



Employee Retention Checklist:

Organizational Behaviors That Positively Impact Retention!

- ✓ **Increase leadership honesty and transparency** - Within reason, as a leader let employees know what you know and how you feel. Reduce 'ivory tower' syndrome.
- ✓ **Reevaluate and ramp up organizational communications** - Ask your workforce (and customers and stakeholders) what content, vehicles, and frequencies they think work best – then involve them in development and execution of communications strategies.
- ✓ **Revisit your strategy and targets** - Make sure, particularly with any recent environmental changes, that the strategy is still taking you in the direction you want to go, and make sure that the targets and objectives are still valid and achievable. Then communicate that info to employees so they know how they and the work they do fits into achieving the strategy and objectives.
- ✓ **Don't reduce employee growth opportunities** - If employee growth opportunities must be reduced due to changes in finances and business demands, consider implementing mentoring and coaching programs to strengthen employee relationships and prepare employees for that next step in their careers when opportunities become available.
- ✓ **Have realistic performance goals** – Performance goals should be realistic and achievable and tied to roles and responsibilities and linked to strategic objectives. Adapt and update performance goals appropriately to account for environmental factors that may cause changes to your business, to roles and responsibilities, and to organizational structure and culture.
- ✓ **Recognize, recognize, recognize!** - Say thank you. Employee recognition is imperative to high retention. Not all employees prefer to be recognized for a job well done in the same ways. Pulse your workforce for their preferred means of recognition and then implement various strategies based on that feedback.
- ✓ **Provide training and learning opportunities** - Most employees' value learning opportunities. Training is often the first thing cut when company financials suffer. This only negatively impacts financials even further as it can also negatively impact employee performance. If outside training is not an option, consider peer to peer training. If

training must be reduced make every effort to maintain timely and relevant on the job training, training that increases employees skills helping them to achieve performance goals.

- ✓ **Value and respect diversity** - Today's workforce is diverse in multiple aspects – race, gender, sexual orientation, and age to name a few. Employees want to know they are appreciated for who they are as individuals and not that they are viewed as simply a body or a number. If your organization doesn't have diversity and inclusion practices in place, develop and implement them. Make sure those in positions of leadership are a reflection of the diverse mix of your workforce. Diversity appreciation strategies can include many options including affinity groups, diversity training programs, and vendor and supplier diversity programs.
- ✓ **Have merit based pay systems** - Pay should be based on performance, not title or tenure. Non merit based pay is a sure fire way to decrease employee engagement and negatively impact retention. If employees see others getting rewarded simply for being there longer, when they have worked just as hard and gone above and beyond achieving their goals, they will most likely become frustrated and may leave.
- ✓ **Create a culture of trust** - An organization with a culture of distrust is an organization destined to be doomed. Distrust occurs for many reasons, such as when employees lack trust in leadership, when communication is not transparent and frequent, when employees see others getting rewarded for who they know and not the work they do, and when employees are asked to contribute to unethical practices and keeping secrets. To maintain positive employee retention make sure your organization has a culture of trust, not distrust.



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