

The New Brunswick Small Business HR CONNEXION







CHECKLIST

6 Points To Consider

- 1 Why They Leave?
 2 Why They Apply?
 3 Why They Stay?
 4 Why They Quit?
 5 Influenced to Stay?
 6 New Ways!

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?

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.

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.)?

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.

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.*

SOURCES USED TO DEVELOP THIS CHECKLIST:
The Restigouche CBDC HR TOOLKIT FOR SMALL BUSINESS
The Newfoundland and Labrador HR MANAGER (<http://www.nlhrmanager.ca>)