

Exit Interview Analysis

Results Summary

Reason 1:

Opportunity/Job Growth

Reason 2:

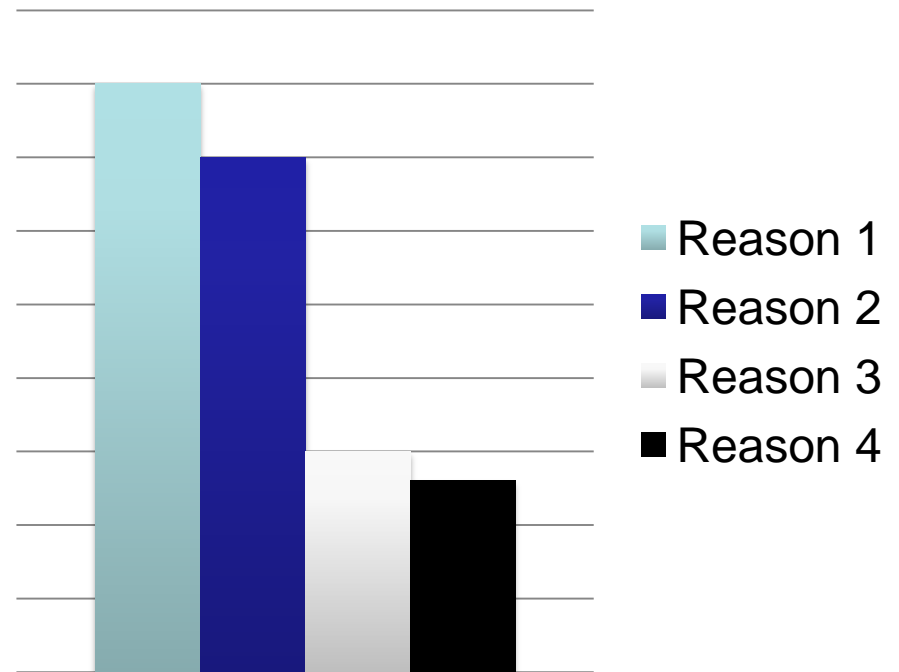
Workload/Schedule/Business
Processes

Reason 3:

Management
Communication

Reason 4:

Business Unit Training
Business Unit Strategy and Mission



Exit Interview Facts

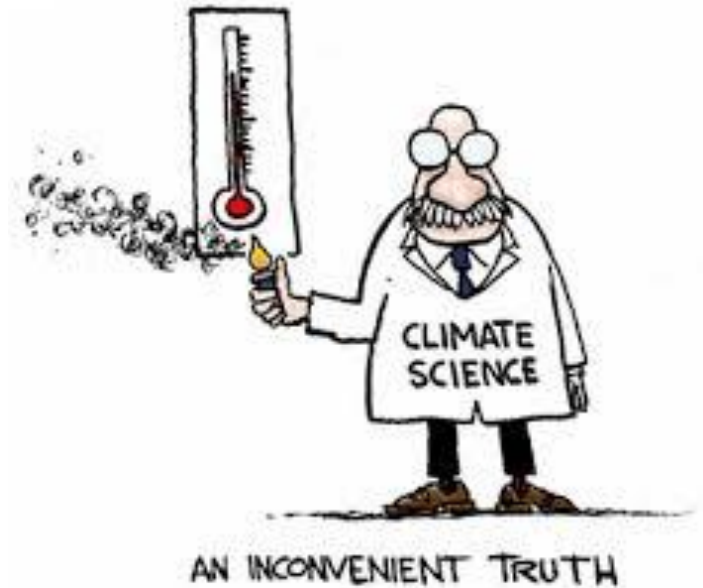
- 174 Respondents
- April 2012-present



"I'm leaving my job so that I can spend time with another job."

Things to consider...

- Honesty of Respondents
- Personal experience
- NSF as a whole
- Reasons may overlap



Why is this Important?

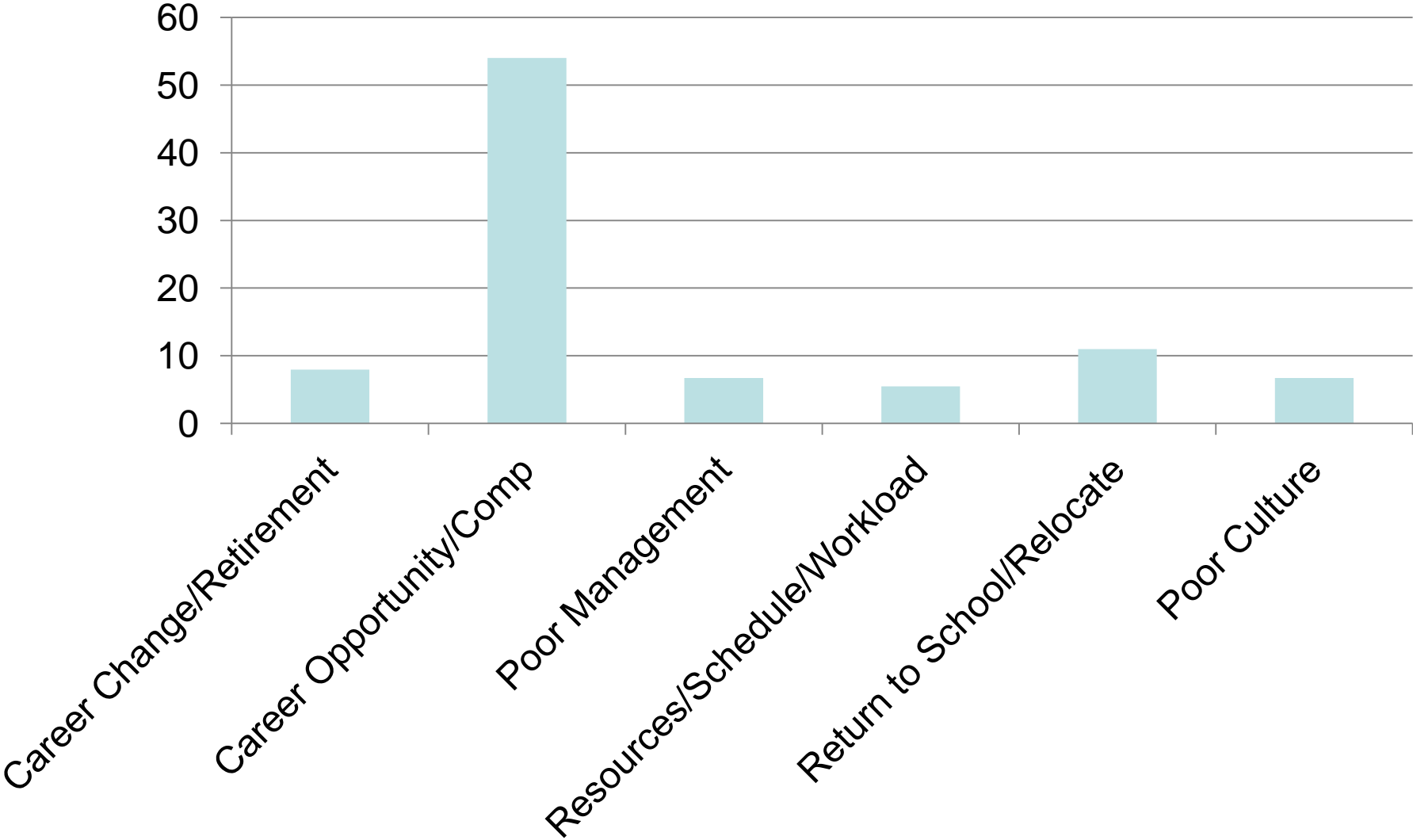
- Trends, patterns and themes
- Employee retention
- Manager development
- Training initiatives
- Company needs



What are your reasons for leaving the company?

Assignment Believe **Career** Children Family Field
Financial **Going** Held Husband Job Offer
Management New Job Night and Weekend
Opportunity Position Primary Reason for Leaving
Professional Relocating Retirement **School**
Starting Team Two Years Vacation Work Environment

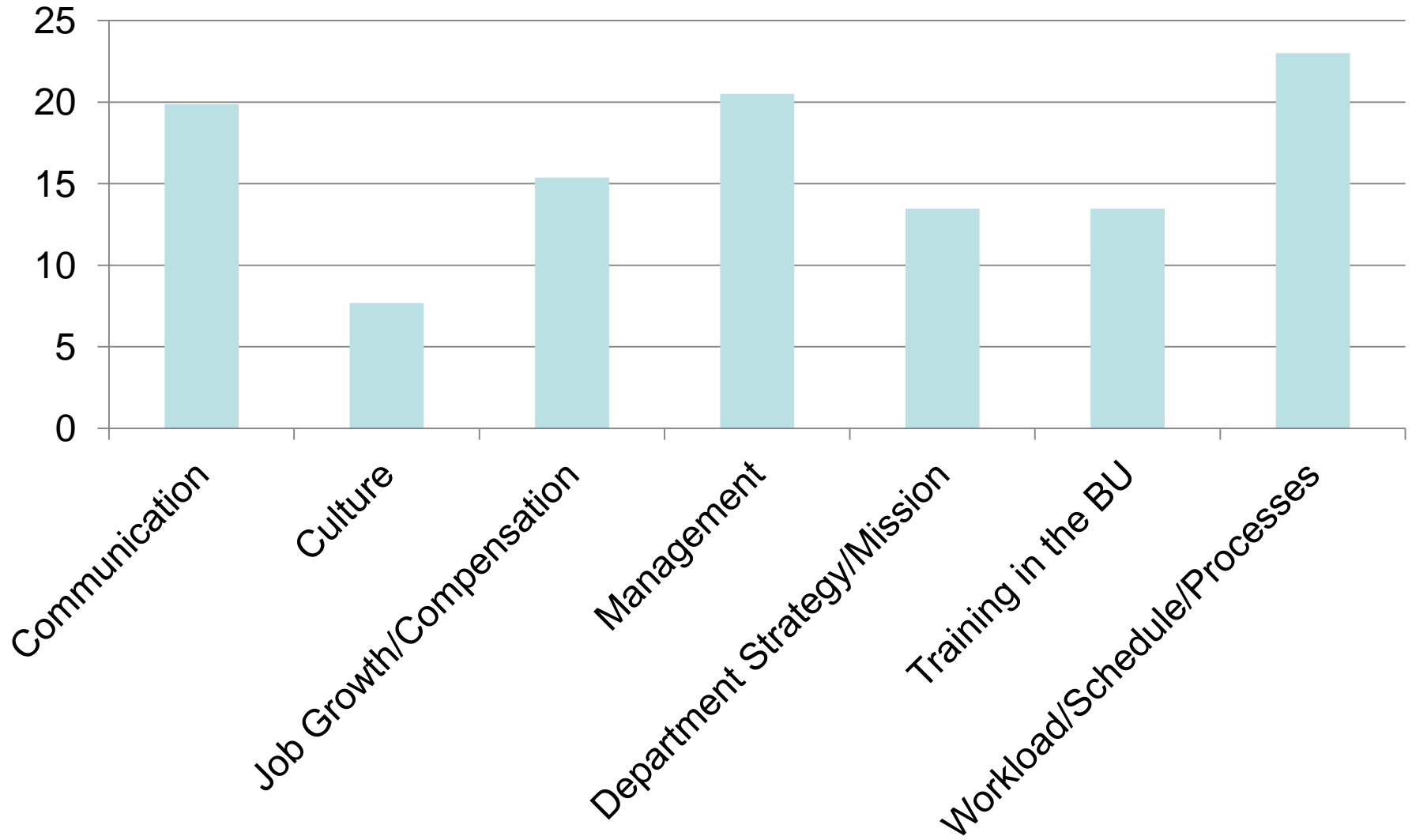
What are your reasons for leaving?



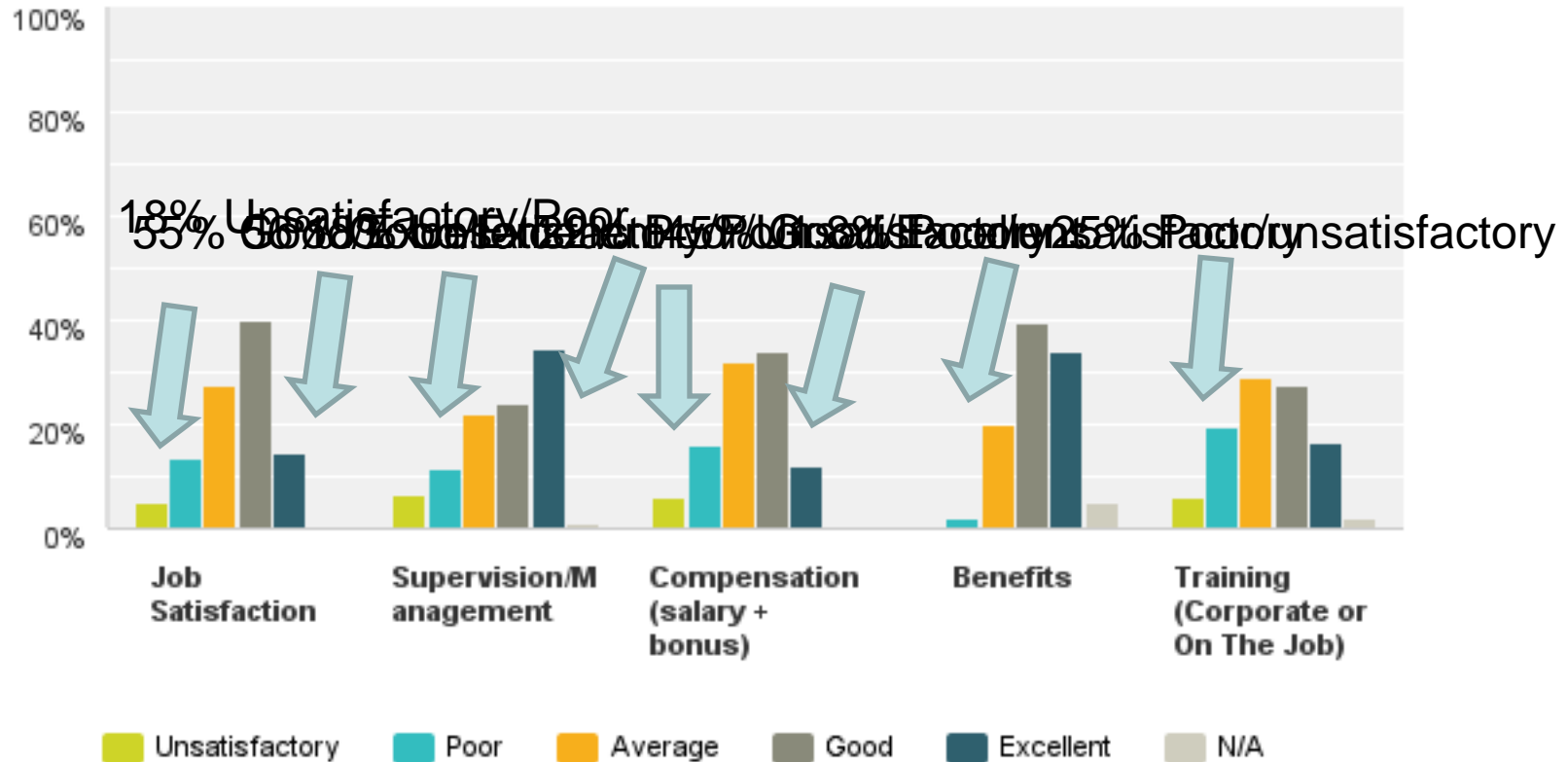
What do you feel needs improvement?

Balance Career Clear Coffee **Communication**
Constant Core Decision Department Efforts
Employees Field Ideas Individual Job Duties
Necessary **Needs NSF** Number of Staff
Opportunities Process Staffing Testing ToX
Training Versus Vision Water

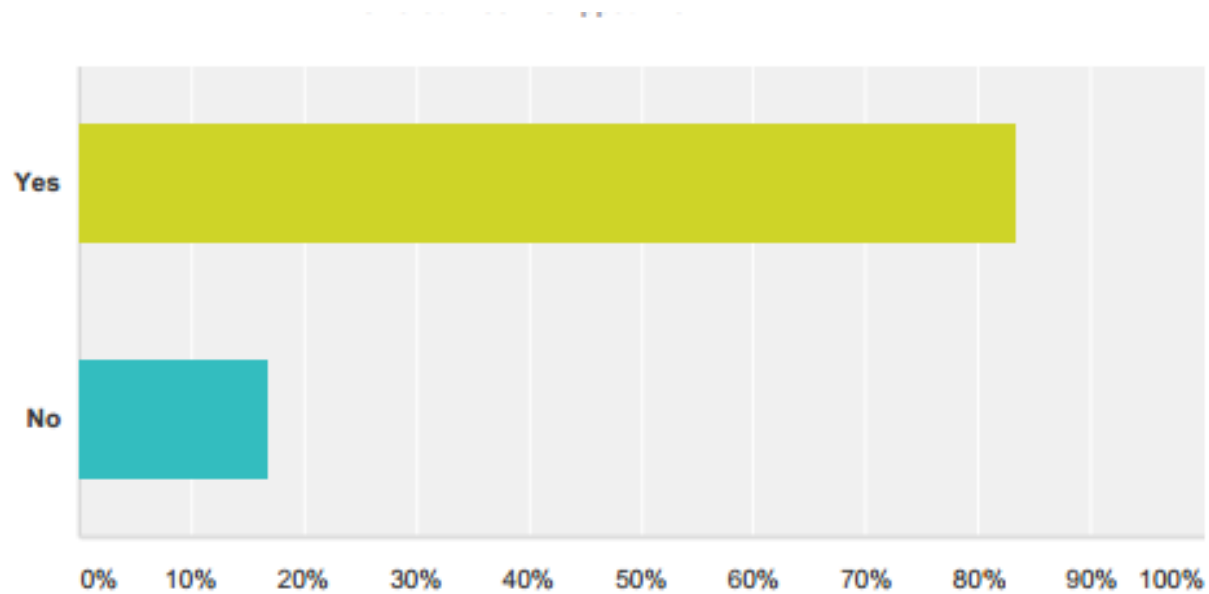
What do you feel needs improvement?



Please rate your level of satisfaction in the following areas:



Would you consider working at NSF again?



Recommendation Summary

In order to increase employee retention and engagement:

- Target the 4 areas
 1. Employee Growth/Compensation
 2. Workload/Schedule/Business Processes
 3. Management/Communication
 4. Business Unit Training/Strategy
- Create dashboard of current state and desired state
- Align strategies to attain desired state
- Update surveys



To increase employee retention and engagement...

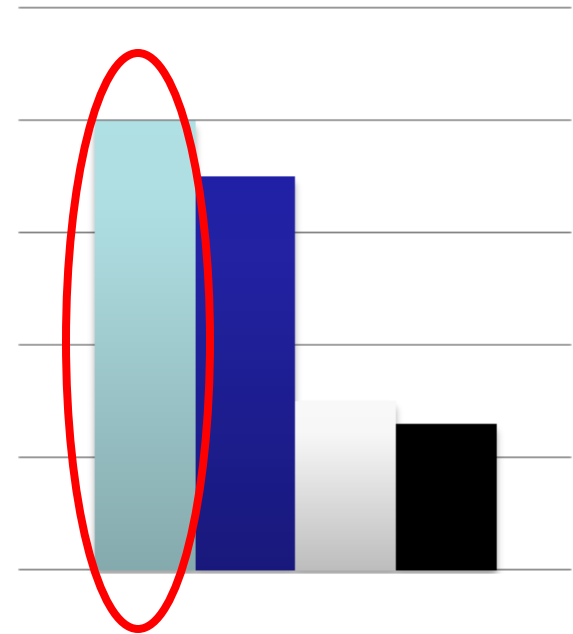


Target 4 Areas of Need



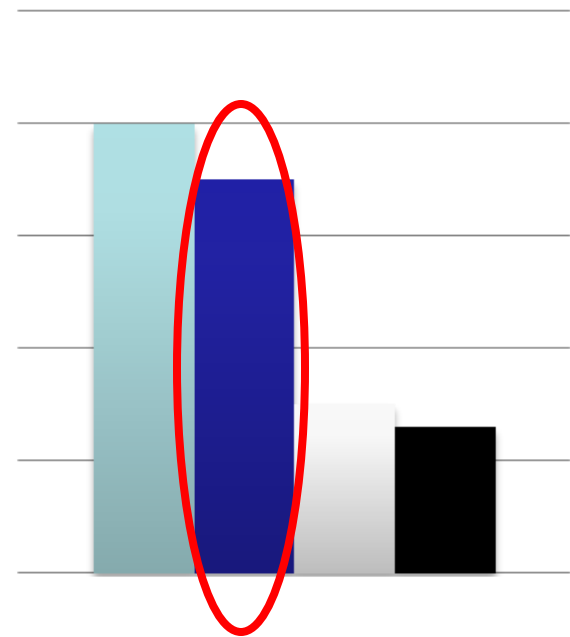
Career Growth/Compensation

1. Career paths with tangible steps* independent of job title
2. Expand the Professional Development Plan* to *all employees. Connect to performance review documentation*
3. Competitive compensation*. *transparency to employee*



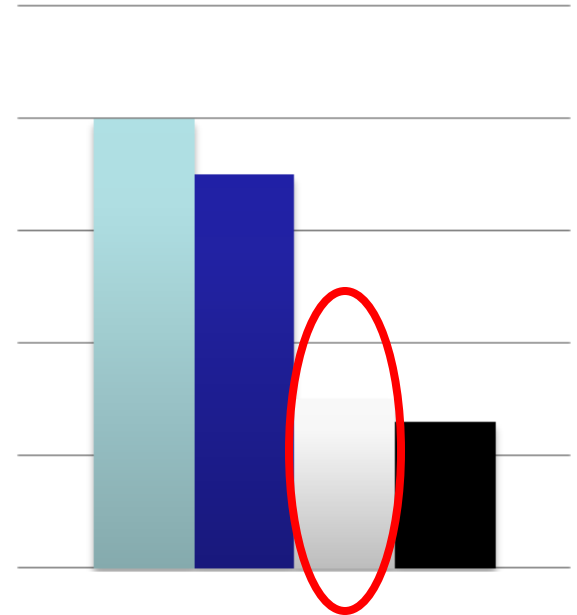
Workload/Scheduling Business Processes

1. Perform needs assessment on workload and schedules
2. Provide manager education to prevent employee burnout
3. Create guidelines for overtime, travel, etc.
4. Continue Lean transformation to improve processes*



Management Communication

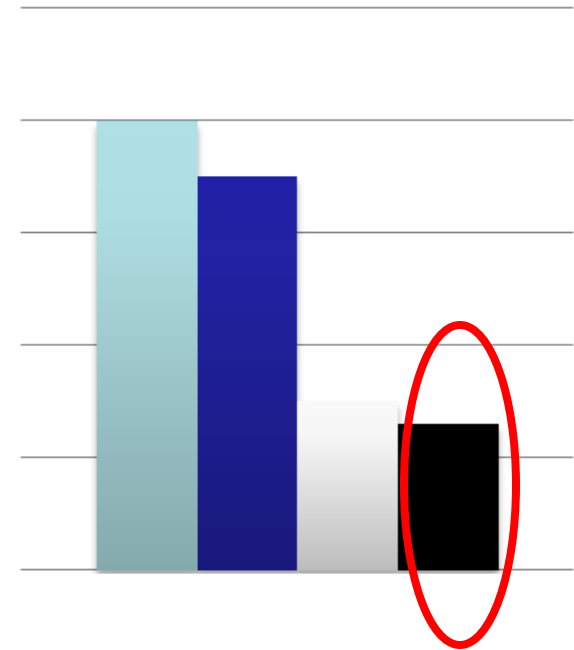
1. Create new and experienced manager development program* tied to company business objectives
2. Educate in key areas
3. Communication:
4. Communities of practice* *for all employees*, monthly manager meetings*, integrate communication strategies



Business Unit Training

Business Unit Strategy

1. Standardize training practices and tracking in business units
2. Study training resources
3. Create advisory team to develop an operational training strategy



Align Existing Strategies

1. Created dashboards using the new metrics (employee engagement and exit interviews)
2. Set target goals within the strategies to move metrics
3. Align all initiatives to a target goal
4. Strategies
 1. Company Strategy
 2. HR Strategy
 3. Training Strategy
 4. Lean Training Strategy



Survey Strategy

Revise exit interview and process

- Consider anonymity
- Convert essay to multiple choice
- Delete extra information
- Add employee engagement questions
- Create a process to encourage interview completion
- Add department multiple choice questions

Engagement surveys

- Target areas of concern
- Steamline analysis process

