

Checklist – Retain and Support

Tick when complete	Tasks	Templates provided
<input type="checkbox"/>	Work out the potential costs to your business of a high employee turnover rate.	Yes
<input type="checkbox"/>	Do you have strategies for encouraging employees to stay with your business? Work out what motivates and rewards individual employees.	Yes – 'Ways to motivate and reward your employees' in Section 4
<input type="checkbox"/>	Decide whether your business would benefit from providing more flexible working arrangements such as part-time hours, job sharing or working from home.	
<input type="checkbox"/>	Identify strategies you can adopt to better support your employees in the workplace (e.g. diversity training, health and wellbeing programs, employee assistance programs).	
<input type="checkbox"/>	Do you know what your employees think about their work and about your business? Ask them to fill in an employee attitude survey.	Yes

Template – Employee attitude survey

Use this survey within your business to see what employees think about their work and workplace.

This employee attitude survey will help us to determine what's good about your work and this workplace, and what you think could be improved. We can make positive changes when we have the right information. All answers you give will be treated with the utmost sensitivity and the information will not be used for any other purpose apart from planning and improvement.

Please read each statement below. Circle a number to show how much you agree or disagree with each statement.

Statement	Circle which is most appropriate					
	Strongly agree = 5	4	3	2	Strongly disagree = 1	1
I have asked for training to do my job better.	5	4	3	2	1	N/A
I received training when I asked for it.	5	4	3	2	1	N/A
I could be better at my work if I had some/more training or professional development.	5	4	3	2	1	N/A
I have the right tools and equipment to do my job.	5	4	3	2	1	N/A
When change is about to happen, I am consulted.	5	4	3	2	1	N/A
I think people appreciate the work I do.	5	4	3	2	1	N/A
I think I am paid the right amount of money for the work I do.	5	4	3	2	1	N/A
I would be interested in trading some workplace benefits in lieu of financial pay.	5	4	3	2	1	N/A
(If you agree, please list the benefits you'd like).	(i)					
	(ii)					
	(iii)					
I think the business cares about me as a person as well as an employee.	5	4	3	2	1	N/A
I think, in general, morale in this business is high.	5	4	3	2	1	N/A
I would recommend this business to others as an employer.	5	4	3	2	1	N/A
I would recommend this business as a provider of goods and/or services.	5	4	3	2	1	N/A
The best three things about working here are:	(i)					
	(ii)					
	(iii)					
The three things I would most like to see improved are:	(i)					
	(ii)					
	(iii)					

What else would you like to tell us about?

Many thanks for taking the time to fill in this survey.

Template – Workforce turnover checklist and analysis

This template provides three steps to analysing and addressing workforce turnover.

STEP ONE – MEASURE YOUR TURNOVER PERCENTAGE

1. What's your average number of employees?	Example	Your figures
Add the number of employees at the beginning of a nominated period (e.g. financial year) with the number employed at the end of the period and divide by two.	$(30 + 42) / 2$	<insert figures>
Average number of employees = $(\text{no. at beginning} + \text{no. at end}) / 2$	36	<insert figure>
2. What's your turnover percentage rate?		
How many employees left during the same nominated period?	6	<insert figure>
Multiply the number who left by 100 and divide by the average number of employees in that same period. This gives you your turnover rate as a percentage.	$(6 \times 100) / 36$	<insert figures>
Turnover percentage rate = $(\text{no. of employees who left} \times 100) / \text{Av. No. of employees}$	16.6	<insert figure>

STEP TWO – CALCULATE THE APPROXIMATE COST OF YOUR TURNOVER

This framework uses the estimate that suggests that the cost of replacing employees is around 1.5 times an employee's salary.

1. Approximately, how much does turnover cost your business per exiting employee?	Example	Your figures
What's the average annual salary of an employee in your workforce?	\$35 000	<insert figure>
Multiply this by the cost of replacing one employee in a year (approx 1.5 times an employee's salary).	$\$35\,000 \times 1.5$	<insert figure>
Cost of replacing one employee per year = av. salary for one employee \times 1.5	\$52 500	<insert figure>
2. Approximately, how much does turnover cost your business?		
How many people left during the nominated time?	6	<insert figures>
Multiply this by the approximate cost of replacing one employee a year.	$\$52\,500 \times 6$	<insert figure>
Approximate cost of turnover = Cost of replacing one employee \times no. of employees who left	\$315 000	<insert figure>

Compare the total annual cost to you of losing an employee with the costs of providing some extra training and/or professional development.

STEP THREE – EXAMINE WHAT THE CAUSES OF YOUR WORKFORCE TURNOVER ARE AND ADDRESS ANY ISSUES THAT ARISE

1. Ask employees who leave or who are leaving why they are exiting. Exit interviews can reveal some of the common reasons.
2. Ask ongoing employees why they think employees may leave. Ask employees to complete an employee attitude survey that will gauge general satisfaction levels.
3. Address any issues that arise so that employees know you take their views seriously and that you are committed to reducing workforce turnover.