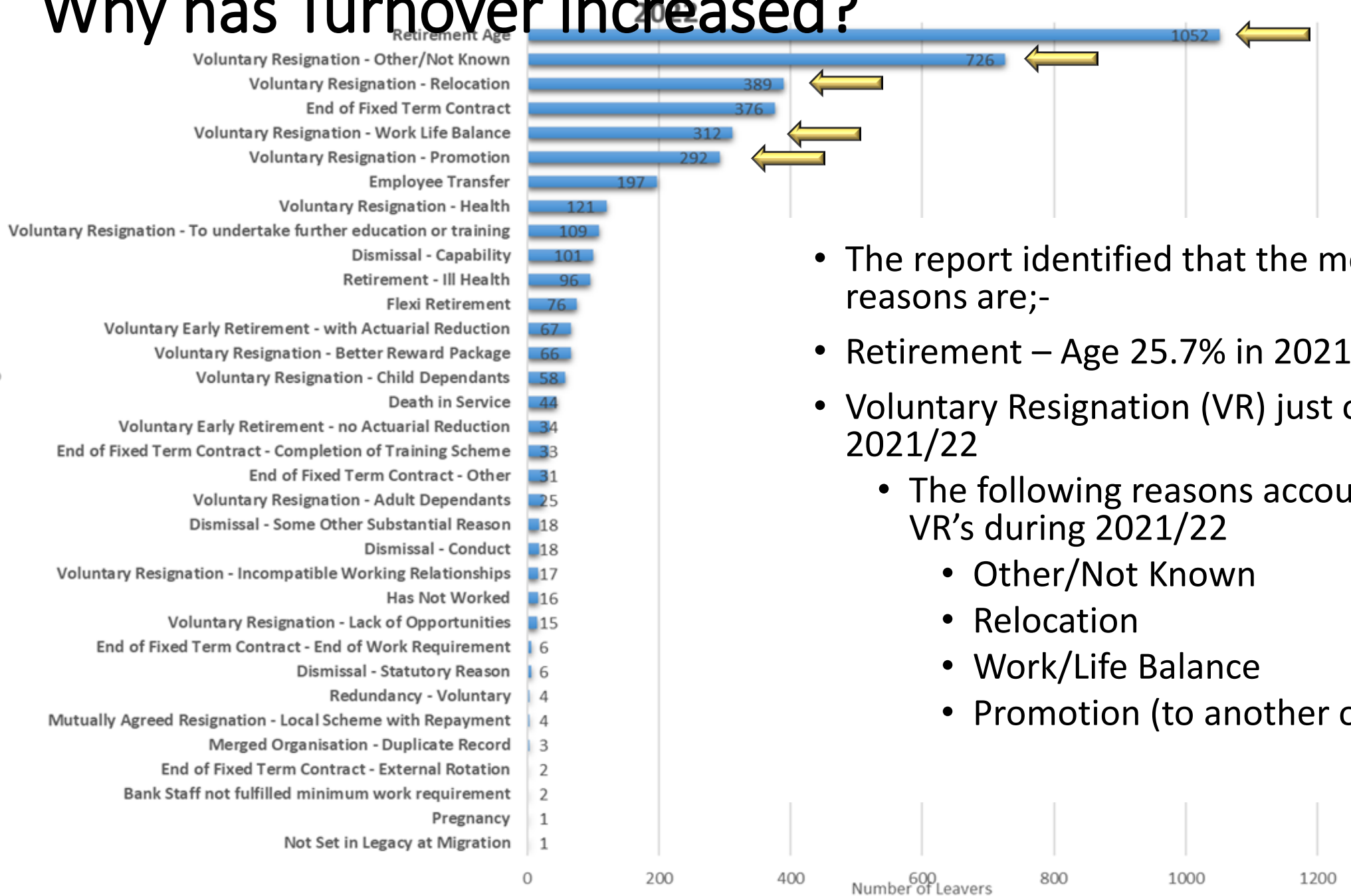
# Is Turnover an outlier in comparison to previous years?

- Turnover patterns are elevated in comparison to previous years
- Normal seasonal variation would lead us to expect March, and July to October to be above average
- Even considering normal seasonal increases, March 2022 rose significantly over previous years
- In 2022 the entire period April to June (yellow line year 4) was above average, and again in August, with only July reducing below average
  - This period demonstrates an 18% total increase over the same period last year



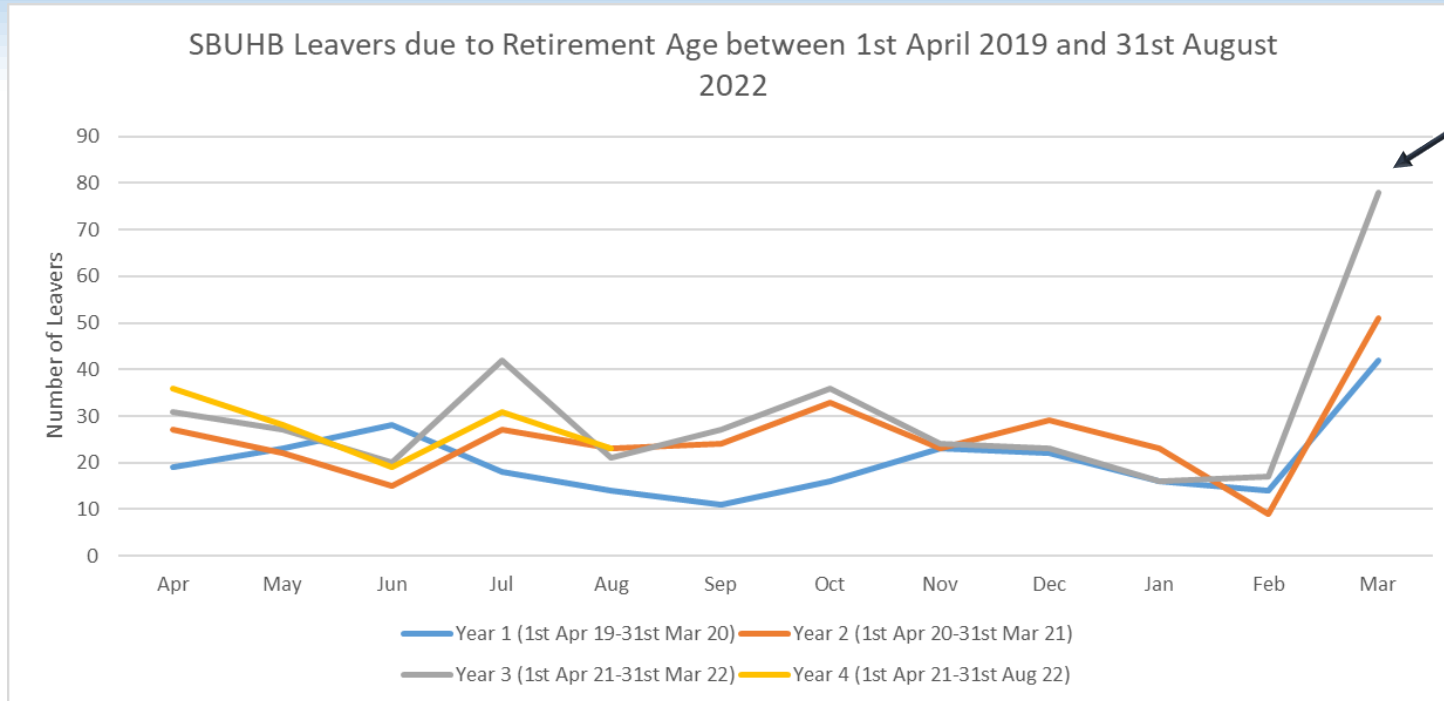
# Why has Turnover increased?

Number of Leavers by Reason for Leaving between 1st April 2019 & 31st August



- The report identified that the most prominent reasons are;-
- Retirement – Age 25.7% in 2021/22
- Voluntary Resignation (VR) just over half 52% in 2021/22
  - The following reasons account for 81% of all VR's during 2021/22
    - Other/Not Known
    - Relocation
    - Work/Life Balance
    - Promotion (to another organisation)

# Retirement - Age

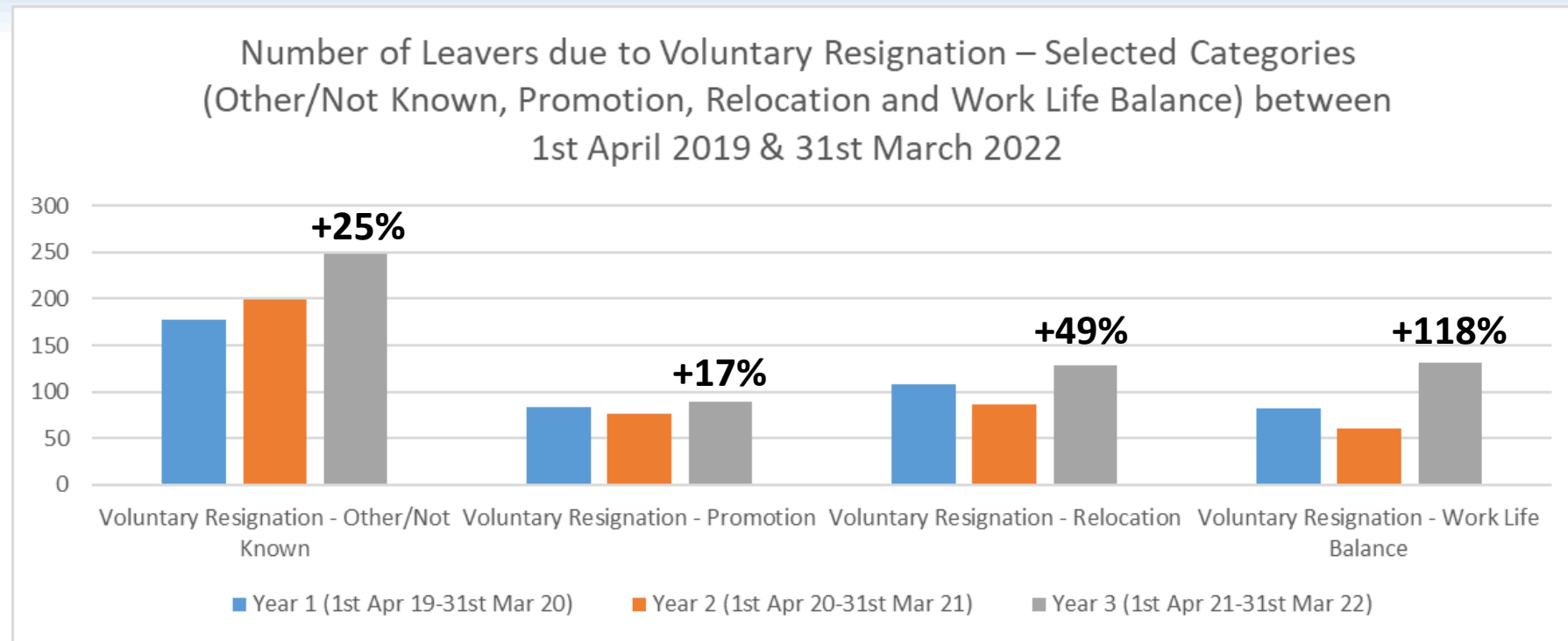


- March 2022 saw a unusually high number of Retirements even against seasonal norms (81% higher than in March 2020 and 52% higher than in March 2021)
- 40% of Retirements in 2021/22 were NMC Registered staff

Why?

- Changes in T's and C's for pensions – McCloud remedy ended Special Class Status for NMC and AHP in March 2022, and closed the 1995 and 2008 schemes
- Extension of COVID arrangements which removed abatement for retire and returns
- 77% of retirees in March 2022 returned within 45 days of which 60% were NMC
  - Typically approx. 50% of all Retire and Returns tend to be NMC Registered staff

# Voluntary Resignation (VR)



- Leavers due to Voluntary Resignation Categories Other/Not Known, Promotion, Relocation and Work Life Balance account for almost 40% of all leavers between 1<sup>st</sup> April 2019 and 31<sup>st</sup> August 2022.
- All four key categories increased over the previous year as shown on the diagram
- These categories are explored in more detail in the following slides



# VR – Other/Not Known



- The largest sub-reason within VR, accounting for 33.6% of leavers for VR in 2021/22 and 17.7% of total Leavers
- By definition, further analysis and extrapolation is denied due to lack of information associated with this category
- Total of 31 specific categories available for selection when processing terminations – the use of ‘Other/Not Known’ should be restricted to very niche scenarios

# VR – Work/Life Balance

- Represents 18% of leavers by VR in 2021/22 and 9.3% of total Leavers
- Flexible Working Policy exists – no data gathered
- Data on changes of contracted hours indicates that 52% of changes to hours resulted in reductions in 2021/22
  - Year on year increase in number of successful applications for reduction in hours recorded
  - Data does not record how many applications were rejected
- Bank and Agency usage has increased and it may be perceived that this avenue offers a better rewards package in combination with more flexible work life balance





# VR - Promotion



- Represents 13% of all leavers by VR in 2021/22 and 6.3% of total Leavers
- Increase on previous year by 15%

However...

- Leavers figures will be offset by incoming IAT's – 40% of all new starters over the reporting period were from other HB's

- Low evidence of data corruption – few examples of employees incorrectly categorised
- Possibility that individual perspectives changed as a result of COVID working and people breaking outside of comfort zones
- Can be viewed as a positive, where SBUHB is providing development for staff, which prepares them for career progression

# VR - Relocation

- Accounts for 18% of all leavers by VR in 2021/22 and 9.1% of total Leavers
- We suspect that this data is corrupted and over-used

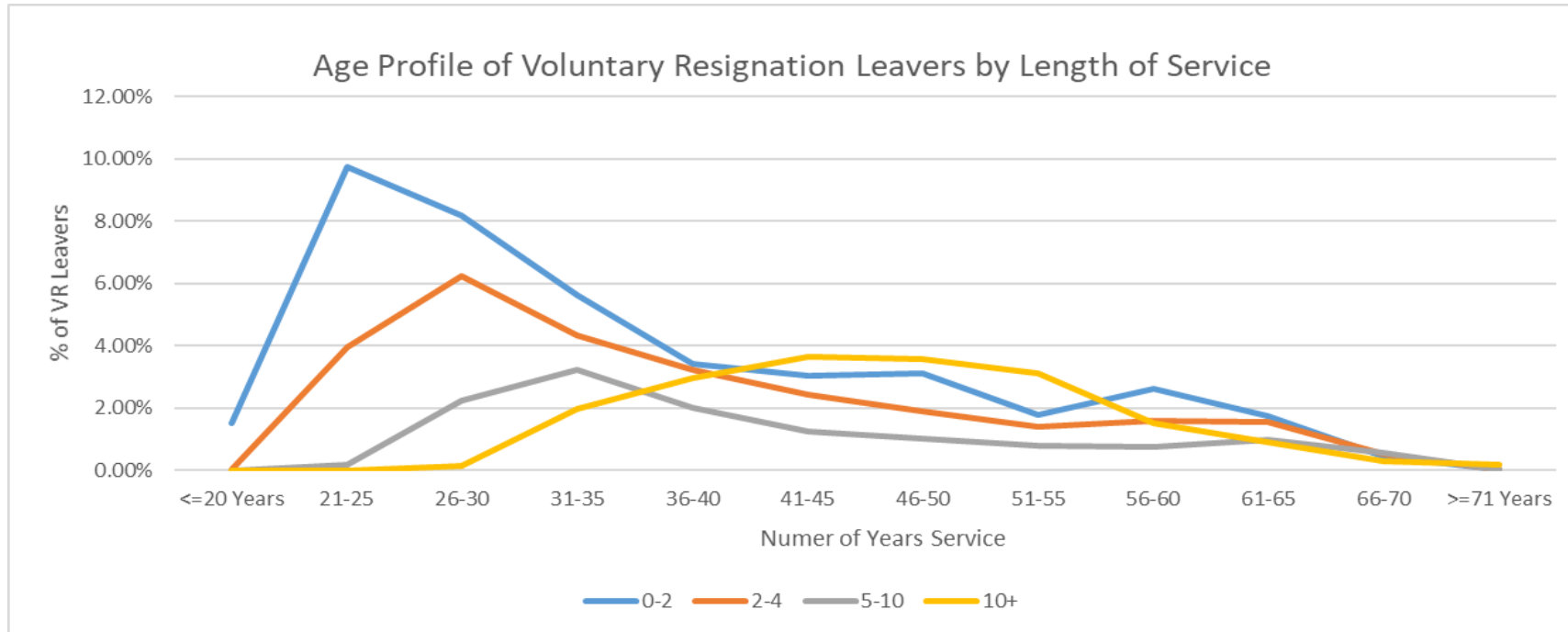
## What is a Relocation?

- A physical relocation rendering it unviable for the individual to continue working at their current HB
- This figure appears inflated considering that SBUHB is relatively small geographically, and flanked by three neighbouring HB's all of which are within commuting distance of most employees
- Category possibly being used to describe a simple transfer to a neighbouring HB



# Other notable patterns

## Attrition related to length of service



- Voluntary Resignation leavers are clustered heavily in the first 2 years of service with 28% of all leavers aged <40 years, and if we extend the timeline to the first 5 years of service the rate increases to 46%
- Across all age groups figures rise to 40% of all Voluntary Resignation leavers taking place within 2 years, and 68% of all leavers within 5 years
- In terms of banding trends (not shown on graph) 22% of all VR leavers occupy entry level bands with <2 years service, this extends to 34% within 5 years

# Recommendations

## Enrich data via...

- Collaboration with NWSSP Payroll to reject 'Other/Not Known' categories on termination forms, to be replaced with more relevant reasons
- Improving information gathered by introducing a co-ordinated Health Board approach to exit/leavers questionnaires which might include:
  - Consider targeting key leaver groups with specific questionnaires to increase learning from enhanced exit data.
  - Consider scoping of specific exit interview software
- Better understanding around employee decision making would enable improved targeting of measures aimed at reducing attrition through voluntary resignation
- Review Line Manager training and development for handling resignations to ensure that appropriate discussions are held
- Raise staff awareness of support available via policies and processes to compensate for personal circumstances



Thank you for listening