

Adaptive Focus

Turnover

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MEASURING TURNOVER

In order to understand whether you have a problem with employee turnover measurement within your own organisation is essential to -

- Understand average lengths of service
- Compare turnover rates between departments or business units
- Benchmark turnover against competitors
- Track the success or failure of interventions
- Draw on past data to predict future turnover rates
- Estimate the cost of turnover within the organisation



MANAGING TURNOVER WITHIN YOUR ORGANISATION

With the latest CIPD Recruitment, Retention and Turnover survey reporting that 86% of organisations are experiencing recruitment difficulties whilst over 70% of employers believe that employees departures have a negative effect on business performance it has never been more important to ensure that employee turnover is not adversely affecting your business.

- Use turnover and recruitment measurements to influence action to take.
- Be specific to your organisation – read and understand best practice but tailor all solutions to your organisation, your people and your business culture.
- Ask your staff what they think – anonymous surveys can help gather useful data.
- Don't rely too heavily on exit interview data – leavers don't always tell the whole truth!
- If you spend time, money or resources to obtain an outcome make sure you measure the results!



STATISTICS

2008 National Median Turnover 17.3%

80% of employers report employee retention difficulties

70% of employers report that candidates have a lack of specialist skills

In order to overcome recruitment difficulties 75% of employers are frequently appointing people who have the potential to grow but who don't have all that is currently required

Common causes of voluntary turnover where:

Career change - 55%.

Promotion outside the organisation - 45%

Level of Pay – 41%

Lack of career development – 3%



Annual Survey Report 2008 Recruitment, Retention and Turnover

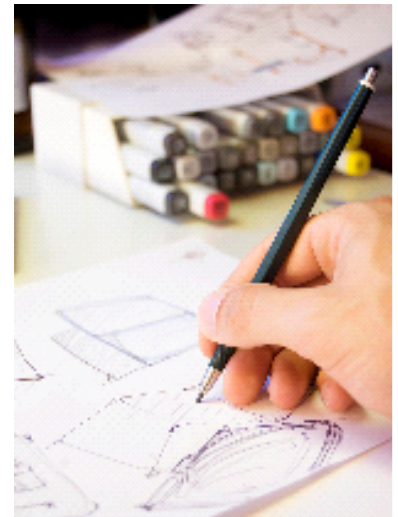
JOB DESIGN FOR RETENTION

To be effective and motivated at work individuals need to see that their efforts make a significant contribution to an organisation in a way that is visible to them. If they don't feel valued employees will leave and go where they do feel they can make a difference.

Where possible employees should have some discretion and control over the timing, sequence and pace of their work and be given some responsibility for results.

Characteristics of well designed jobs include:

- feedback on performance
- opportunities for learning, problem solving and individual development
- an opportunity to contribute to business decisions and objectives
- clear goals that provide some challenge
- provision of sufficient resources (e.g. training, information, equipment and materials.)



Well designed jobs can help to improve motivation and commitment by involving individuals in planning the way work is done. It can include tasks at a higher level, at the same level but with more variety, and tasks that are rotated among employees to prevent repetition. In addition, re-designing jobs can often change the structure of an organisation as employees take on more individual responsibility leading to a reduction in the number of tiers of management. It can also be a key factor in retaining employees.

MANAGEMENT

Employees leave Managers – not jobs!

Make sure you address any issues with management style or conduct within your organisation before it starts to have a detrimental impact on employee morale and retention levels.

If you have managers who retain their staff and have efficient happy teams - find out how they do it and share best practice across all your staff.

WHY PEOPLE STAY WITH EMPLOYERS

Though there are many reasons why people leave employment the reasons they stay seem to be agreed on by most writers over 30 years of study.

They are effective HR Practices including–

- Effective selection process
- High degree of employee involvement
- Investment in training & development
- Internal Career development opportunities
- Team working and devolved decision making
- Performance based reward systems

For HR advice specifically adapted to the needs of you and your business please contact us by telephone on 0560 230 6508

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