

BECOME A GREAT PLACE TO WORK

learnpurple research 2000 – 2001

Phase one:

A well known hospitality recruitment company asked every candidate (at senior chef level and above including executives) why they were seeking a new position. Over a year and a half, this amounted to 2300 people.

52% move because they perceive there are no opportunities for them in their current job (many of these are extremely good quality people & many worked for large well known organisations within the hospitality industry)

11% move because they are bored / unfulfilled

7% are just plain unhappy with their current company

3% were relocating

7% were made redundant

20% were returning from abroad, from another industry, previously unemployed or in further education

So one could say that, with the exception of a few who genuinely don't have career opportunities with their present employer, 70% of these leavers could have been retained.

A strong case for effort to be made towards the retention of staff.

A strong case for ensuring sound review process / development plans are in place - these people just don't know where they are going with their employer and so end up going somewhere else.

Phase two:

learnpurple group and one to one interviews with a variety of job seekers and those 'happily' in employment, numbering 130 in total.

Objectives:

1. To find out why people leave their jobs in more detail. These are listed in order of times they were mentioned as many interviewees had more than one issue.
2. To find out what people need to stay with their company.

BECOME A GREAT PLACE TO WORK

Values – what's important to you in the context of your job?

Communication / consultation	79%
Career path	64%
Relationships/ respect/ understand values	57%
Leadership/ inspiration	57%
Learning/developing	50%
Fun / enjoyment	43%
Recognition	36%
Opportunity	29%
Money	14%
Environment	7%
Involved	7%
Pride	7%

Think of a word that describes how you feel in relation to your job at the moment

Disappointed	18%
Frustrated	16%
Happy	12%
Bored	12%
Motivated	12%
Focused	7%
Challenged	5%
Busy	4%
Demotivated	3%
Pleased	2%
Extremely busy	1%
A piece in the puzzle	1%
Not respected	1%
In the dark	1%
Ignored	1%
Like a number	1%
Coping	1%
Fulfilled	1%
Overworked and underpaid	1%

Positives from above list 54%

Negatives from above list 46%

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What is the best aspect of your job?

People
Autonomy
Developing people – seeing people promoted
Contact with so many people
Relationship with team
Meeting people
Flexibility

Variety
Support from management
Dealing with people
Newness
Team spirit
Interacting
Opportunity to learn
Opportunity to progress

What is the worst aspect of your job?

Nothing goes the way it's planned
Lack of clear direction
Never know what's happening next
Lack of planning
Changing goal posts
Lack of basic development
Working with untrained colleagues
Covering up for my boss
Having to deal with paperwork
Environment – space/noise/professionalism
Dealing with people

Frustration
Office environment
Being like a sergeant major – chasing people who break rules
Long hours
Budgets
Having to get rid of people
Hard to organise time
Lack of space
Stressful environment
Going in one direction and then being told another
Getting thrown in the deep end

If you were to change one thing that would really make a difference what would it be?

Talk to me and listen
Training
Whole recruitment process and follow up
Clear career development for everyone
More staff forums / opinion
Team dynamics
More follow up
More support to all levels
More benefits to staff
Some of the people
Environment

My boss
Company policy on purchasing
Better relationship between departments & different management levels
Attitude of management
Fair share of workload across all areas
More power to managers
Better communication
More open management style
Input into budgets / other planning

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What do you spend most of your time doing?

Reactive work
Driving / walking around
On the phone / emails
Operational duties
Ensuring procedures are being followed
Fire fighting
Listening
Recruitment

Paperwork and organising
Filing
Talking to people
Following up stuff that should have been done
Doing someone's else's job
Trying to meet with my boss!
Worrying

What is the most important part of your job?

Looking after my clients
Meeting budget / targets
Smooth running of operations
Listening and guiding
Being adaptable
Making sure communication is effective

Strategy
Motivating the team
Talking to people
PR for the company
Getting it right
Being seen

What would you like to happen that would improve your job and success?

More time
Training
More competent people around to do the job
More control
Better feedback
A better relationship/recognition with boss
Someone to listen to what I need
A direction for company/team/managers to head in
Better team organisation and consistency
Discuss my needs in reviews not just the business

Better relationship with other departments
Reduce admin
Concentrate on own job
A better working environment
More support from individuals and departments
Better options for the future
More responsibility in other areas
Better appraisals

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Do you have the tools to do your job well?

No 56% Yes 33% Sometimes 11%

Would like:

Better working conditions (e.g. office)

Time to develop other people

Quieter office

Stationery

Better systems / less paper more on-line

More support

More training

An assistant

More hours

Better communication

More information

More recognition

Staff databases

Bigger budget

More professional people

Time to talk

Better use of IT

Space

Better flexibility of service offer

Do you have the support to do your job well?

Yes 36% Don't know 14% No 50%

What are the main things that you would like to see management do?

Praise

Inspire

Shout more

Sort out why people are leaving

Focus on retention and not just recruitment

Planning

More proactive

Do some succession planning

Sit down and sort out what is going on

Listen

Be aware of what's going on operationally

Look at big picture

Share the plans they have

Communicate positively

More action less thinking

More strategic

Better follow up

If you have a development need who is responsible for sorting it out?

Line manager 53%

Self 36%

HR / training manager 8%

Depends 3%

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In the past seven days have you received recognition or praise for good work?

Yes	43%
No	50%
Not sure	7%

In the past six months have you talked with someone about your personal progress?

Yes	46%
No	47%
Not sure	7%

In this past year have you had opportunities at work to learn and grow?

Yes	72%
No	14%
Don't know	14%

Do you have a regular review / appraisal?

Yes	15%
No	79%
Don't know	6%

What action could be taken to improve the way the business works?

Recruitment issues resolved	More consistency – of management and procedures
Reduce lines of communication	Common goals
More responsibility	Listening to staff
Motivation of staff	More involvement
Better feedback	More respect
Communication	More company attention to recruitment and training
Improved team work	More fun
Cross training	Regular meetings
Sabbaticals - see what is going on out there	

The issues that we've discussed - who are responsible for making the changes and making them work?

All	46%
Self	2%
MD / management	52%

Rate your happiness 1 – 10?

Average = 6