



Leaving Employee:	Sally Sample
Leaving Date:	Wednesday, 22 June 2011
Report Generated:	Wednesday, 22 June 2011

## Section 1: Leaver Profile

### Biographical profile

Name	Sally Sample
Gender:	Female
Age:	26 - 30
Residential Status:	Australian Citizen
Educational Qualifications:	Bachelor (undergraduate) Degree
Tenure:	1 - 2 years
Department:	Sales
Job Title:	Manager
Job Grade:	Supervisor/Team Leader
Occupation:	Sales
Position Type:	Full Time, Permanent
Intended to Stay:	3 - 4 years
Work for organisation again:	<input checked="" type="checkbox"/>
Recommend as place to work:	<input checked="" type="checkbox"/>

## Basic reasons for leaving

Dissatisfaction with the job:	<input type="checkbox"/>
Dissatisfaction with the organisation:	<input checked="" type="checkbox"/>

The two dichotomous questions above can be used to infer whether Sally was a 'happy' or 'unhappy' leaver. In general, unhappy leavers will have more Reasons for Leaving listed in Section 2.

Sally may be leaving due to a lifestyle factor or involuntarily:

Not Applicable	<input checked="" type="checkbox"/>
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Lifestyle Factors	
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- Geographical relocation for you/partner	<input type="checkbox"/>
- Complete change of career	<input type="checkbox"/>
- Career break due to maternity/paternity leave	<input type="checkbox"/>
- Career break other (e.g. travelling)	<input type="checkbox"/>
- Return to education	<input type="checkbox"/>
- Time to commute	<input type="checkbox"/>
- Other	<input type="checkbox"/>
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Involuntary Factors	
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- Retirement	<input type="checkbox"/>
- Ill health/injury	<input type="checkbox"/>
- End of temporary contract	<input type="checkbox"/>
- End of secondment/assignment	<input type="checkbox"/>
- Redundancy	<input type="checkbox"/>

## Details about new employer

Role:	A similar role, different industry
Job Level:	A step up in your career
Organisation Type:	Small commercial (< 1000 employees)
Industry Sector:	Business Services and IT
New Base Salary:	10% higher
New Total Reward Package:	20% higher
Approximate Value:	120000

## Additional Notes

## Section 2: Reasons for Leaving

### Normative Comparison

This report provides both Sally's responses to each of the leaving reasons and a percentage value to set Sally's responses within a broader context. Two pieces of information are therefore provided for each leaving reason:

- Sally's response (indicated by a bolded box and number)
- How the selected comparison group responded to the leaving reason in terms of percentage distribution across the Key (K) reason for leaving, Minor (M) area of dissatisfaction, and Not (N) a leaving reason options.

This allows you to understand whether Sally's response is typical of the comparison group, or represents a more unusual response. (For example, if Sally has responded in the least common way to a particular statement, then this may be worth exploring in more detail during a face-to-face interaction).

Sally has been compared with the following Norm Group: Sales. This group (2740 leavers) consists of leavers from sales jobs across a wide range of organisations and industry sectors.

### 1 The Job

	Area	Leaving Reason	K	M	N
1	Personal Growth 1	Lack of training / development opportunities	22	21	57
2	Personal Growth 2	Lack of opportunities to gain new qualifications	17	18	65
3	Personal Growth 3	Work not challenging enough	26	22	52
4	Job Satisfaction 1	Uninteresting work / boredom	26	23	51
5	Job Satisfaction 2	Routine work / lack of variety	25	24	51
6	Job Satisfaction 3	Did not find the job meaningful	22	19	60
7	Job Satisfaction 4	My skills did not match the job	15	15	70
8	Independence 1	Lack of independence in carrying out the job	7	11	82
9	Independence 2	Not given enough responsibility	12	17	71
10	Independence 3	Unable to try new ways of working	10	16	74

### 2 The People

	Area	Leaving Reason	K	M	N
1	Cooperation 1	Lack of teamwork / cooperation	20	18	62
2	Cooperation 2	Conflict with colleagues	12	13	76
3	Cooperation 3	Low morale	29	21	50
4	Vertical Relationship 1	Poor relationship with supervisor / manager	14	13	73
5	Vertical Relationship 2	Unfair treatment by supervisor / manager	11	11	78
6	Vertical Relationship 3	Lack of support from supervisor / manager	17	14	69
7	Vertical Relationship 4	Incompetence of supervisor / manager	13	12	75

### 3 The Transaction

	Area	Leaving Reason	K	M	N
1	Salary & Rewards 1	Inadequate level of pay	26	25	49
2	Salary & Rewards 2	More competitive salary available elsewhere	31	20	49
3	Salary & Rewards 3	Lack of relationship between job performance and reward	31	24	45
4	Salary & Rewards 4	Better benefits package available elsewhere	21	19	60
5	Salary & Rewards 5	Dissatisfied with performance appraisal	15	17	68
6	Career Progression 1	Lack of promotion opportunities	31	21	48
7	Career Progression 2	Promotion too slow	24	19	57
8	Career Progression 3	More senior position available elsewhere	23	16	61
9	Career Progression 4	Unclear as to how to progress within the organisation	25	22	54
10	Loyalty & Trust 1	Job not as advertised or described during recruitment	8	11	81
11	Loyalty & Trust 2	Promises not kept by management	18	17	65
12	Loyalty & Trust 3	Management did not act in the interests of staff	20	18	62
13	Loyalty & Trust 4	Job was 'oversold' to me	10	11	79

### 4 The Organisation

	Area	Leaving Reason	K	M	N
1	Organisational Confidence 1	Lack of job security	9	11	81
2	Organisational Confidence 2	Incompetence of colleagues	13	20	67
3	Organisational Confidence 3	Lack of confidence in the future of the organisation	16	18	66
4	Organisational Confidence 4	Poor communication by senior management	26	23	51
5	Organisational Confidence 5	Inefficient systems / processes	19	23	58
6	Ethical Standards 1	Harassment or bullying	7	8	85
7	Ethical Standards 2	Unfair treatment because of your age, gender or ethnic origin	4	7	90
8	Ethical Standards 3	Unethical business practices by the organisation	4	7	89
9	Ethical Standards 4	Lack of belief in the purpose of the organisation	9	12	79

## 5 The Environment

	Area	Leaving Reason	K	M	N
1	Well-Being 1	Inflexible working arrangements	12	13	75
2	Well-Being 2	Excessive hours	10	15	75
3	Well-Being 3	Poor work-life balance	17	15	68
4	Well-Being 4	Excessive workload	13	16	71
5	Well-Being 5	Job too stressful	11	17	72
6	Working Conditions 1	Unsafe working conditions	4	6	90
7	Working Conditions 2	Unreliable equipment	5	13	82
8	Working Conditions 3	Uncomfortable working environment	9	14	77
9	Working Conditions 4	Poor facilities (e.g. cafeteria, toilets, parking)	6	12	83

## Section 3: Final Thoughts

### 1 Please describe the main reason why you are leaving.

Overall, there was a lack of development and opportunities to progress.

Even if management positions are not available, I was not being developed in my role.

A lack of communication with my manager didn't help.

### 2 What was the one thing you enjoyed most about your job or where you worked?

It's a great company with products that I was proud to represent.

I was lucky to work with fantastic people and I'll miss the team.

## Additional Notes