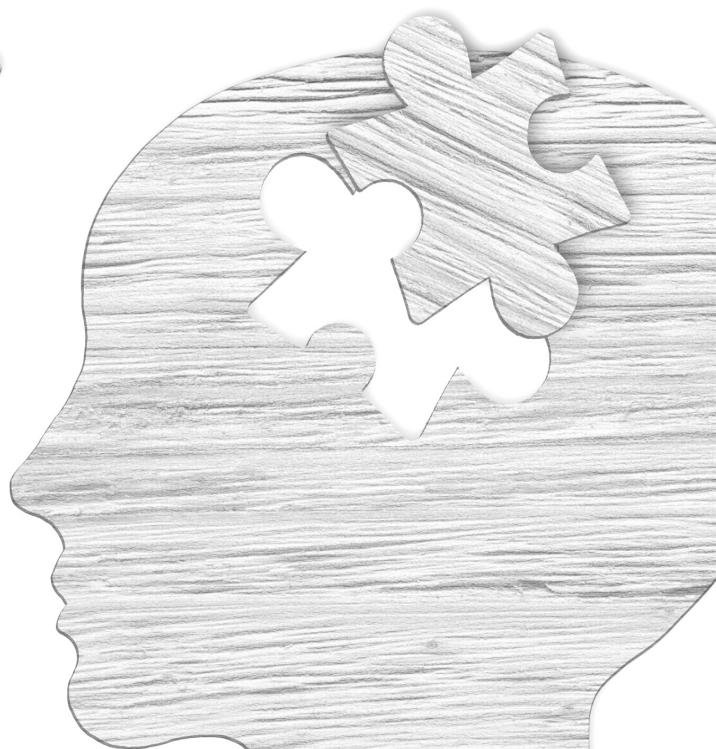
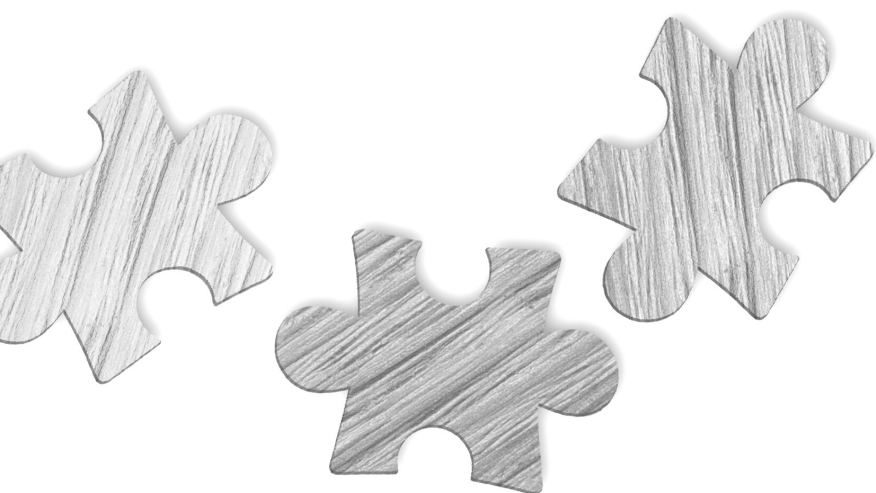


2021

# LONDON WORK RESOURCE SUPPORT GUIDE

How to encourage career progression  
in your organisation





## ABOUT WORKING WELL

Working Well Trust was founded in 1992 by a group of mental health professionals who wanted to address the issue of low employment rates for people who have experienced mental health challenges.

Our vision is for people who have mental health needs to have the same employment opportunities as the rest of society, free from discrimination, bias and stigma. We believe that everyone has the right to work and that employment can support an individual's personal mental health recovery.

Our purpose is to promote the personal recovery of people with mental health problems through support, training and employment.

*12% of workers spend  
their entire lives in  
low-paid work.*

*Living Wage Foundation*

The London Work Resource was set up in response to the fact that low pay is a serious problem in the capital, with 1 in 5 employees earning below the London Living Wage.

The project explores the issues preventing career progression, particularly those in low-paid work and with mental health needs, championing what works to improve the earning prospects and work-life balance for those with lived experience of mental health distress.

# EXECUTIVE SUMMARY

Below are some of the key takeaways from this support guide...

01

## **Employers don't focus on retention enough**

Too many employers focus on recruiting the 'best' or 'right' candidates, and don't put in the work to retain these individuals at their organisation.

02

## **Losing employees costs you thousands (£)**

The cost to replace an employee earning the average UK salary of £27,721 costs around £12,000. Can you afford that?

03

## **It is not just about salary...**

Only 12% of individuals leave a job because they wanted more money. 76% leave because they don't feel valued by their employer.

04

## **Continuous training is key**

There is a direct link between the amount of training an individual undertakes and the likelihood they will progress... particularly those on low pay.

05

## **Line management is crucial**

A breakdown in relationship with a line manager can derail an individual and a wider team. In short: inadequate line management costs you valuable employees.

# CONTENTS

- 01** Why mental health matters
- 02** Why progression matters
- 03** Common barriers to career progression
- 04** Understanding progression for your workforce
- 05** Understanding where progression happens
- 06** Understanding who progresses
- 07** What makes an ideal job?
- 08** Measuring role progression
- 09** Supporting personal & professional development
- 10** Supporting progression through line management
- 11** Supporting line managers
- 12** Monitoring progression
- 13** Supporting staff to progress elsewhere



# FOREWORD

**'London is an expensive place to live. I had to leave a job I loved because I was struggling to get by on the salary.'**

For centuries, London has been a magnet for individuals looking for a place to develop their careers. Individuals from across the United Kingdom and the world have moved to the capital, creating an immensely skilled and ambitious workforce. For this reason, London is an international hub for many organisations.

Despite the wealth of opportunities available in London, there exists huge inequalities and challenges for individuals looking to progress their careers, particularly for those on lower wages looking to move to better work. Prior to Covid-19, nearly one million individuals were earning below the London Living Wage, with 1 in 9 workers working in what would be describe as insecure work.

Progression is not only about finances. Throughout our conversations with clients at Working Well, the importance of freedom, autonomy and work-life balance were equally stressed. For our clients especially, progression means working in roles that support their mental health, and working for organisations that recognise their needs.

Tackling persistent low pay and the lack of opportunities to progress in employment are two of the biggest challenges facing not only London, but the whole of the United Kingdom.

We hope the following guide will support your organisation in its efforts to improve progression pathways and retention in the workplace. This guide does not propose widespread changes or replacing your current systems, rather making small alterations that can have a huge impact on the lives of the individuals this toolkit aims to support.

We believe quantifying career progression means you can measure progression in your organisation, and what can be measured can also be managed.

# WHY MENTAL HEALTH MATTERS

Mental health in the workplace has changed significantly in recent years. However, there is still more work to be done, particularly by employers.

**"They don't give a \*\*\*\* about me. Why should I put myself out there for them when they wouldn't do the same?"**

In 2017, Stevenson Farmer calculated the cost of poor mental health in the workplace to be a significant number at £33bn-£42bn; the mid-point of which is equivalent to almost 2% of UK GDP that year (2016). This cost you, the employer, with the cost per employee ranging from £497 - £2564, depending on the industry and sector. Following Covid-19 and subsequent lockdowns, this costing has likely increased.



of employees believe coming forward about a mental health issue could impact job security  
**BusinessSolver, 2020**

Improved wellbeing also builds trust and loyalty in an organisation. Employees who feel their manager and the wider organisation care about their personal development are more likely to stay and want it to succeed. Throughout the development of this guide, we spoke to clients who felt underappreciated and indifferent towards their employer, leading to presenteeism (lost productivity that occurs due to an employee working while ill) and absenteeism (missing work due to ill health).



of people think they would be less likely to get promoted if they had depression.  
**Stephenson Farmer, 2017**

# WHY MENTAL HEALTH MATTERS

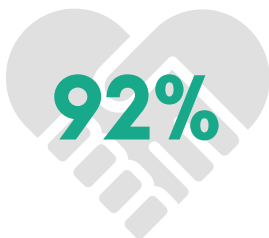
Creating a work culture where individuals feel they can speak openly about their mental health, and be able to access support, is crucial to the development of a work place where everyone feels valued.



of individuals that have experienced a mental health condition feel they do not have equal access to career progression opportunities as other colleagues. (**Hays Recruitment, 2020**)

Mental health has also become an important issue to potential customers and stakeholders. Organisations seen to have little interest in the well-being of staff are looked upon negatively. Individuals, and other businesses, are increasingly making consumer decisions by looking at the ethos of an organisation.

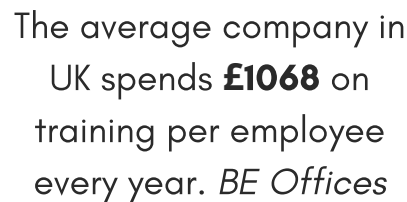
For these reasons, and many more, mental health is something all organisations should take seriously.



of employees state that they would be more likely to stay at an organisation if their employers showed more empathy. (**BusinessSolver, 2021**)

# WHY PROGRESSION MATTERS

Put simply, career progression is the way an individual's role, both their job title and place in an organisation, can grow and change over time. It is important to say progression is not strictly about pay and promotions: Improving skills, building autonomy and development a better work life balance are all equally valid considerations to employees in the 21st century when thinking about in-work progression.



The average company in UK spends **£1068** on training per employee every year. *BE Offices*

As an employer, you should care about the progression of your staff. The CIPD found that employers who develop their employees' skills internally saw their productivity increase by 45%, their innovation by 34% and their overall performance by 47%.

Meanwhile, losing talented workers also creates issues. Based on a combination of using a recruiter to source the talent and the hours an owner would spend hiring the right candidate, the cost to replace an employee earning the average UK salary of £27,721 could around £12,000 - a huge hidden cost for any organisation to front, especially if they are in an industry with a high staff turnover.



**81%**

of employees would consider leaving their job if they got the right offer.

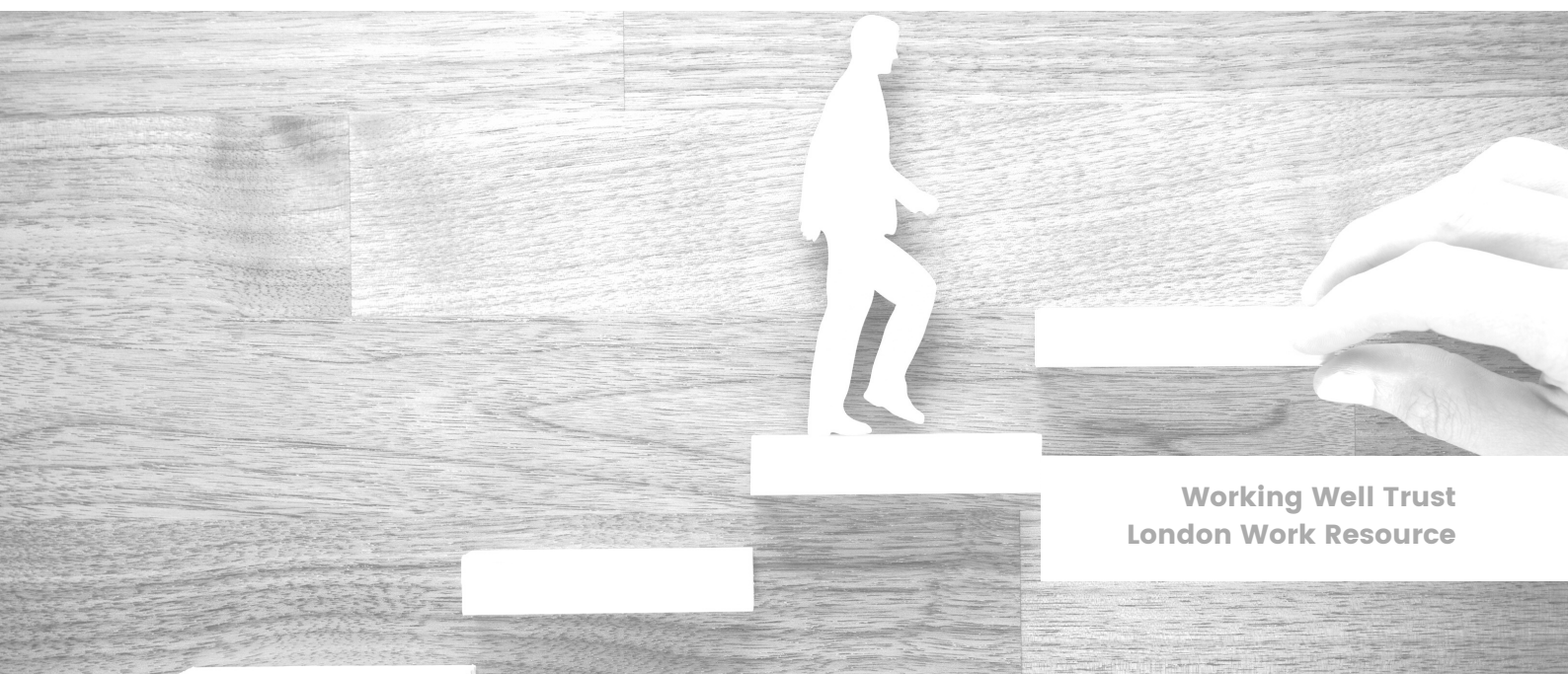
**Ajilon, 2019**

# WHY PROGRESSION MATTERS

Employees of the future will need to have highly developed yet generic skill sets – project management, problem solving, the ability to analyse complex data and more – that can be applied in different circumstances. If organisations want to be adaptable and competitive in the future, the evidence suggests they need to take a leading role in developing their current staff, as under half (46%) of businesses state that their organisation cannot recruit the skilled individuals they need.

Throughout our engagement with employers, we have heard that many applicants simply lack the skills needed to perform the roles that are looking for, particularly graduates and young people. Over half (56%) face some kind of barrier to meeting their skills and talent needs. The need to equip your current staff to perform the roles of the future is therefore essential.

If you're serious about developing talent in-house, those looking to progress elsewhere but unable to will notice, as employees often share their experiences in person and online. With talent so in demand, having a visibly positive approach to career development will give your organisation an edge in attracting new people, as well as encouraging staff already working with you to stay, as they can progress with you more than they can progress elsewhere. On the flip side, you don't want to be the organisation losing your employees to competitors seen as better places to work and progress.



# COMMON BARRIERS TO CAREER PROGRESSION



## Focus on attraction

Employers often focus on recruiting the 'right candidate'. For larger organisations, this can often mean a focus on graduate schemes or training programmes aimed at younger people.



## Unclear pathways

Organisations can often have common routes to senior leadership in their organisation. Individuals not on those pathways can find it much harder to progress in an organisation.



## Lack of training

Training is often provided to either younger backgrounds or those in senior positions. When offered organisation wide, certain individuals are more likely to take part than others.



## Unsuited to company culture

Not everyone is a right fit for an organisation. Sometimes individuals are not comfortable with the culture in a sector of work. For example, work environments that encourage long hours or late evenings.



## Breakdown in relationships

Line managers play a crucial role in the development of staff at an organisation. A fractious relationship with a line manager often has a significant impact on mental health and career progression.



## Commitments outside work

Individuals who require a degree of flexibility in work are less likely to progress in employment than others.



# UNDERSTANDING PROGRESSION FOR YOUR WORKFORCE

Even in uncertain times, organisations shouldn't minimize the importance of supporting their employees' career advancement. If you do, you risk undermining morale and productivity as talented workers leave feeling they couldn't progress. Over time, you could face the prospect of losing employees to competitors once the job market becomes more fluid.

But progression is not all about promotions and pay bands. In fact, for many, wages are not often the main priority. For example, having more work life balance and receiving training and development opportunities rank higher when individuals are asked what matters to them in employment.

**12%** of employees leave their job because they want more money. (CareerBuilder, 2018)

As an employer, you should find out what attracts, retains and inspires employees at your organisation, as well as what they see as barriers to their progression.

We recommend surveying individuals at your organisation – asking what they prioritise in employment. As an example, we have included what clients of Working Well Trust stated they are most looking for in employment.

- 1 'feeling valued by your employer'**
- 2 'having a better work-life balance'**
- 3 'having opportunities to take part in training'**

# Questions you can use...

Below are some example questions you may want to use as you explore your staff's views on progression.

## Employee thoughts on progression...

What does 'Career Progression' mean to you...?

What do you consider to be 'Career Progression'?

When thinking about employment, what are you most looking for in a workplace?

## Understanding how important progression is to staff...

How important is being promoted to you?

How important is it to feel valued by your employer?

How important is it to have a good relationship with your line manager?

## About your organisation and progression...

How important do you feel progression is at your organisation?

Do you feel that your employer cares about your professional development?

Do you feel you can progress at this organisation?

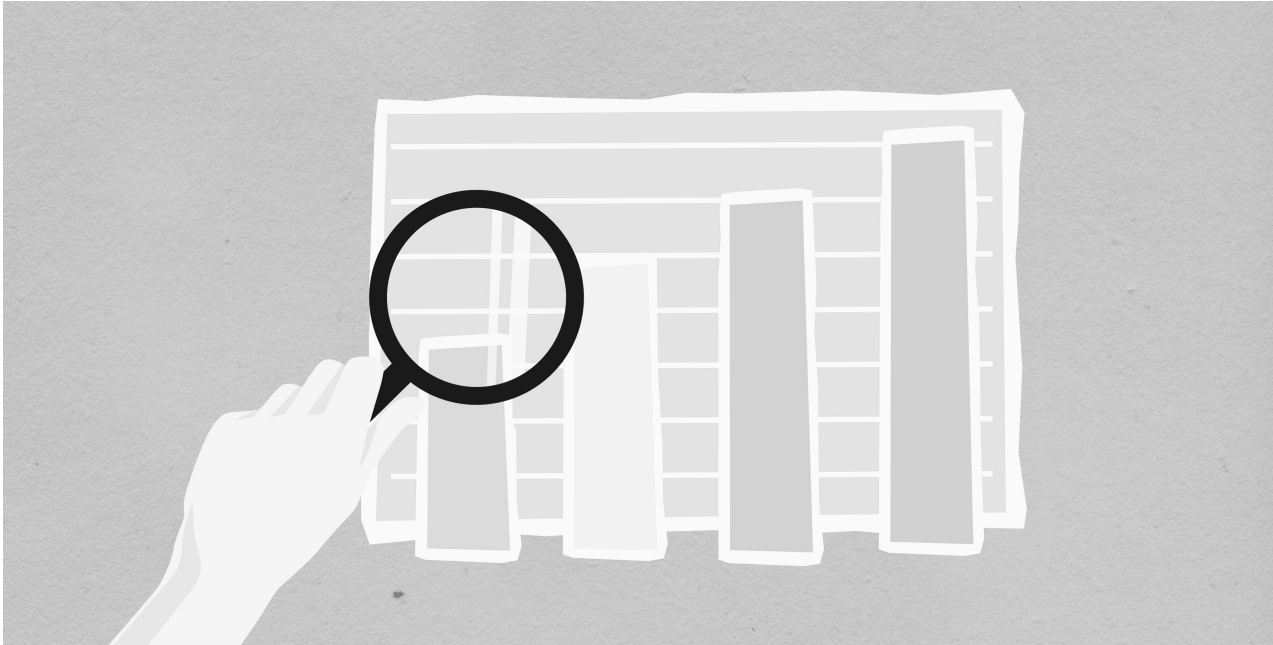
## Motivations for working...

What motivates you to work?

What de-motivates you to work?

Thinking about your current work, would you say you are happy about your current role?

# UNDERSTANDING WHERE PROGRESSION HAPPENS...



When thinking about progression in your organisation, it is important to know if your organisation has common routes of career progression or stagnation for certain roles. Evidence suggests that it is common for organisations to intentionally, or unintentionally, have roles that fast track individuals to positions of leadership. It is important to recognise what this looks like in your organisation.

For instance:

Is it common for individuals who perform certain roles to be promoted over other roles?

Is there a common trend in the experience of those in leadership positions in your organisation?

***Nearly two-thirds of employees say a lack of career development with their current employer would be enough to make them start looking for a new job***

*Penna, 2017*

# UNDERSTANDING WHO PROGRESSES...

While it is important to identify how frequently individuals are promoted internally from different teams in your organisation, it is equally important to establish who these individuals are.

Are they typically from the same gender, race or social economic background?

We recommend organisations develop systems that can gather data on staff members when they join an organisation. This will allow you to look back over time and explore changes to your organisation. We recommend collecting data on the following...



## **No. 01 — Social Metrics**

Socio-Economics play a crucial role in understanding who progresses in an organisation. Those from lower socio-economic backgrounds take on average 18 months to reach senior roles than their colleagues from higher socio-economic backgrounds.



## **No. 02 — Mental health**

Creating systems that encourage mental health disclosures is critical to the progression of those with mental health needs. Almost half (48%) of UK employees believe disclosing a mental health condition to their line manager will impact their career progression.



## **No. 03 — Change over time**

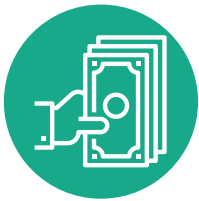
Finally, it is important to track the progress you are making around career progression. Have you seen an increase in individuals from the roles you identified as having low mobility? Has you seen a change in the gender, ethnicity or social class of individuals who are being promoted.

# WHAT MAKES AN IDEAL JOB?

Beyond the roles that an employee can move towards, it is important to establish a comprehensive employee value proposition (EVP): what do employees gain in return for giving their labour?

A role where individuals feel valued is less likely to see them move elsewhere. If you want to progress employees, you also need to retain them.

Based on external research, as well as surveys and 1-2-1 interviews with clients of Working Well, we established the following six areas were important elements in their current workplace, or clients hoped their employer would offer them in the near future.



## **No. 01 — Training Opportunities**

Regular opportunities to take part in training and development is an important component to what many peoples see as an ideal job. Being about to up-skill allows employees to learn and progress in-role.



## **No. 02 — Autonomy & Freedom**

People don't like being micromanaged as they feel their employer doesn't trust them. Giving employees autonomy has shown to increase motivation and happiness, along with decreasing employee turnover.



## **No. 03 — Regular Feedback**

One of the most important things to employees, particularly those in new roles, is frequent conversations around performance. Evidence shows that employees greatly appreciate discussions that offer frequent feedback and encouragement around their work.

# WHAT MAKES AN IDEAL JOB?



## **No. 04 – Supportive Environment**

Employees want to feel connected to their co-workers and wider organisation. Having good relationships at work improves the likelihood an individual will stay at an organisation.



## **No. 05 – Work Life Balance**

This consistently ranks as the most important across all age groups. The vast majority of people are looking for jobs that allow them the opportunity to more spend time with their friends and family.



## **No. 06 – Mental Health**

Employees want to know their line manager and wider organisations cares about their personal well-being. Workers with higher health and wellbeing scores report higher task performance.

The above is not an exhaustive list, but six areas you should factor into every role at your organisation. Depending on the individual, some of these factors may feature more prominently than others. Nevertheless, we recommend incorporating them all.

The importance of supporting personal and professional development through continuous training will appear in more detail in a later section of this document.



# MEASURING ROLE PROGRESSION

Like many organisations, you will have benchmarks and KPIs that you track to measure the performance of individuals, departments and the organisation as a whole.

**We propose imbedding a similar process around career progression for staff.**

By stating competencies that staff are measured on, you are not only highlighting the growth an employee can make in their current role, but also showing what you are taking into account when considering staff for a promotion.

In short, this is about creating transparency around the areas employees will be measured on. Structurally, you will remove any ambiguity around what it takes to progress to a future role, a common concern amongst employees who feel they can't progress at an organisation.

Not only that, but the metrics serve as a great way to measure the progress of someone in their current role as they become more accustomed to the organisation. The following metrics adds KPIs that are not organisationally sales driven or target based, but personal targets that benefit the organisation if they are met.



PROGRESS...

Working Well Trust  
London Work Resource

# Competencies to use

We recommend that organisations measure the role progression of employees using the following five metrics.

## **MASTERY**

Employee knowledge of the tools and technologies they use in their role, the sector you work in, and their technical ability in the role.

## **SIZE / SCOPE**

How much impact does the role have?

Over time the remit of the role should increase as their knowledge of the role.

## **INFLUENCE**

What level decision making does the employee have, and how can that be increased as they become more experienced

## **COMMUNICATION**

How does the employee communicate with the wider organisation?

What potential is there to interact with more senior roles?

## **LEADERSHIP**

Over time, how can the employee support and upskill others in the organisation.

# SUPPORTING STAFF WHO ARE STRUGGLING TO PROGRESS...

Having implemented competences to measure in-work progression, you will now be in a better position to support staff members who are struggling to progress into new roles. For example, some staff members may need additional support to develop certain skills, or support gaining necessary certification. Whatever the area(s) identified, the competencies on the previous page can be used to help a staff member develop internally.

AREA IN NEED OF SUPPORT	FEEDBACK PROVIDED	EXAMPLE SUPPORT PROVIDED	MONTH-1	MONTH-2	MONTH-3	MONTH-4	MONTH-5	MONTH-6
Lack of soft skills	Staff may lack essential soft skills needed to perform the role...	Can staff members be given opportunities to shadow other staff members?						
Lack of specialised skills	Staff may lack experience of a specific element of a role	Can staff members take part in a training programme to learn the skill?						
Lack of necessary certification	While staff may have the experience, they may not have the necessary certificate	Can you facilitate staff to gain any relevant verification?						
Level of formal education	Some staff may have little or no formal education	Can you as an employer facilitate or encourage staff to enter education?						
Level of relevant experience	Staff may lack sufficient experience compared to other candidates	Where can staff be supported to gain this necessary experience?						
Interview technique	A staff member may have the skills, but struggle at interview to demonstrate	Can staff who struggle receive support with interviews?						
Confidence and/or self belief	Staff may lack confidence to apply for positions for fear of rejection	How can line managers encourage staff to apply for new roles?						

# SUPPORTING PERSONAL & PROFESSIONAL DEVELOPMENT



***Three in five (61%)  
working age adults  
don't feel they are  
equipped with all the  
skills they will need  
to unlock new  
opportunities over  
the next five years.***

*City & Guilds Group, 2021*

The skills your organisation relies upon today are not necessarily the only skills you will need in the future. With new demands on how we work, organisations need employees who are adaptive to changing times.

In a fiercely competitive jobs market, you can't just rely on recruiting individuals with the skills you need. Instead, you have to make sure your current employees can fill gaps that emerge and drive the organisation forward.

When thinking about training staff, it is important to recognise the different types that can be offered. Gone are the days of training involving everyone attending, in-person, in a single location, at the same time.

**(Robert Half, 2018) Organisations that moved to offering continuous learning and development saw retention rates amongst staff increase by...**



We advise organisations to create a culture that encourages staff to maximise their opportunities

Training	What	Example
Induction training	A set of training for new hires to a role covering topics about the organisation and role	<ul style="list-style-type: none"><li>• Introduction to the organisations mission and values</li></ul>
In person training	Typically a classroom environment. A trainer facilitates a workshop	<ul style="list-style-type: none"><li>• A training workshop on managing conflict and resolution.</li></ul>
E-learning	Training offered via online videos or webinars	<ul style="list-style-type: none"><li>• A webinar on the mental health in the workplace</li></ul>
On-site training	Training where employees learn by performing the task while supervised	<ul style="list-style-type: none"><li>• Shadowing a meeting or phone call with a potential client</li></ul>
Employee upskilling	Relies on fellow employees informally training one another.	<ul style="list-style-type: none"><li>• A colleague in one department offering a one hour demo on how to use a certain software or app</li></ul>

# BARRIERS TO STAFF TAKING PART IN TRAINING AND DEVELOPMENT

Regardless of what training and development your organisation offers, it is likely there are barriers that prevent certain staff members from taking part. While opportunities might be open to all members of staff, those with fewer qualifications, on lower pay and who don't work in an office environment are far less likely to take part than staff members who are the opposite.

When planning personal and professional development opportunities in the future, we recommend considering the following six barriers, and mitigating against them.

## COMMUNICATION

Are opportunities to take part in training widely shared across the organisation?

Is it made clear that anyone can take part regardless of their role in the organisation?

## TIME & LOCATION

Is the training held during work hours? If not, those with childcare responsibilities may be unable to take part.

How accessible is the training? Will staff need access to technology or have to travel?

## EDUCATION / EXPERIENCE

Does the opportunity require you to have a certain level of knowledge in the topic?

What about those who lack that experience?  
Or those who don't have qualifications?

## CONFIDENCE

Some staff members may lack self belief and believe that the training is not for them. How do you encourage all staff members to feel they can apply and take part in development opportunities?

## DISABILITY

What can be done to lessen the impact of a physical or learning need?

What can your organisation do to support staff members to take part in opportunities?

## HEALTH & WELLBEING

Staff with physical or mental health needs are less likely to take part in training opportunities. What can your organisation do to alleviate any concerns from staff members who don't feel comfortable taking part.

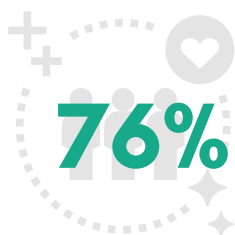


# SUPPORTING PROGRESSION THROUGH LINE MANAGEMENT

Throughout the development of this guide we heard over and over how important line management is to the well-being and success of an employee. A third of UK employees say their career progression to date has failed to meet their expectations, with four in ten blaming poor line management for stifling their ambitions.

**'Having a good relationship with your manager is so important. I've had managers who weren't interested in me and my wellbeing. It is hard being in that situation.'**

The importance of line managers knowing how to emotionally support team members as well as manage KPIs can not be overstated. Staff who feel emotionally supported and valued are more likely to stay at organisation. Therefore the relationship with line a manager is crucial.



**of employees who don't feel valued at work  
are looking for new roles elsewhere.  
(LifeWorks, 2018)**

**We recommended incorporating elements of 360 degree feedback** as a part of development for line managers. 360 degree feedback is a process where employees receive confidential and anonymous feedback from the people who work around them, including line managers, peers and in some instances, clients. In particular, we recommend embedding feedback to line managers from their sub-coordinates, as well as a self-evaluation by the employee themselves.



# SUPPORTING MENTAL HEALTH THROUGH LINE MANAGEMENT

As we highlighted in an earlier section of this guide, staff are often wary of speaking openly about their mental health, believing it may lead to discrimination and/or harm their career prospects.

As an employer you need to take a lead role in creating an environment where staff feel they can safely talk about their mental state.

Research by the University of Warwick in 2015 showed that organisations that actively support the wellbeing of staff saw productivity increase by up to 12%.

On this page, we have included questions used in Wellness Action Plans that line managers at your organisation can use to support a staff member experiencing mental health challenges.

What helps you stay mentally healthy at work?

Q1



Q2

What can your manager do to proactively support you to stay mentally healthy at work?

Are there any situations at work that can trigger a worsening of mental health?

Q3



Q4

Are there elements of your individual working style or temperament that it is worth your manager being aware of?

What support could be put in place to minimise triggers or help you to manage the impact?

Q5



Q6

If we notice early warning signs that you are feeling mentally unwell, what should we do?

What steps can you take if you start to feel mentally unwell at work? Is there anything we need to do to facilitate them?

Q7



# SUPPORTING LINE MANAGERS

Line managers play not only a crucial role in the progression of staff internally, but are the most important factor in whether an individual wants to quit their job. Having a poor relationship with their line manager is the most common reason an individual leaves an organisation in the United Kingdom.



**49% of UK employees have left a job because of the relationship with their line manager. (Totaljobs, 2019)**

It is essential to develop and support line managers at your organisation. While most individuals at your organisation will have experience of being line managed, not every individual who line manages has prior experience of supporting other staff members.

For instance, Individuals from operational roles or roles which typically require lone working will likely have received no training around line management, and will have likely have had a line manager who they saw infrequently. As a result, someone promoted from this background will not have had training around line management, and may not have experience of regular line management that they can draw upon.



**58% of newly appointed managers stated they didn't receive any training around line management. (CareerBuilder, 2018)**

Line managers are more likely to effectively manage to a high standard if they have the following:

- A good working relationship with their own managers.
- Training and support to develop their people management skills
- Opportunities to be involved in decision-making that impact their team
- A work culture that encourages staff discuss matters of concern without fear of being reprimanded.

# MONITORING PROGRESSION

Once you have implemented recommended changes throughout this document, it is important to establish ways to monitor it over time.

Playing an active role in measuring and monitoring employee growth allows you to continually assess the effectiveness of any changes you have made, and make future adjustments.

There are many ways to monitor career progression in an organisation, but we recommend the following three (cost effective) ways...



## **No. 01 – Use data collection**

Continue using the data you gather from employees to establish how successful the interventions and changes you have made. It is not about collecting more data, but using what you are gathering already.



## **No. 02 – Ask for regular feedback**

It is important to routinely ask for staff views on the changes that have been made, and the impact on staff attitudes on progression and career development. Regular surveys that ask for staff feedback is a great way to gather this.



## **No. 03 – Establish a Sub-Committee / group**

We encourage you to involve staff members from across the organisation in reviewing staff progression and mental health at your organisation. Create groups with the specific task of discussing and evaluating in-house progression.

# SUPPORTING STAFF TO PROGRESS ELSEWHERE...

While some staff members may enjoy having a set routine of tasks, with little to no change over the years, others will desire change.

People typically see progression as something which is vertical, with a staff member moving up a hierarchy of roles, each one carrying more responsibility. But in today's changing workforce, career pathways can also be a series of developmental opportunities with various forms of career movement, both vertical and lateral, to encompass new skills, experiences and perspectives. A lateral role change may offer the progression an employee is looking for.



**of employees say they would stay at their employer if they supported them to learn. (Linkedin, 2019)**

Unfortunately though, change may not be possible to facilitate in your organisation, however much you would like to keep that staff member.

If a member of your organisation is upfront about their desire to look for a role elsewhere, it is important to continue supporting them. Offering support with applications, whether that's providing feedback on CV, applications or mock interviews, there are plenty of great ways to help them find their next role.

Regardless of how you support an out-going staff member, it is important to manage their exit effectively. The departure of an employee may not be ideal for your organisation, but it is important to not let this impact the final days and weeks of the out-going staff member.

# SUPPORTING STAFF TO PROGRESS ELSEWHERE...

Exit interviews are the most popular method for organisation in the UK to explore why a staff a member is leaving (CIPD, 2009). They provide an open space for out-going employees to evaluate their work, and potentially flag areas that played a factor in them looking for work elsewhere.



**people say they trust strangers more than their manager (Harvard Business Review, 2018)**

For example, you may hear about challenges an individual had, whether that was with elements of their role or individuals they worked with. While the employee raising the issues is leaving, that does not necessarily mean the issues they raise go as well.

As exit interviews are normally one of the last things an employee does before leaving, it is a great opportunity to offer praise, and encourage them to stay in touch. Former members of your organisation can be a great asset, long after they have gone, meanwhile staff members who leave with negativity may encourage people in the future to not work for organisation.

And remember: just because someone leaves now, does not mean they are gone forever. It is possible that staff members may look to return to your organisation in the future.



# ACKNOWLEDGEMENTS

We would like to thank our Central for Mental Health, FM Conway, and Legal Advice London, South London & Maudsley NHS Trust for their steering of the project to date. Thanks also to all the employers who have supported the creation of this toolkit.

We hope that this guide will serve to illustrate the benefits of offering progression in your organisation, and provide practical insight to shape better career progression pathways for your workers.

***We thank all the clients and organisations who have supported the Working Well Trust in the creation of this toolkit.***



## Contact

Working Well Trust

020 7729 7557

[ryan@wwtrust.co.uk](mailto:ryan@wwtrust.co.uk)