Departure View

Exit Survey to Help Manage Turnover
Gartner’s Employee Diagnostic Suite

Employee Start Date

Recruiting Effectiveness Diagnostic

Onboarding Experience Monitor

Departure View

Employee Termination Date

Survey Timing

30-90 days into role

6 months into role

At resignation

Audience

New Hires, Internal Transfers, and Hiring Managers

New Hires and Internal Transfers

Departing Employees

Survey Content

| Employment Value Proposition |
| Job Satisfaction |
| Net Promoter Score |
| Hiring Process |
| Onboarding Experience |
| Reasons for Leaving |
| Quality of Hire |
| Productivity |
| Features of Future Job |

All Diagnostics include...

Dynamic dashboard with real-time reporting
Benchmark comparison
Advisory support to analyze and take action on results

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Roadmap

Survey Content

Reporting

Getting Started
The Cost of Turnover

The average cost of replacing one employee is $18,591.

Turnover costs are steep when looking at costs associated recruiting, onboarding, and loss of productivity…

…But is even steeper when you factor in indirect costs of turnover such as:

- Loss of knowledge
- Loss of skills differentiation
- Disruption to employees’ work
- Challenges to HR’s Credibility

### Cost of Turnover by Organization Size

<table>
<thead>
<tr>
<th>Organization Head Count</th>
<th>Cost of Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>$33,092</td>
</tr>
<tr>
<td>100</td>
<td>$330,920</td>
</tr>
<tr>
<td>1,000</td>
<td>$3,309,198</td>
</tr>
<tr>
<td>10,000</td>
<td>$33,091,980</td>
</tr>
<tr>
<td>50,000</td>
<td>$165,459,900</td>
</tr>
<tr>
<td>100,000</td>
<td>$330,919,800</td>
</tr>
<tr>
<td>500,000</td>
<td>$1,654,599,000</td>
</tr>
</tbody>
</table>

What Is Departure View?

Departure View helps organizations understand...

...why employees are leaving.

...the competitiveness of your employment value proposition (EVP).

...departing employees’ feelings about their employment experience.

Rooted in Gartner’s quantitative research, Departure View ensures you survey employees where it matters most.

EVP
The emotional response to the set of attributes that people perceive as the value they gain in their life from employment in the organization.

Deeper Connections
- Camaraderie
- Collegial Work Environment
- Community Support
- Coworker Quality
- Diversity, Equity & Inclusion
- Family Support
- Manager and Leadership Quality

Radical Flexibility
- Innovative Work
- Location
- Risk Taking
- Work Space
- Work-Life Harmonization

Personal Growth
- Equal Opportunities
- Future Career Opportunity
- Job-Interest Alignment
- Personal Development
- Professional Development

Holistic Well-Being
- Compensation
- Employer Recognition
- Health Benefits
- Organizational Stability
- Retirement Benefits
- Vacation/Holiday
- Well-Being Offerings

Shared Purpose
- Environmental Responsibility
- Ethics/Integrity
- Social Responsibility
- Work Purpose

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Key Benefits

### Vetted Set of Questions
A curated list of questions helps you gain valuable insight on the drivers of attrition, EVP areas of dissatisfaction, and employees’ perceptions of your employment brand.

### Benchmarking
Global, industry, and demographic benchmarks provide context to provide a deeper analysis of your results.

### Robust Reporting
Segmentation and time trending analysis give you a deeper understanding.

### Action Planning
Gartner’s research and advisory services are available to help you develop an action plan.
Standard Questions

Reasons for Leaving
- Primary reason for departure
- Qualitative feedback

Future Job Analysis
- Expected compensation change
- Job search and timing

EVP
- Areas of dissatisfaction
- Anticipated improvement in new job

Employment Experience
- Satisfaction with overall experience
- Net Promoter Score (likelihood to recommend organization)
Roadmap

Survey Content  Reporting  Getting Started
Reporting: Results

• The online dashboard displays results in real time, allowing you to filter and compare employee segments.
Reporting: Demographics

- Segment out the responses by different demographic segments.
- Quickly identify success or problem areas using the heat map.
Reporting: Trends

- Measure how your survey responses have been trending over time.
Roadmap

Survey Content

Reporting

Getting Started
We Support Ongoing Analysis & Action Planning

1. We help you analyze and interpret your results to identify strengths and opportunities.

Of the following Employment Value Proposition attributes, please select the top areas you were most dissatisfied with during your employment.

- Your Company Results
- Benchmark

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Your Company Results</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation</td>
<td>37%</td>
<td>38%</td>
</tr>
<tr>
<td>Future Career Opportunity</td>
<td>35%</td>
<td>40%</td>
</tr>
<tr>
<td>Development Opportunity</td>
<td>34%</td>
<td>33%</td>
</tr>
</tbody>
</table>

“While employees are not as dissatisfied with career opportunities at your organization compared to our benchmark, when we look at Future Career Opportunity and Development Opportunity together, we can see a strong desire among employees for more career opportunities.”

2. We help you take action on the results through our extensive cannon of:

- Research
- Case Examples
- Tools
Deployment Methods

**Universal Link**
- Access to the survey provided in one general link
- Participants must self-select all demographic information
- No individual participant name or email required
- Lacks the ability to track individual survey participation

**Unique Link**
- Participants receive unique survey links via email
- Demographic information is prepopulated for a shorter survey
- Completion rates can be tracked
- Reminder e-mails automatically sent to unfinished participants

**How**

**Universal Link**
Share the universal survey link to participants via checklist or intranet posting

**Manual Data Upload**
HR adds participant details into the distribution through Excel upload or single manual entry

**sFTP File Feed**
Automate data transfers from your HRIS to the survey platform through a sFTP dropsite
How Do I Get Started?

As you plan the launch of your survey think through the items below…

**Survey Languages**
Pick from 27 languages. Select as many languages as you need for your employees.

**Configurable Questions**
Add up to 5 questions in addition to the standard survey.

**Demographic Filters**
Select demographics you want as available filters in your dashboard.

**Invitation Timing**
Determine when participants will receive their invitation.
- We recommend sending invitations as soon as an employee gives their notice.

**Deployment Method**
1. **Universal Link** – participants access general link
2. **Unique Link** – via two options
   - Manual data upload
   - sFTP Automated file transfer
Launch Process

**Plan**
*Ideal Timeline: 1-2 weeks*
- Select survey deployment method.
- Determine the target launch date.
- Complete the launch workbook to personalize your survey.

**Build**
*Ideal Timeline: 1-2 weeks*
- Gartner builds a test version of your survey.
- Review, edit, and approve the test survey.

**Test**
*Ideal Timeline: 3-6 weeks*
- Gartner sets up test distribution.
- Gartner trains your team on distribution process.
- Partner with Gartner to test sFTP file feed. (if necessary)

**Deploy**
*Ideal Timeline: 1-2 weeks*
- Communicate survey to HR team and confirm final launch details.
- Upload participants into Pulse system
- Monitor the send of surveys to employees.

**Analyze**
*Ideal Timeline: Ongoing*
- Track data at least quarterly with real-time survey results published on your Pulse dashboard.
- Schedule regular results calls with your Gartner survey contact.
Contact Us

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