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Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Front Cover; Managing Employee Retention; Copyright Page; Contents; Preface; Acknowledgments; 1. Why Retention Is a Serious Problem. . . Still; Definitions; Retention as a Critical Issue; Negative Impact of Turnover to the Organization; Negative Impact of Turnover on Individuals; External Drivers of the Retention Crisis; Internal Driuers; Turnover Myths; Turnover Rates; Payoffs of Retention Solutions; Final Thoughts; References; Further Reading; 2. A Strategic Accountability Approach to Managing Retention; Problems with Existing Approaches; Needed: A Strategic Accountability Approach Measure and Monitor Turnover DataDevelop Fully Loaded Costs of Turnover; Diagnose Causes and Needs for Retention Improvement; Explore a Range of Solutions; Match Solutions to Needs; Forecast the Value of Retention Solutions; Calculate ROI of Retention Solutions; Make Adjustments and Continue; Final Thoughts; References; Further Reading; 3. Measure and Monitor Turnover and Retention Data; Definitions; Economic Climate and National Data; Benchmarking Turnover; Monitoring Turnover and Retention Data; Additional

Monitoring; Distribution of Information; Responsibility; Final Thoughts; References

Further Reading4. Develop Fully Loaded Costs of Turnover; Importance of Costs; How to Develop Turnover Costs; Cost Monitoring Issues; Classifying Costs; Final Thoughts; References; Further Reading; 5. Diagnose Causes of Turnover; The Dilemma of Analysis; Building Insight: Connection Between Employee Needs, Causes, Situations, and Solutions; Starting Point: Analysis of Turnover Data; Questionnaires and Surveys; Interviews and Focus Groups; Nominal Group Technique; Exit Interview (or Survey); Basic Idea Generation Tools; Final Thoughts; References; Further Reading

6. Solution Set: Recruiting New EmployeesImage; Market Performance; Recruitment; Interviewing and Selection; Job Fit; Orientation; Final Thoughts; References; Further Reading; 7. Solution Set: Establishing an Appropriate Work Environment; Job Satisfaction; Workplace Design; Safety; Job Security; Culture; Life Balance; Diversity; Final Thoughts; References; Further Reading; 8. Solution Set: Creating Equitable Pay and Performance Processes; Pay; Benefits; Rewards and Recognition; Performance Management; Final Thoughts; References; Further Reading 9. Solution Set: Building Motivation and CommitmentQuality of Leadership; Empowerment; Teamwork; Ethics and Trust; Commitment; Professional Growth; Final Thoughts; References; Further Reading; 10. Match Solutions to Needs; Introduction; Combining Data from Different Sources; Determining the Significance of the Cause; Reaching a Consensus; Presenting Data for Decision Making; Matching Solutions to Needs; Avoiding Problems; Final Thoughts; 11. Forecast the Value of Retention Solutions; Why Forecast ROI?; The Tradeoffs of Forecasting; Pre-Project ROI Forecasting; Forecasting with a Pilot Program Forecasting ROI with Reaction Data

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## Sommario/riassunto

During the past decade, employee turnover has become a very serious problem for organizations. Managing retention and keeping the turnover rate below target and industry norms is one of the most challenging issues facing business. All indications point toward the issue compounding in the future and, even as economic times change, turnover will continue to be an important issue for most job groups. Yet despite these facts employee turnover continues to be the most unappreciated and undervalued issue facing business leaders. There are a variety of reasons for this

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