

## The New Brunswick Small Business HR CONNEXION



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# CHECKLIST

Use this CHECKLIST to think of new ways to make your workplace welcoming to your workers:

## 1. Know the factors that influence employees to LEAVE a business:

- Poor quality relationship with the supervisor
  - Lack of communication
  - Lack of respect
  - Little or no recognition
- Considerable difference between the job requirements and the employee's abilities
- HR Management practices non-existent or deficient
- Incompatibility between the candidate and the team (personality conflicts, different quality standards, etc.)
- Intolerance of poor quality work
- Offers of wages and benefits that are lower than the competition
- Little or no flexibility in work schedules
- Inadequate materiel and equipment
- Limited job security
- Little possibility of promotion or professional development

## 2. Understanding applicants' motivation

Improvement in employee retention is the result of meticulous attention to the people who are working in the business. Prevention of a high turnover rate is the key to success.

The selection interview and discussions with applicants can provide valuable information.

- Ask questions and use the responses to improve the hiring process. Some examples of questions:
  - How did you hear about us?
  - Why would you like to work in our business?
  - Could you give us two (2) positive and two (2) negative considerations that came to mind when you saw

our job offer?

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### 3. Know why they STAY

- Informal conversations, meetings and questionnaires can be used to identify the needs of employees.
- It is essential to deal with the causes of dissatisfaction.

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### 4. Know why they LEAVE

- The employer should systematically carry out an exit interview with all individuals who leave on a voluntary basis.
- It is important to take note of these reasons and look for trends.
- For example, IS EMPLOYEE TURNOVER MORE PREVALENT IN:
  - One certain work team than in others?
  - Certain professional groups?
  - Certain categories of employees (ethnic groups, gender etc.)?

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### 5. Adopt and apply FORMAL HR management practices:

Practices that have the most positive impact on retention:

- Use of practice tests during the hiring process
- Effective and frequent communication
- Presence of prevention programs (health/safety, respect, Employee Assistance Program (EAP), stress management, etc.)
- Training programs
- Clear compensation policy
- Pension Plan
- Employers who give employees the opportunity of participating in decision making have lower turnover rates.

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### 6. Find new ways to retain your employees

Use the following checklist to help you think about new ways to make your workplace even more attractive for workers.

- Employee ownership, decision-making and flexibility
  - Share the vision, mission and strategies of the business with employees.
  - Include employees in decision-making.
  - Allow employees to have independence and control over work.
- A motivating, supportive and trusting environment

- Ensure that employees are motivated to be productive at work.
- Encourage teamwork among employees.
- Recognize and reward employee contribution.

A healthy, safe and comfortable workplace

- Provide a safe, healthy workplace
- Provide people-friendly facilities
- Provide a clean, comfortable environment

Work and personal life in balance

- Allow flexible hours and vacations
- Consider alternative working arrangements (eg. part-time, modified work weeks)
- Allow employees some discretion over timing of overtime

Regular and open communication

- Continually share information and knowledge with all employees
- Consider regular employee meetings or update employees on a frequent basis
- Provide regular feedback to employees and managers

 *GO TO the **TIPS** section to get more tips on how to retain employees.*

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SOURCES USED TO DEVELOP THIS CHECKLIST:

The Restigouche CBDC HR TOOLKIT FOR SMALL BUSINESS

The Newfoundland and Labrador HR MANAGER (<http://www.nlhrmanager.ca>)