National Institutes of Health
Office of Management

Office of Human Resources

Workforce Planning Working Group Tools
NIH Exit Survey/Action Planning Overview

December 2015

NIH EXIT SURVEY

NIH Exit Survey: Service Offering Overview

- Began on October 1, 2010
  - All ICs were invited to participate; 21 chose to participate
  - Currently, 26 participating ICs; 2 non-participating
- SmartHR Reports launched June 2012
- Online survey for NIH FTEs with a separation action
  - Also includes transfers, retirements, and expired appointments
- Managed by the HR Systems Analytics & Information Division (HRSAID) Survey Team within OHR

NIH EXIT SURVEY OBJECTIVES

- ✓ Assess the reasons why employees are separating

- ✓ Develop engagement and retention strategies

- ✓ Provide context to turnover data (the "why")

- ✓ Provide insight into underlying organizational issues/areas for improvement

- ✓ Open up communication channels

- ✓ Provide data for strategic workforce planning

NIH Exit Survey: Current Design

Basic demographic questions
- IC, Series, Grade, Pay Plan, Tenure, Program Type
- Gender, Race, Disability

Separation Types
- Leaving NIH, Moving ICs, Appointment Expired

Reasons for Separation
- Respondents can select up to 3 reasons for separating
- Follow-up questions are based on the reason(s) for separation

NIH Exit Survey: Current Design

General questions
- Type of position leaving for
- Training and promotion opportunities
- Telework/Flexible Work Schedule arrangements
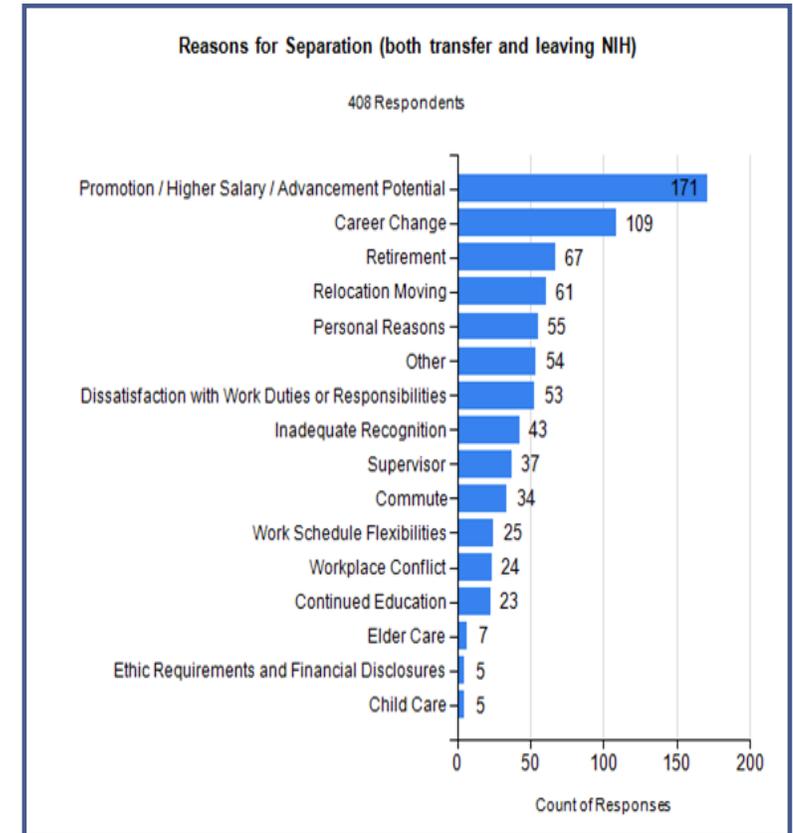
Overall satisfaction with NIH/IC
- Overall experience rating
- Recommend NIH/IC to others?
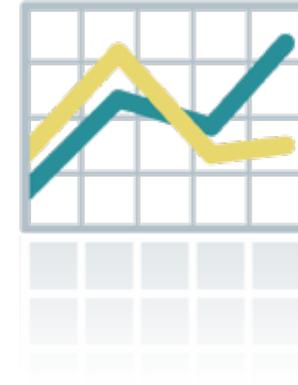- Return to NIH/IC?

Open-Text Responses
- Additional comments for each separation reason
- Limitations experienced
- Liked least/ liked best about NIH/IC; What NIH/IC could have done to retain the employee; What does new organization offer

NIH Exit Survey Reports: Exit Survey Module

- Exit Survey data is analyzed/aggregated by the Survey Team; results are presented via the Self Monitoring Analytics Reporting Tool for Human Resources (**SMART*HR***)
- Filter data by
  – Fiscal Year
  – Quarter
  – IC
  – Separation Type (Leaving NIH, Moving ICs, and Appointment Expired)
  – Program Type (Intramural, Extramural, Other)
- Components: Executive summary, charts/graphs for all question items, open-text responses, actual separations data

Reasons for Separation (both transfer and leaving NIH)

408 Respondents

Reason	Count
Promotion / Higher Salary / Advancement Potential	171
Career Change	109
Retirement	67
Relocation Moving	61
Personal Reasons	55
Other	54
Dissatisfaction with Work Duties or Responsibilities	53
Inadequate Recognition	43
Supervisor	37
Commute	34
Work Schedule Flexibilities	25
Workplace Conflict	24
Continued Education	23
Elder Care	7
Ethic Requirements and Financial Disclosures	5
Child Care	5

Count of Responses

NIH Exit Survey: Analysis of the Data

- Cross-tabulate and compare data
  - By type of separation and/or program
  - Compare the IC to NIH-wide results
  - Across time (quarters and FY)

- Use in conjunction with Climate and Engagement Survey Data
  - Link exit survey data to employee survey results to determine how employee engagement is impacting turnover

- Use in conjunction with other HR data
  - Tie opinion data with other data to obtain greater context

NIH Exit Survey: Analysis of the Data (cont.)

- Historic analyses
  - Compare to previous year(s)
- Look for trends in open-ended questions
  - Open-text can provide additional context and more in-depth Information
- Develop trend models
  - Based on trends, forecast for the future
  - Workforce planning and action planning

ACTION PLANNING MODULE

NIH Exit Survey Reports: Action Planning Module

- Developed to supplement Exit Survey
- **Best Practices Component:**
  - Current retention strategies/best practice recommendations for action planning
  - Rooted in research and current NIH best practices
  - Based upon top three reasons for separation
- Filter data by
  - IC
  - FY
  - Quarter
  - Program Area
  - Respondent Type

Reason	Best Practices
Retirement This is one type of turnover that supervisors are usually well aware of in advance. Many supervisors see retirement as unavoidable turnover; however, this is not the case. People who are retiring are often the employees who are the most connected to an organization, and have a vast amount of institutional knowledge.	Review eligible and upcoming retirements to get a sense of succession planning needs and targets for retirement retention plans.
	Proactively discuss opportunities and options for the employee to stay onboard after retirement eligibility date, either full or part time: • Determine whether the employee is interested in taking on a different role within the organization (e.g. new work responsibilities but able to utilize same knowledge) • Consider part-time opportunities: • Discuss whether the employee would stay on if work schedule flexibilities such as ability to work from home or on a more flexible schedule were offered.
	If the employee still decides to retire and depart the organization, set up a transition plan and methods to document and transfer the employee's knowledge prior to departure. This will help to limit the loss of institutional knowledge when the retiree leaves NIH.
Promotion/Higher Salary/Advancement Potential Employees are more likely to go to a different organization if they feel they can get paid better and	Make sure that there is salary equality for individuals doing the same work.
	Ensure development plans are in place so that employees are aware of what steps need to be taken in order to get into more advanced positions.

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NIH Exit Survey Reports: Action Planning Module

- **Trending Component:**
  - Historical Trending (last 5 FYs) of Exit Survey data
  - Executive Summary
  - Demographics and Reasons for Separation Trends
  - Overall Satisfaction Trends
- Filter data by
  - IC
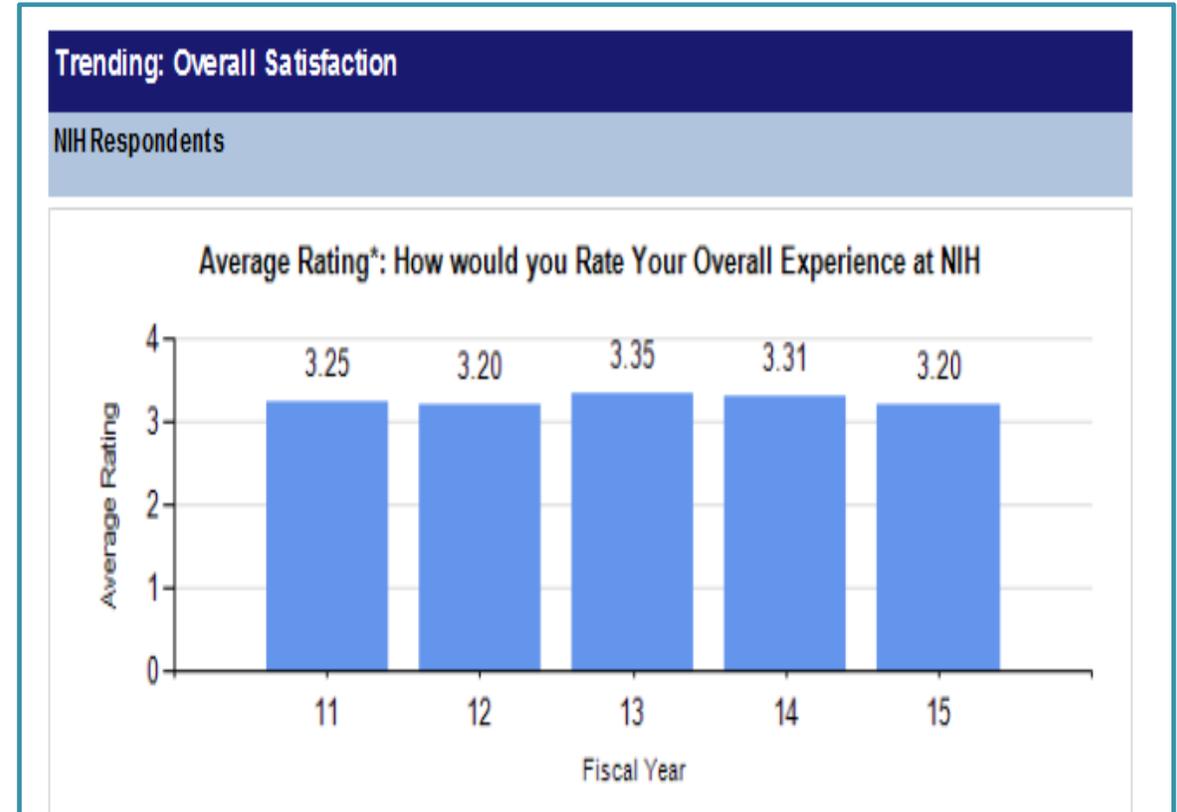
Access and Support

Helpdesk:

- Access and support requests managed by OHR HR Systems Support Helpdesk.
- EO authorization is required for all access requests.
- Granular security based on roles (Global, IC, HR), modules, ICs, and Org Codes
- WiTS Web Form: http://intrahr.od.nih.gov/wits/index.htm

    Click on Initiate New Request

    Click on Need Access?

- Email: hrsystemssupport@od.nih.gov

Links:

- HR Systems Helpdesk Requests: http://hr.od.nih.gov/hrsystems/help.htm
- SMART*HR*: https://smarthr.od.nih.gov *NEW*

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