

Retention

Description:

This tool provides guidelines on key elements of a Retention Plan and an Employee Feedback Checklist.

How it can be used:

Your organization's workforce is a significant asset that must be valued and carefully managed.

Employee turnover is very costly to any organization, with the costs extending beyond being short-staffed, filling a vacancy and losing organizational memory. Consider the following 'costs':

- Time and effort to recruit, interview and select a new candidate
- Learning curve — getting the new employee up to speed
- Increased supervision and coaching time
- Orientation time and setup with other staff members
- Lost productivity and morale due to increased stress levels in the departing employees' group

It is clear to see why retaining your quality employees is critical for your organizational sustainability both in service delivery and for the bottom line. Take a look at your organization. Are you doing your best to retain your top employees? Use these guidelines to build a retention plan that will help your organization to be an 'employer of choice'.

- 1. Select the right people in the first place.**
 - a. Use a rigorous competency screening and hiring process – 'The right person, doing the right job, at the right time'.
- 2. Connect your employees with the organization – Employees want to be involved.**
 - a. Post the mission, values and organizational objectives so they are visible to all employees.
 - b. Refer to the mission, values and objectives when setting goals and communicating decisions so employees understand how they influence the day-to-day operations.
 - c. Keep employees informed of new opportunities and challenges, and seek their ideas.
 - d. Involve employees in decisions that affect their jobs and the overall direction of the organization whenever possible.
- 3. Be honest – Employees value honesty and trust.**
 - a. Be honest about expectations and objectives and communicate them regularly to teams and individuals.
 - b. Demonstrate respect for employees at all times
- 4. Give regular feedback – Employees want to hear about their performance.**
 - a. Communicate goals, roles and responsibilities so employees know what is expected.
 - b. Rather than wait for the formal performance review to make comments on an employee's performance, make a point of giving feedback as situations arise.
 - c. Provide constructive feedback in face-to-face meetings with the individual.
 - d. Encourage employees to engage in discussion and to ask questions about their performances.
 - e. Review the skills that are required and be proactive in helping employees gain those skills (where appropriate).
 - f. Hold a quarterly performance planning meeting. Focus your main discussion on the employee's personal and professional development goals and aspirations.

5. **Support employee feedback – Employees need to feel like their input is valued.**
 - a. Solicit ideas and provide an environment in which people are comfortable providing feedback
 - b. Allow constructive criticism and demonstrate that the organization supports continuous improvement.
6. **Recognize good work – Employees want to be acknowledged.**
 - a. Recognize new ideas, creativity, excellent client service, teamwork, etc., by providing individual or public acknowledgement, depending on the employee preference.
 - b. Ask employees how they would like to be recognized, and follow through on their ideas where possible.
 - c. Recognize large and small accomplishments.
 - d. Celebrate successes and milestones with the entire team.
 - e. Encourage other employees to share the unique contributions of their colleagues.
 - f. Make sure that you sincerely demonstrate that you value each employee.
7. **Offer competitive salaries and benefits – Employees want to feel fairly compensated.**
 - a. Competitive salaries and benefits are key components of employee retention programs.
 - b. The perception of fairness and equitable treatment is critical to retain employees.
 - c. Be transparent about salary scales and inform employees of what needs to be accomplished to move within the scale.
 - d. Provide information sessions or FAQs about the employee benefit plan.
8. **Plan for growth – Employees want to know how they can grow and develop.**
 - a. Work with employees to identify their personal goals and develop a plan to achieve their objectives. Follow up on and update the plan regularly.
 - b. Ensure all employees have the tools, time and training necessary to do their jobs well.
 - c. Offer employees the opportunity to sit on challenging committees, attend seminars, and read and discuss relevant books.
 - d. Provide opportunities for people to share their knowledge via training sessions, presentations, mentoring others and team assignments.
 - e. Provide opportunities within the company for cross-training and career progression.
9. **Value Work-Life Balance – Employees want their life to be more than just about work.**
 - a. Comply with relevant employment legislation and standards.
 - b. Be flexible and understanding of family or personal commitments to enable employees to balance work and life. Allow flexible starting times, core business hours and flexible ending times. (Yes, his son's soccer game is important.)
 - c. Be highly supportive of employees during critical life events such as personal health and family emergencies.
 - d. Plan so overtime is minimized for those who do not want it and so that people do not wear themselves out.
 - e. Nurture and celebrate organization traditions
10. **Learn from departing employees – Employees can help you even if they are moving on.**
 - a. Exit interviews with departing employees provide valuable information you can use to retain remaining staff. Heed their results. You will never have a more significant source of data about the health of your organization.
 - b. Employee retention is one of the primary measures of the health of your organization. If you are losing critical staff members, it is likely that other people are also considering leaving.

Employee Feedback Form

How would you rate our organization in the following areas:	Very Satisfactory	Satisfactory	Somewhat Satisfactory	Unsatisfactory	Very Unsatisfactory
Compensates employees adequately and fairly					
Provides me with the resources I need to do my job					
Provides me with feedback on the job I am doing					
Provides recognition for good work					
Involves me in planning, strategy, performance, and services					
Provides opportunities for career development					
Provides opportunities and values my input					
Supports a healthy work-life balance					
Cares for its employees					
Attracts quality employees					
Retains quality employees					
Other comments					

1. What do you like best about working here?
2. What suggestions for improvement do you have?
3. Would you refer a friend to work for our organization? Why or why not?