



Employee Transitioning Report

A. Sample

“To gain a real benefit from conducting an employee Exit/Transition measure, an organisation must use a consistent methodology & framework, ensure all employees are provided the opportunity to participate & ensure the results are understood relative to enhancing ‘Engagement’ & reducing the cause of ‘Detachment’ for the remaining & future employees.”



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Employee Exit/Transitioning measures are very important for organisations to conduct.

There are 3 primary reasons for conducting these measures:

- ☑ To better understand what 'Detachment' influencers lead to making Exit/Transition decision .
- ☑ To better understand what 'Engagement' influencers were still active at the time of Exit/Transition.
- ☑ To better understand what patterns or trends are associated with Exiting/Transitioning employees across the organisation.

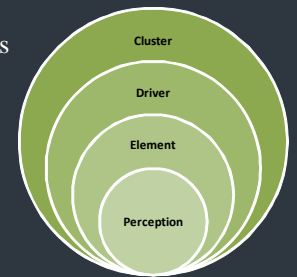
The ultimate goal of increased understanding through this measure is to take targeted action to impact:

1. **The Drivers of Detachment**
2. **The Drivers of Engagement**

This report is designed to assist line managers, Senior Managers and HR professionals in further understanding their workforce in order to implement effective Human Capital Strategies.

The **Sork HC Employee Transition Report** has been designed using our framework of Engagement/ Detachment. This framework is composed of 4 primary levels.

- **Clusters** - Primary Engagement/ Detachment Categories
- **Drivers** - Make-up of Clusters (12)
- **Elements** - Make-up of Drivers (65)
- **Perceptions** - Engaging/Detaching Perceptions



An Engagement/Detachment perception, though it may not be based in rational thinking or direct experience, is the measure of an individuals thinking and feeling at a specific point in time.

In this report you will be able to identify the perceptions of your exiting employees. Each perception will either have an Engagement effect or a Detachment effect at the time they completed their survey.

In this report **Engagement** will be indicated by a **Positive Result**

In this report **Detachment** will be indicated by a **Negative Result**

A number of graphs and tables will be shown in this report that indicate different results:

A **Cluster Graph** shows the Engagement vs Detachment impact for the Drivers within that cluster.



A **Perception Gap Graph** shows the difference in perception between the manager and the exiting/transitioning employee.



A Perception Table shows the perception impact by Element for each Driver within the Cluster.

Scores highlighted **Blue** indicate a significant **Engagement Perception being greater >60%**.

Scores highlighted **Red** indicate this a significant **Detachment Perceptions being <-40%**.

Arrows indicate if it the directional and proportional impact on overall Engagement/ Detachment.

Manager	
Accessible & Approach.	👉 -33%
Coms.	👇 -67%
Clarity & Direction	👉 -33%
Support & Develop.	👇 -100%
Value Alignment	👇 -100%
Style	👇 -67%
Fairness	👉 -33%
Consistency	👉 33%

Percentages (%) expressed in this report represent the actual impact score relative to the maximum possible impact score for the category in which it appears. The only exception to this is the Perception Gap Score which is a Range score between the manager perception score and employee perception score.

The results in this report are based on the communicated perceptions of the individuals completing the surveys. Though honesty and consistency are factored, it is recommended that the report only be used to build awareness & understanding. Any decisions should not be made solely on individual results, but based on the interpretation of results in the context of the people and situation involved.

In this report you will find a summary page, a page for each of the 3 Clusters and a results exploration page to summarise your understanding. Thankyou for choosing to use the Sork HC Employee Transitioning Report.



Employee Name:

A. Sample

Department:

HR

Position:

HR Officer

Survey Completed:

28/01/2009

Commencement:

15/02/2007

Departure:

30/01/2009

Length Of Service:

23 months

Manager's Name:

Max Boss

HR Contact:

N/A

Employee Perception Score:

Detached

-26%

Manager Perception Score:

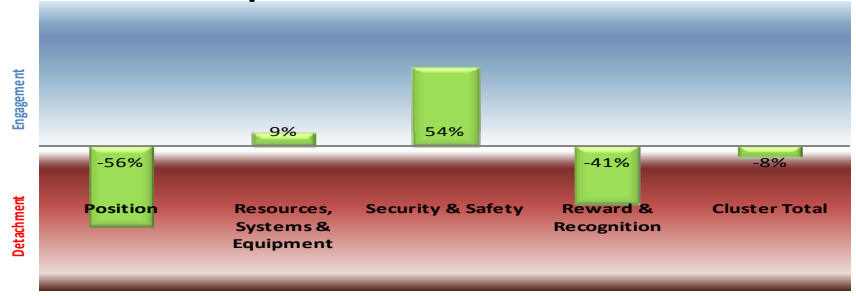
Engaged

14%



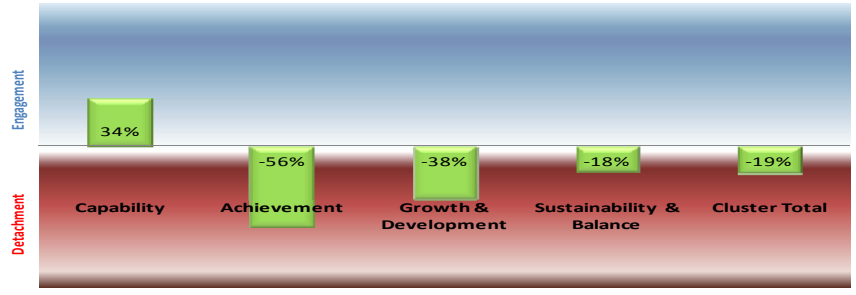
Personal Impact

Employee Perception



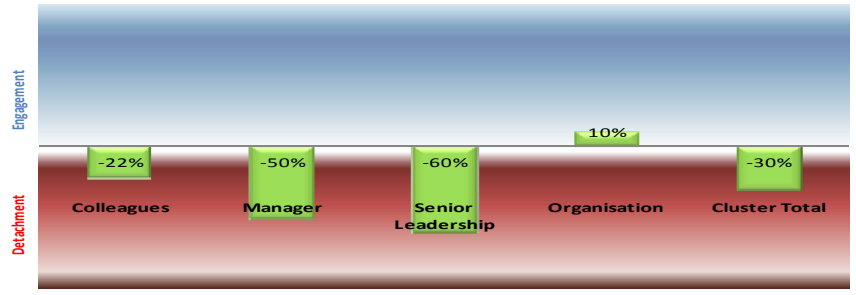
Self-Actualisation & Fulfillment

Employee Perception



Influence & Culture

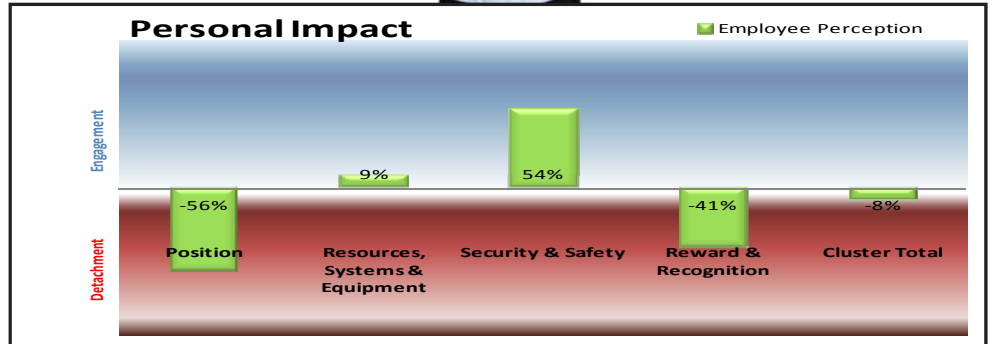
Employee Perception



Personal Impact

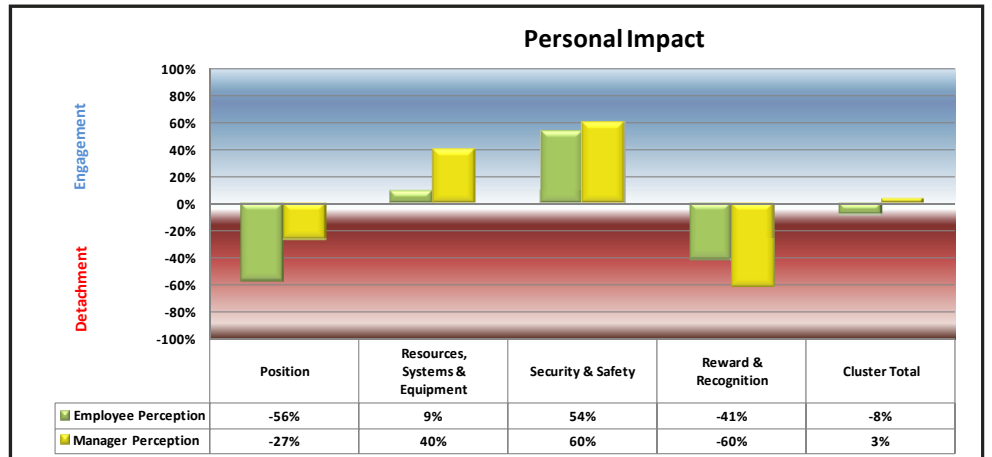


Position	
Type Of Work	-33%
Diversity & Variety	-27%
Difficulty & Challenge	-80%
Personal Contribution	-53%
Personal Workspace	-80%
Resources, Systems & Equip.	
Available & Accessible	27%
Quality & Effectiveness	20%
Support & Assistance	7%
Impact On Effectiveness	-20%
Security & Safety	
Personal Safety	80%
General Work Safety	40%
Position Security	40%
Organisation Stability	60%
Reward & Recognition	
Base Salary	-67%
Performance Pay	-53%
Employee Benefits	27%
Org. Incentives	-27%
Sense Of Valued	-80%



General Comments:

The hours of work have been crazy. There has been no let up for months and we keep getting told we cannot get any more resources as the staff freeze has not been lifted.



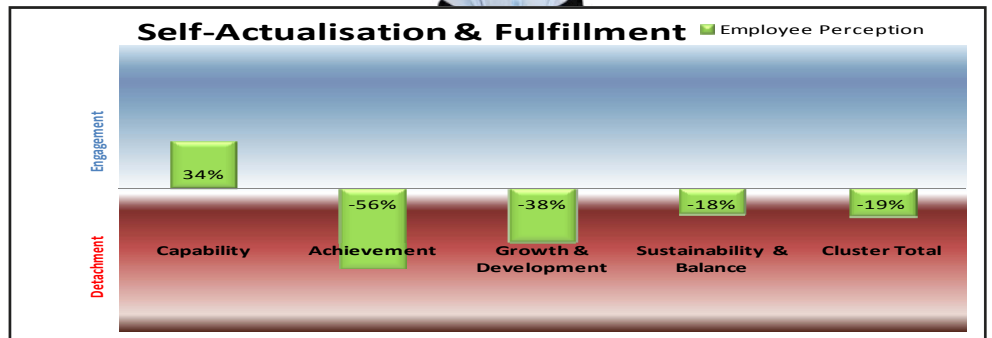
Range Table
Manager Vs Employee Perception.
Red Highlighted cells indicate gaps greater than 20%.

Driver	Perception Gap	Employee Perception	Manager Perception
Position	-29%	Detaching	Detaching
Resources, Systems & Equipment	-31%	Engaging	Engaging
Security & Safety	-6%	Engaging	Engaging
Reward & Recognition	19%	Detaching	Detaching
Cluster Total	-12%	Detaching	Engaging

Self-Actualisation & Fulfillment

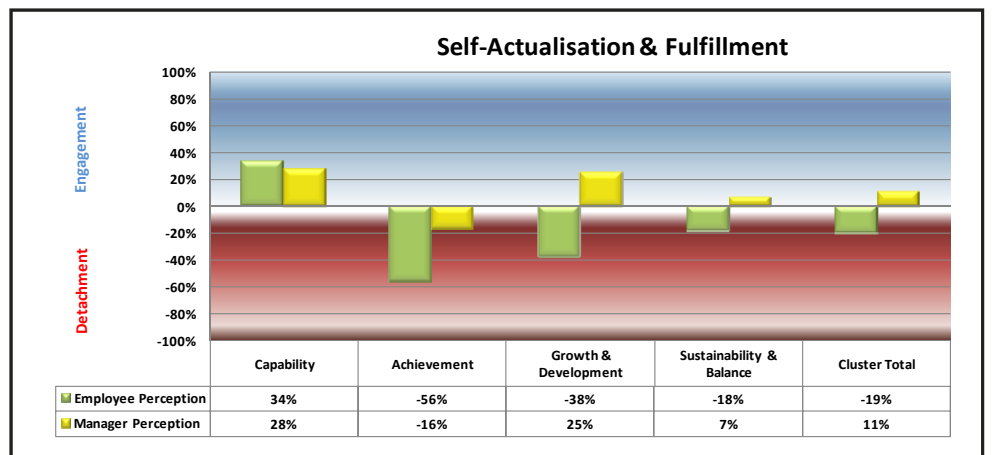


Capability	
Current Skill Level	↑ 40%
Performance Expectations	↑ 53%
Standards	↑ 40%
Policy & Procedures	↗ 13%
Support & Training	↗ 20%
Achievement	
Self-Directed	↘ -53%
Goal Focussed	↘ -53%
Challenged	↘ -53%
Fulfilled	↘ -53%
Personal Awareness	↓ -60%
Growth & Development	
Position Devel.	↘ -20%
Career Devel.	↓ -80%
Access To Training	↘ -27%
Quality Of Training	↘ -27%
Sustainability & Balance	
Work Load/ Volume	↘ -40%
Flexible Conditions	↗ 20%
Travel & Transport	↗ 20%
Out Of Work Commit.	↘ -20%
Respons. To Pers. Needs	↘ -40%
Hours At Work	↘ -53%



General Comments:

I am not able to keep my home commitments and my work commitments in balance. I have been late for my children on more than one occasion over the last month.



Driver	Perception Gap	Employee Perception	Manager Perception
Capability	6%	Engaging	Engaging
Achievement	-40%	Detaching	Detaching
Growth & Development	-63%	Detaching	Engaging
Sustainability & Balance	-24%	Detaching	Engaging
Cluster Total	-30%	Detaching	Engaging

Influence & Culture

Colleagues

Teamwork	-20%
Pride, Ident. & Commit.	-20%
Encouraged & Supported	-20%
Accepted & Trusted	27%

Manager

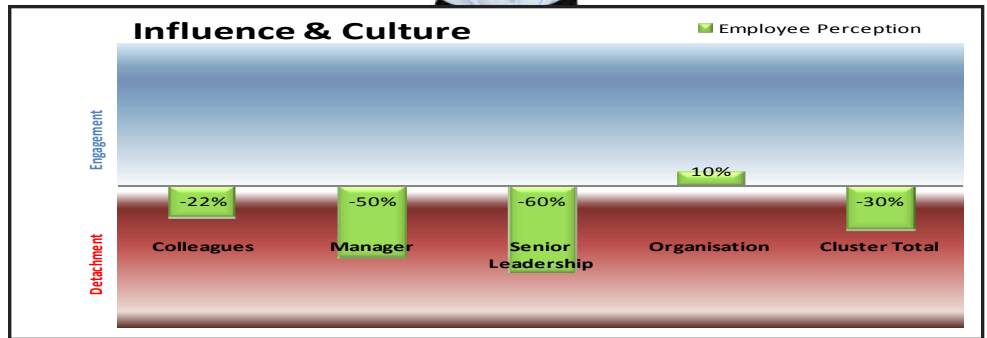
Accessible & Approach.	-33%
Coms.	-67%
Clarity & Direction	-33%
Support & Develop.	-100%
Value Alignment	-100%
Style	-67%
Fairness	-33%
Consistency	33%

Senior Leadership

Visibility.	-60%
Accessibility	-40%
Confidence	-60%
Coms.	-60%
Vision & Direction	-60%
Inspiring & Motivating	-60%
Commit. To People	-67%

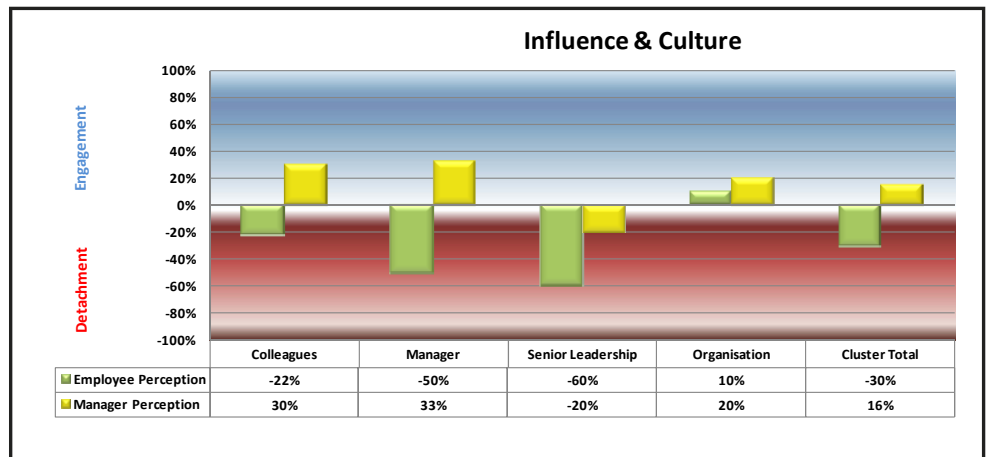
Organisation

Core Business	33%
Customer Focus	27%
Mission & Direction	20%
Strategy	13%
Op. Model & Structure	13%
Corp. Social Respons.	-100%
Org. Values	27%



General Comments:

"I feel that Senior Leadership is disconnected from the reality of what is going on. They either do not care or they have got real problems with the business. Either way I have decided I want something more." + "My manager has been very difficult to work for on many levels. I have tried to work through the aggression that they show but I just can't do it any longer."



Driver	Perception Gap	Employee Perception	Manager Perception
Colleagues	-52%	Detaching	Engaging
Manager	-83%	Detaching	Engaging
Senior Leadership	-40%	Detaching	Detaching
Organisation	-10%	Engaging	Engaging
Cluster Total	-46%	Detaching	Engaging

Exploring The Results

“To measure anything is a futile exercise unless you can learn from the results and/or take appropriate action to correct or maintain future outcomes.”

Unknown Source

Personal Impact Cluster

- Which Drivers show Engagement scores > 60%?
- Which Drivers show Detachment scores <-40%?
- Which Drivers show a greater than +/-10% Perception Gap?
- Which Elements show significant Detachment scores? (Red arrow & highlighted)

Self-Actualisation & Fulfilment Cluster

- Which Drivers show Engagement scores > 60%?
- Which Drivers show Detachment scores <-40%?
- Which Drivers show a greater than +/-10% Perception Gap?
- Which Elements show significant Detachment scores? (Red arrow & highlighted)

Influence & Culture Cluster

- Which Drivers show Engagement scores > 60%?
- Which Drivers show Detachment scores <-40%?
- Which Drivers show a greater than +/-10% Perception Gap?
- Which Elements show significant Detachment scores? (Red arrow & highlighted)
- As the Manager of this transitioning employee, what conclusions can you draw from these results?





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