

Investigating possible causes of high turnover of colleagues at Valleys to Coast

Craig Wadley Student ID 2113457



Cymoedd i'r Arfordir
Valleys to Coast

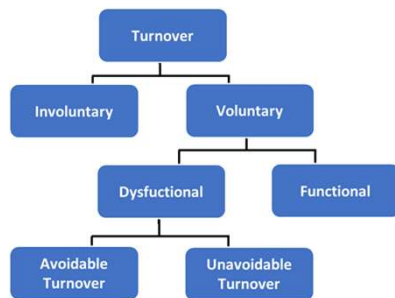
1.Introduction

Over the past 18 months a total of 84 positions have been recruited for - the majority of which have been replacements of colleagues who have left the business (V2C,2022). At a glance this figure shows that approximately 31% of the total workforce has changed. The research conducted as part of this report will support understanding of the company's current issues with turnover and provide some insight into why colleagues may be leaving or are more likely to remain in the business over the next couple of years. It aims to confirm 'What is the current state of colleague turnover of colleagues at Valleys to Coast and what is the likelihood of this changing in the next 12 months?'

2.Literature Review

In reviewing data of previous leaver reasons over the past 18 months the majority of organisational leavers (56%) were due to voluntary resignation (V2C, 2022). These figures show that for the period of April 21 to March 22 a Rolling Annualised Colleague Turnover rate of 18.8%.although seemingly high this figure can be explained in part due to the changes in ways of working and employee wants and needs as highlighted in 'The Great Resignation' (Sheather, & Slattery, D, 2021). However continuing into the 22-23 financial year similar trends of turnover continue with a seemingly Higher-than-expected figure each month to date.

Based on figures released by the CIPD We are aware that on average it costs and estimated £3000 to recruit for any position including in-house resourcing time, advertising costs, agency or search fees. (CIPD, 2021). As of August 2022 the current average time to recruit Average time to recruit (see Appendix 1) is also 9 weeks which may put considerable pressure on those within the teams where the vacant position is needed.



The major causes of employee turnover can fall into 4 main categories of:

Pull Factors - the attraction of alternative employment

Push Factors - problems with an existing employer

Unavoidable Turnover - factors outside the control of the organisation such as retirement and ill-health

Involuntary Turnover - Initiated by the organisation such as redundancies, end of fixed term contracts.

(Taylor ,2019)

In essence this forms 2 areas of controllable and uncontrollable turnover from the point of view of an organisation. For the purposes of my research I will primarily be focusing on the pull and push (controllable) factors causing employee turnover to assess and understand the high number of individuals leaving voluntarily as described above.

In order to ensure the most engagement and response the survey was designed with:

- careful design of the individual questions
- clear and attractive layout of the questionnaire
- clear explanation of the purpose of the questionnaire
- a pilot test by sending the survey to couple of members of the people team

5.Conclusion

Firstly a majority of colleagues would not consider themselves satisfied within their roles however a majority would also consider themselves as having support from their line managers. This seems to suggest that issues likely lie with more senior leadership and direction and how colleagues interact with each other either at team or department levels outside of their own areas. Turner (2003) suggests that 'Effective communication in the workplace is essential to the delivery of successful organisational strategy and change, employee commitment, and ultimately competitive advantage.'

Secondly the most common reasons that would cause colleagues to consider leaving the organisation were due to high workloads and lack of a work/life balance - this is something that will need addressing potentially with well-being support in order to ensure colleagues feel capable and engaged with their roles. The CIPD (2021) suggests that there is a need to 'Develop the skills and culture needed for open conversations about wellbeing' in particular due to the new normal of hybrid and remote working for teams.

Thirdly a common theme from respondents to the primary research was that of poor technology within the organisation. This is a particular concern during the current ways of working where we are more reliant on technology due to remote and off-site working without face-to-face tech support being standard practice across the business.

Wordcount: 954

3.Methodology

Using a Google form (and subsequent reminder emails) 270 colleagues within the organisation were contacted and asked for responses in relation to a short survey on staff retention.

Colleagues were be informed regarding the use of this data and assurance that all responses will be kept confidential and secure.

What area of the business do you do you work in? *

- ☐ Support services (HR, Finance, Governance)
- ☐ Housing
- ☐ DLO (Trades)
- ☐ DLO (Admin and Scheduling)
- ☐ Senior leadership
- ☐ Other: _____

How satisfied are you with your role at Valleys to Coast?

1 2 3 4

Not Satisfied ○ ○ ○ ○ Very Satisfied

What could improve your satisfaction at work? (Select all that apply)

- ☐ More of a challenge
- ☐ More responsibility
- ☐ More flexibility
- ☐ A change the leadership approach
- ☐ Changes to the technology or systems we use
- ☐ Changes to the company culture
- ☐ None / I am completely satisfied in my role
- ☐ Other: _____

What the positive aspects about working at Valleys to Coast?

Your answer: _____

What the negative aspects about working at Valleys to Coast?

Your answer: _____

How supported do you feel by your line manager?

1 2 3 4

Not supported at all ○ ○ ○ ○ Fully supported

How motivated do you feel to do your role on a day to day basis?

1 2 3 4

Not motivated at all ○ ○ ○ ○ Fully motivated

Which of the following is the most likely reason you would leave your role at Valleys to Coast?

- ☐ Pay/remuneration
- ☐ Overpressed/workload
- ☐ Not feeling valued
- ☐ Not feeling part of a team
- ☐ Lack of personal development opportunities
- ☐ Work life balance
- ☐ Poor leadership
- ☐ Other: _____

4.Findings

The survey was closed on 22nd August 2022 with a total of **76 colleagues responding**

The results show that **47% of respondents would consider themselves unsatisfied or partly unsatisfied with their roles. 68% feel supported by their line managers. 81% feel motivated or very motivated to do their roles on a day to day basis**

What could improve your satisfaction at work?

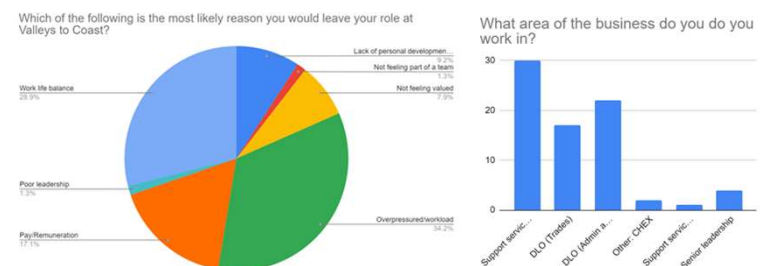
60% wished to see improvements to the technology at work

28% wished to see a change to the leadership approach

26% wish for more of a challenge and more responsibility

Only **18%** of respondents were completely satisfied with their role with no improvements suggested

Question	Common themes
What are the positive aspects about working at Valleys to Coast:	Pay/remuneration, Organisational values, Teamwork & collaboration
What are the negative aspects about working at Valleys to Coast:	Poor leadership, lack of communication/being listened to
Do you have any suggestions on how we could improve colleague satisfaction:	Hiring replacements for vacant positions, further training



What the negative aspects about working at Valleys to Coast?



What the positive aspects about working at Valleys to Coast?

