EMPLOYEE RETENTION ASSESSMENT

Scoring Directions: Rate your organization on a scale of 1(lowest) to 10 (highest) for each item. Circle the appropriate rating.

1. **Deploy a Leadership Strategy**
   - There is a clarity and strength to our organizational values and mission
   - Senior management demonstrates our organizational values
   - Our vision is understood by our workforce
   - High level of respect and support for our senior management
   - It is clear our organization is well managed
   - The cost of turnover is measured

   Low 1  2  3  4  5  6  7  8  9  10 High

   Score: _______

2. **Provide Direction and Lead by Example**
   - First and second level managers have respect and support from the workforce
   - Managers and supervisors visibly behave in ways that reinforce our values
   - They are evaluated on how effective they retain their workforce
   - Supervisors receive management training

   Low 1  2  3  4  5  6  7  8  9  10 High

   Score: _______

3. **Recruitment and Selection**
   - Essential behaviors have been established for key jobs
   - Employees hired based on behaviors and competency models
   - Interviewers are properly trained and a structured approach to interviewing has been established
   - A program is in place making everyone responsible for recruitment--not just recruiters

   Low 1  2  3  4  5  6  7  8  9  10 High

   Score: _______

4. **Orientation and Onboarding**
   - On boarding program is in place for new employees
   - We conduct random surveys asking why people stay at our organization
   - Exit interviews are conducted
   - New employees are assigned a "go to" person to help assimilate them
   - We survey new employees during the first 30 days on the job

   Low 1  2  3  4  5  6  7  8  9  10 High

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Score: ______

5. **Build Connections and Communication**
   - We identify barriers and obstacles to good communication
   - We have a specific plan and evaluate how well we communicate to our workforce
   - Managers conduct retention reviews with their employees
   - We have worklife flexibility programs in place
   - Employee satisfaction surveys are conducted on a regular basis
   - We know the top reasons employees quit their jobs
   - We know the top reasons employees stay with our organization

   Low 1  2  3  4  5  6  7  8  9  10 High

Score: ______

6. **Rewards, Recognition, and Reinforcement**
   - We provide competitive pay and benefits
   - We have identified the important behaviors we want to reward and recognize
   - We have formal and informal reward and recognition programs
   - Senior managers participate in and support reward and recognition programs

   Low 1  2  3  4  5  6  7  8  9  10 High

Score: ______

7. **Charged Environment that Engages the Workforce**
   - We focus on making work and jobs mentally engaging and physically energizing
   - We have a system to solicit ideas and suggestions from our workforce
   - We discover ways to make work fun

   Low 1  2  3  4  5  6  7  8  9  10 High

Score: ______

8. **Employee Learning and Development**
   - We strive to create career ladders for all jobs
   - Individuals have an opportunity to learn new skills
   - We have a commitment to training and development
   - We have advanced programs for high potentials
   - We provide timely communication of performance to our workforce
   - There is a system in place to coach individuals for higher performance

   Low 1  2  3  4  5  6  7  8  9  10 High

Score: ______

Total Score: ______
# Hiring and Turnover Calculator
## How Much Is It Really Costing?

<table>
<thead>
<tr>
<th>Turnover</th>
<th>How many people have you hired in the last year?</th>
<th>B. ________</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>How many have departed during this period?</td>
<td>A. ________</td>
</tr>
</tbody>
</table>

**Your Turnover rate is**
\[
\text{Turnover rate} = \left( \frac{B}{A} \times 100 \right) \%
\]

<table>
<thead>
<tr>
<th>Interviewing Time Cost</th>
<th>Before hiring a person, approximately how many applicants do you interview?</th>
<th>C. ________</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>On average, how long does each interview last?</td>
<td>D. ________/hr.</td>
</tr>
<tr>
<td></td>
<td>How many interview cycles have you run in the last year?</td>
<td>E. ________</td>
</tr>
<tr>
<td></td>
<td>The value of your time is:</td>
<td>F. $_______/hr.</td>
</tr>
</tbody>
</table>

**The cost of interviewing is**
\[
\text{Interviewing cost} = (C \times D \times E \times F)
\]

<table>
<thead>
<tr>
<th>Salary Cost</th>
<th>A new person’s monthly base salary</th>
<th>H. $_______/mo.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>On average, people who turned over lasted</td>
<td>I. ________ mos.</td>
</tr>
</tbody>
</table>

**The payroll cost for people who turned over is**
\[
\text{Payroll cost} = (B \times H \times I)
\]

<table>
<thead>
<tr>
<th>Training Cost</th>
<th>How many hours did you invest each month in training, managing, and coaching each person?</th>
<th>K. ________ hrs.</th>
</tr>
</thead>
</table>

**The cost of the time invested in people who have turned over is**
\[
\text{Training cost} = (B \times F \times I \times K)
\]

<table>
<thead>
<tr>
<th>Administrative Cost</th>
<th>Cost of testing and medical exams</th>
<th>L. $_______</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Processing of paperwork for newly hired person</td>
<td>M. $_______</td>
</tr>
<tr>
<td></td>
<td>Processing of paperwork for departing employee</td>
<td>N. $_______</td>
</tr>
</tbody>
</table>

**Total cost is**
\[
\text{Total cost} = (L + M + N)
\]

**THE COST OF HIRING AND TURNOVER IS**
\[
\text{Total cost} = (G + J + L + O)
\]

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