

employee retention questionnaire pdf

employee retention questionnaire pdf is an essential resource for organizations aiming to understand and improve their workforce stability. This document type enables HR professionals and management teams to systematically gather insights about employee satisfaction, engagement, and factors influencing turnover. Utilizing an employee retention questionnaire pdf facilitates standardized data collection that can be easily distributed, completed, and analyzed. This article explores the significance of employee retention questionnaires, the best practices in designing them, and how to effectively implement and analyze these tools. Additionally, it highlights the advantages of using a PDF format for distribution and record-keeping. By understanding these elements, organizations can enhance their retention strategies, reduce turnover costs, and foster a more committed workforce. The following sections provide a detailed overview of the components and uses of an employee retention questionnaire pdf.

- Understanding Employee Retention Questionnaires
- Benefits of Using an Employee Retention Questionnaire PDF
- Key Components of an Effective Employee Retention Questionnaire PDF
- Best Practices for Designing the Questionnaire
- Implementing and Distributing the Employee Retention Questionnaire PDF
- Analyzing Responses and Taking Action

Understanding Employee Retention Questionnaires

Employee retention questionnaires are structured tools designed to collect feedback from employees regarding their job satisfaction, workplace environment, and other factors that influence their decision to stay with or leave an organization. These questionnaires serve as diagnostic instruments to identify potential issues that may lead to turnover and to uncover areas where the company excels in retaining talent. An employee retention questionnaire pdf provides a convenient and standardized format for these surveys, facilitating wide distribution and easy access for employees across different locations and departments.

Purpose and Importance

The primary purpose of an employee retention questionnaire pdf is to gather actionable data that helps organizations pinpoint retention challenges. By systematically evaluating employee sentiments, companies can proactively address concerns such as inadequate compensation, lack of career development opportunities, poor management practices, or workplace culture issues. This information is crucial for crafting targeted retention strategies that align with employee needs and expectations, ultimately improving overall engagement and reducing turnover rates.

Common Topics Covered

Typical employee retention questionnaires include questions related to:

- Job satisfaction and motivation
- Work-life balance
- Compensation and benefits
- Relationship with supervisors and colleagues
- Opportunities for professional growth and development
- Recognition and reward systems
- Organizational culture and values
- Work environment and resources

Benefits of Using an Employee Retention Questionnaire PDF

Utilizing an employee retention questionnaire in PDF format offers several advantages for organizations. PDFs maintain formatting consistency across devices and platforms, ensuring that all recipients view the questionnaire as intended. Additionally, PDFs are easy to distribute via email or internal communication channels and can be printed for offline completion if necessary. This format also supports data security and privacy through encryption and password protection options.

Standardization and Accessibility

One key benefit of the employee retention questionnaire pdf is the ability to standardize questions and response options. This uniformity simplifies the process of comparing data across different employee groups and time periods. Furthermore, the PDF format is accessible on various devices, including desktops, tablets, and smartphones, which encourages higher response rates by making it convenient for employees to participate.

Ease of Analysis and Record-Keeping

Once completed, employee retention questionnaire pdf files can be collected and stored electronically, facilitating efficient data management. Digital responses can be extracted for analysis using various software tools, enabling HR departments to identify trends and generate reports quickly. The permanence of PDFs as uneditable documents also helps maintain the integrity of the collected data.

Key Components of an Effective Employee Retention Questionnaire PDF

An effective employee retention questionnaire pdf must be well-structured and comprehensive to capture meaningful insights. It should balance quantitative and qualitative questions to gather both measurable data and detailed feedback. The questionnaire must also be concise enough to encourage completion while covering all relevant topics related to employee retention.

Question Types and Formats

Common question formats used in an employee retention questionnaire pdf include:

- **Likert Scale:** Measures agreement or satisfaction levels across a scale (e.g., Strongly Agree to Strongly Disagree).
- **Multiple Choice:** Offers predefined answer options for easy selection.
- **Open-Ended:** Allows employees to provide detailed comments or suggestions.
- **Ranking:** Employees prioritize factors influencing their job satisfaction or decision to stay.

Clear Instructions and Confidentiality Assurance

To maximize response accuracy, the employee retention questionnaire pdf should include clear instructions on how to complete the survey. Additionally, assuring employees of confidentiality encourages honest and candid responses. This section typically explains how the collected data will be used and the measures taken to protect respondent privacy.

Best Practices for Designing the Questionnaire

Designing an employee retention questionnaire pdf requires careful consideration of question clarity, relevance, and length. Ensuring that questions are unbiased and easy to understand promotes reliable responses. Including a mix of closed and open-ended questions provides both statistical data and rich qualitative insights. Moreover, piloting the questionnaire with a small group before full deployment helps identify any ambiguities or technical issues.

Tips for Effective Question Design

1. Use simple and direct language to avoid confusion.
2. Keep questions focused on a single topic to prevent double-barreled inquiries.

3. Avoid leading or loaded questions that may influence responses.
4. Limit the overall number of questions to maintain respondent engagement.
5. Include demographic questions to analyze responses by employee segments.

Formatting and Visual Appeal

Although PDFs are static documents, attention to formatting enhances readability. Consistent fonts, adequate spacing, and clear section headings help employees navigate the questionnaire efficiently. Using checkboxes, radio buttons, or fillable fields within the PDF can improve user interaction when completing the survey electronically.

Implementing and Distributing the Employee Retention Questionnaire PDF

Successful implementation of an employee retention questionnaire pdf involves strategic planning for distribution and communication. Organizations must determine the appropriate timing and channels to reach their workforce effectively. Clear communication about the purpose and importance of the questionnaire fosters higher participation rates and quality feedback.

Distribution Channels

Common methods for distributing the employee retention questionnaire pdf include:

- Email attachments with instructions for completion
- Company intranet or employee portals for download and upload
- Printed copies for employees without reliable digital access
- Integration with HR management systems for automated deployment

Encouraging Participation

To maximize response rates, organizations should emphasize the value of employee input and how it will influence retention efforts. Offering anonymity and ensuring that feedback will not negatively impact employees promotes candid responses. Providing reminders and setting reasonable deadlines also supports timely completion.

Analyzing Responses and Taking Action

After collecting completed employee retention questionnaire pdfs, the next critical step is data analysis. This process involves aggregating quantitative responses to identify trends and patterns, as well as reviewing qualitative comments for deeper insights. Effective analysis enables organizations to develop targeted retention strategies that address specific employee concerns.

Data Analysis Techniques

Analysis may include:

- Statistical summary of Likert scale responses to gauge overall satisfaction levels
- Cross-tabulation to compare responses across departments, roles, or tenure
- Content analysis of open-ended responses to identify recurring themes
- Benchmarking results against industry standards or previous surveys

Implementing Improvements

Insights derived from the employee retention questionnaire pdf should inform actionable initiatives such as:

- Enhancing compensation packages or benefits
- Improving management training and leadership development
- Offering more professional growth opportunities
- Fostering a positive organizational culture
- Adjusting workload or work-life balance policies

Regularly conducting retention surveys and measuring the impact of implemented changes supports continuous improvement and sustained employee engagement.

Frequently Asked Questions

What is an employee retention questionnaire PDF?

An employee retention questionnaire PDF is a downloadable document containing a set of questions designed to assess factors affecting employee retention within an organization.

Why should companies use an employee retention questionnaire PDF?

Companies use employee retention questionnaire PDFs to gather employee feedback, identify retention issues, and develop strategies to improve employee satisfaction and reduce turnover.

Where can I find free employee retention questionnaire PDFs?

Free employee retention questionnaire PDFs can be found on HR websites, professional organizations' resources pages, and platforms like LinkedIn, SlideShare, or specialized HR blogs.

What types of questions are included in an employee retention questionnaire PDF?

Typical questions include inquiries about job satisfaction, workplace environment, management support, career development opportunities, compensation, and work-life balance.

How can an employee retention questionnaire PDF help improve retention rates?

By analyzing responses from the questionnaire, organizations can identify common reasons for employee dissatisfaction and implement targeted improvements to enhance engagement and retention.

Can an employee retention questionnaire PDF be customized?

Yes, most employee retention questionnaire PDFs can be customized to fit the specific needs, culture, and goals of an organization before distribution.

Is it better to use a PDF format for employee retention questionnaires?

PDFs are useful for easy distribution and printing, but for better data collection and analysis, digital survey tools might be more effective; however, PDFs are still popular for offline or formal use.

How often should companies distribute employee retention questionnaires in PDF format?

It is recommended to distribute employee retention questionnaires at least annually or bi-annually to regularly monitor employee satisfaction and address retention challenges timely.

Additional Resources

1. Employee Retention Strategies: A Practical Guide

This book offers comprehensive insights into effective employee retention techniques. It includes practical tools and questionnaires to help managers assess employee satisfaction and identify areas

for improvement. The guide emphasizes creating a positive workplace culture to reduce turnover rates.

2. Measuring Employee Engagement: Tools and Techniques

Focused on employee engagement, this book provides various questionnaires and assessment methods in PDF format. It highlights the importance of engagement in retaining top talent and offers strategies to interpret and act on survey results. The text is ideal for HR professionals looking to enhance workforce stability.

3. Retention Metrics: Designing Effective Employee Surveys

This resource delves into the design and implementation of employee retention questionnaires. It explains how to create surveys that capture meaningful data and avoid common pitfalls. Readers will learn to analyze responses to develop targeted retention policies.

4. Workplace Satisfaction and Retention: Survey-Based Approaches

Exploring the link between job satisfaction and retention, this book presents a collection of survey templates in PDF form. It guides managers on conducting assessments that reveal employees' true sentiments. The book also discusses how to convert survey findings into actionable retention strategies.

5. HR Analytics for Employee Retention

This title combines HR analytics with retention efforts, offering tools to collect and analyze employee feedback effectively. It includes sample questionnaires and case studies demonstrating successful retention programs. The book is a valuable resource for data-driven HR professionals.

6. Employee Turnover and Retention: Diagnostic Questionnaires

Providing diagnostic tools for identifying causes of turnover, this book features detailed questionnaires available in PDF. It helps organizations pinpoint specific retention challenges and develop customized solutions. The approach is practical and research-based.

7. Creating a Retention Culture: Surveys and Best Practices

This book emphasizes building a workplace culture that supports employee retention through continuous feedback. It offers survey instruments and best practice guidelines to foster engagement and loyalty. Readers will find strategies to implement retention-focused communication.

8. Effective Employee Feedback: Questionnaires for Retention Success

Focused on the role of feedback in retention, this book provides a variety of questionnaires designed to capture employee perspectives. It explains how to use feedback data to improve management practices and reduce turnover. The content is well-suited for leaders aiming to enhance workplace relationships.

9. Understanding Employee Motivation: Retention Survey Tools

This book explores the motivational factors influencing employee retention and includes survey tools in PDF format. It offers insights into designing questions that reveal employees' needs and expectations. The book is a helpful guide for creating retention strategies aligned with workforce motivation.

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Employee Retention Questionnaire PDF: Stop the Bleeding and Build a Loyal Workforce

Are you hemorrhaging money and morale due to high employee turnover? The constant cycle of hiring, training, and onboarding is draining your resources and hindering your company's growth. You're spending valuable time and money, only to see employees walk out the door after a short period. Frustrated with exit interviews that reveal little actionable insight? You need concrete data to understand why your employees are leaving and what you can do to keep them.

This comprehensive guide provides you with everything you need to conduct effective employee retention surveys and analyze the results to create a more engaged and loyal workforce. This PDF is packed with practical tools and insights to help you retain your top talent.

Employee Retention Questionnaire PDF: A Practical Guide

Introduction: Understanding the Importance of Employee Retention and the Power of Surveys

Chapter 1: Designing Your Questionnaire: Crafting effective questions, choosing the right survey format (anonymous vs. identified), and determining your target audience.

Chapter 2: Key Areas to Explore: Identifying critical areas impacting retention, including compensation & benefits, work-life balance, management style, career development opportunities, and company culture.

Chapter 3: Question Types and Best Practices: Utilizing open-ended, multiple-choice, Likert scale, and ranking questions for maximum impact, avoiding bias, and ensuring clarity.

Chapter 4: Implementing Your Survey: Distributing the questionnaire effectively, maximizing response rates, and ensuring anonymity (where appropriate).

Chapter 5: Analyzing and Interpreting the Data: Understanding statistical significance, identifying trends, and transforming raw data into actionable insights.

Chapter 6: Developing Action Plans: Turning survey results into concrete steps for improvement, focusing on areas with the greatest impact.

Chapter 7: Communicating Results and Implementing Changes: Transparency with employees, creating a feedback loop, and demonstrating commitment to improvement.

Conclusion: Maintaining momentum and creating a culture of continuous improvement.

Employee Retention Questionnaire PDF: A Comprehensive Guide

Introduction: Understanding the Importance of Employee Retention and the Power of Surveys

High employee turnover is a significant drain on any organization. The costs associated with recruitment, training, and lost productivity far outweigh the investment in effective retention strategies. Understanding why employees leave is crucial, and employee retention questionnaires are an invaluable tool for gathering this essential information. Unlike exit interviews, which often occur when an employee is already emotionally detached, a well-designed questionnaire can gather honest feedback before an employee decides to leave, providing a crucial window for intervention and improvement. This introduction will delve into the financial and operational impact of high turnover, emphasizing the proactive approach facilitated by regular employee surveys. We'll highlight the benefits of questionnaires over other feedback methods, emphasizing the ability to gather quantitative and qualitative data for a holistic understanding. Finally, we will establish the framework for the rest of the guide, outlining the steps involved in creating, implementing, analyzing, and acting upon the results of an effective employee retention questionnaire.

(SEO Keywords: Employee retention, employee turnover, employee satisfaction, employee survey, questionnaire, feedback, retention strategies)

Chapter 1: Designing Your Questionnaire: Crafting Effective Questions

This chapter focuses on the critical first step: crafting a questionnaire that elicits honest, insightful responses. We'll explore different question types:

Open-ended questions: These allow employees to express their thoughts and feelings freely. Examples include: "What is the biggest challenge you face in your role?" or "What could make your job more enjoyable?" While valuable for rich qualitative data, analyzing open-ended responses requires time and careful coding.

Multiple-choice questions: These are ideal for gathering quantitative data on specific aspects of the employee experience. Examples include: "How satisfied are you with your compensation?" (with options ranging from "Very Dissatisfied" to "Very Satisfied"), or "How often do you feel supported by your manager?" (with options like "Never," "Rarely," "Sometimes," "Often," "Always").

Likert scale questions: These assess agreement or disagreement with statements using a scale (e.g., Strongly Disagree to Strongly Agree). Examples include: "My workload is manageable." or "I feel valued by my team."

Ranking questions: These allow employees to prioritize various factors. For example, "Rank the following factors in order of importance to you: Compensation, Work-Life Balance, Career Development, Management Style."

We'll discuss the importance of clarity, avoiding leading questions, and ensuring anonymity to encourage honest feedback. We'll also explore the best practices for structuring the questionnaire, using clear headings, logical flow, and keeping it concise to avoid respondent fatigue. Finally, we

will discuss the importance of pre-testing the questionnaire to identify any ambiguities or areas for improvement before widespread distribution.

(SEO Keywords: Questionnaire design, survey questions, question types, Likert scale, multiple choice, open-ended questions, survey best practices)

Chapter 2: Key Areas to Explore: Identifying Critical Factors Affecting Retention

This chapter delves into the specific areas to focus on when designing your employee retention questionnaire. These key areas often correlate with high employee turnover and include:

Compensation and Benefits: This includes salary, bonuses, health insurance, paid time off, and other perks. Questions should assess whether employees feel fairly compensated for their work and if the benefits package meets their needs.

Work-Life Balance: This crucial area explores the balance between work and personal life. Questions should assess factors like workload, flexibility, overtime, and the ability to disconnect after work hours.

Management Style: A supportive and effective manager significantly impacts employee satisfaction and retention. Questions should assess aspects such as communication, feedback, recognition, and support.

Career Development Opportunities: Employees desire growth and advancement. Questions should assess the availability of training, mentoring, promotions, and opportunities to enhance skills and take on new challenges.

Company Culture: A positive and inclusive work environment fosters employee loyalty. Questions should explore factors such as teamwork, collaboration, communication, recognition, and opportunities for social interaction.

Opportunities for Professional Development: This goes beyond simply promotion opportunities and includes training, mentorship, and skill-building programs. This helps employees feel valued and invested in.

Company Values and Mission: This section aims to understand if employees connect with the organization's core values and understand how their work contributes to the overall mission. A strong sense of purpose can significantly enhance retention.

(SEO Keywords: Compensation, benefits, work-life balance, management style, career development, company culture, employee engagement)

Chapter 3-7: Implementing and Analyzing your Survey & Creating Actionable Plans

Chapters 3 through 7 are highly practical. Chapter 3 will provide detailed examples of different question types within each key area identified in Chapter 2, showing how to phrase questions effectively and avoid bias. Chapter 4 covers implementation details, including choosing a suitable survey platform (online tools, paper surveys etc.), disseminating the survey effectively to maximize

response rates, and guaranteeing data privacy and confidentiality.

Chapter 5 will provide clear instructions on data analysis, even for those without a strong statistical background. This includes basic descriptive statistics (means, percentages), identifying trends and correlations, and prioritizing areas for action. Chapter 6 explains how to translate raw data into concrete action plans, setting realistic goals and timelines, and assigning responsibility for implementing changes. Finally, Chapter 7 guides the reader on how to effectively communicate results, engage employees in change management, and build a culture that values continuous improvement. It focuses on establishing a feedback loop and demonstrating a genuine commitment to acting on employee feedback.

(SEO Keywords: Survey implementation, data analysis, action planning, employee feedback, change management)

Conclusion: Maintaining Momentum and Creating a Culture of Continuous Improvement

This concluding chapter will emphasize the importance of ongoing feedback and the need for employee retention to be viewed as a continuous process. It will provide actionable strategies for sustaining momentum and building a culture where employee input is not only valued but actively sought and implemented. It will also cover the importance of measuring the effectiveness of implemented changes over time and adjusting strategies as needed. The goal is to create a virtuous cycle where employee feedback informs improvements, leading to higher retention, increased engagement, and better business outcomes.

(SEO Keywords: Continuous improvement, employee engagement, long-term retention strategies)

FAQs:

1. How long should my questionnaire be? Aim for conciseness; keep it under 15-20 minutes to avoid respondent fatigue.
2. How do I ensure anonymity? Use anonymous online survey tools and clearly state anonymity in the introduction.
3. What if I don't get many responses? Analyze the responses you do get and consider follow-up communication to encourage further participation.
4. How can I analyze the data if I'm not statistically savvy? Use simple descriptive statistics (percentages, means) or consider using online tools.
5. How do I prioritize areas for improvement? Focus on areas with the most significant negative impact and the highest feasibility of change.
6. How do I communicate the results to employees? Be transparent, share key findings, and explain the actions being taken.
7. What if employees don't believe changes will be made? Demonstrate a commitment to action by setting clear goals and timelines.
8. How often should I conduct employee retention questionnaires? At least annually, and more frequently if turnover rates are high.
9. What if I discover sensitive issues during the analysis? Address them promptly and confidentially, providing appropriate support and resources.

Related Articles:

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7. How to Conduct Effective Exit Interviews: Provides guidance on maximizing the insights gained from departing employees.
8. Using Data Analytics to Improve Employee Retention: Provides a deeper dive into using data to inform retention strategies.
9. Building a Strong Employee Value Proposition (EVP): Discusses attracting and retaining employees through a compelling EVP.

employee retention questionnaire pdf: Managing Employee Retention Jack J. Phillips, Adele O. Connell, 2004-02-18 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, for example, the true cost of employee turnover is often underestimated. The causes of turnover are not adequately identified, and solutions are often not matched with the causes, so they fail. Preventive measures are either not in place or do not target the issues properly, and therefore have little or no effect, and a method for measuring progress and identifying a monetary value (ROI) on retention does not exist in most organizations. 'Managing Employee Retention' is a practical guide for managers to retain their talented employees. It shows how to manage and monitor turnover and how to develop the ROI of keeping your talent using innovative retention programs. The book presents a logical process of managing retention, from identifying turnover costs and causes, designing solutions that match the causes of turnover, developing tools for tracking turnover and placing alerts when action is needed, and measuring the ROI of retention programs.

employee retention questionnaire pdf: *The Appreciative Inquiry Handbook* David L. Cooperrider, Jacqueline M. Stavros, Diana Whitney, 2008-01-10 In this thoroughly revised and updated edition of one of the most popular change methods in the world, Cooperrider et al. track the recent changes in the field and explain how AI can contribute to sustainability and the triple bottom line. One of today's most popular change methods, Appreciative Inquiry (AI) has been used to undertake transformational initiatives in dozens of organizations, ranging from McDonalds to the U.S. Navy to Save the Children. The assumption of AI is simple. Every organization has things that work right-things that give it life when it is vital, effective, and successful. AI begins by identifying this positive core and connecting organizational visions, plans, and structures to it in ways that heighten energy and inspire action for change. This book presents all of the concepts, examples, and aids necessary to engage groups of all sizes in Appreciative Inquiry. The authors provide background

information on what AI is and how it works and offer sample project plans, designs, agendas, course outlines, interview guidelines, participant worksheets, a list of resources, and more. This second edition has been extensively revised, updated, and expanded, including new case studies, new tools and supplemental articles, an expanded bibliography and resource list, and an entirely new chapter on case applications. And throughout, the authors focus on how AI can support an organizational focus on sustainability and the triple bottom line of people, prosperity, and planet.

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employee retention questionnaire pdf: Employees and Employers in Service Organizations Arvind K. Birdie, 2017-04-21 With the increasing globalization and fast-paced technological advances in business today, service organizations must to respond to the changing business dynamic between employers and employees. The service industry has metamorphosed into a revolution not only in United States but in developed and developing countries also. Highly industrialized countries have become 'service economies', at least when measured in terms of share of the workforce employed in service industries. This new book, Employees and Employers in Service Organizations: Emerging Challenges and Opportunities, the first volume in the 21st Century Business Management book series, provides an in-depth exploration of recent concepts and trends in business management in the service industries. It looks at the changing expectations and loyalties of young workers and others and the challenges and opportunities presented for service employers. The book considers theory and research findings, providing a plethora of practical implications and

applications for these new workplace behavior dynamics. Exploring the different perspectives and concepts from the book's researchers and authors, *Employees and Employers in Service Organizations: Emerging Challenges and Opportunities* cover themes such as • work-life balance • spirituality in the workplace • emerging positive psychology concepts, such as psychological capital, knowledge management, and mindfulness • expectations, motivation, and behavior of different generations, such as Generation Y This informative volume will be valuable for faculty teaching courses in management and self-improvement for leaders and executives as well as for those in service industries.

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employee retention questionnaire pdf: *Retention Strategies* DR. MARK. BUSSIN, 2018-08 In the current economic environment, retention is one of the foremost concerns of all organisations. Leading organisations are citing retention as a key challenge and central objective; and no organisation can expect to survive if its retention game is not on point. A sound retention strategy results in lower staff turnover rates, which means: Reduced costs to the company, higher revenues and profitability, more productive staff and increased work morale. Retention is, in fact, a win-win deal for both parties - the employer and the employee. *Retention Strategies* is a complete how-to book to help you implement a sound retention strategy for today's workplace. This book unpacks: The business case for retention strategies and the cost implications of high staff turnover. The role of rewards and remuneration: Remuneration only accounts for 25% of the stay decision, nevertheless it is a ticket to the retention game - it just has to be fair. Retention and engagement: Whilst engagement does not necessarily cause retention, there is some relationship. Remuneration options for retention and how each is typically used in organisations. This assumes that we have

ticked all the other retention boxes like interesting work and great leadership. The Employee Value Proposition (EVP) and its link to retention and remuneration. Retention strategies for different generations. Retention Strategies is essential reading for anyone who manages or leads people currently or will lead them in the future. It will give you the tools to ensure people will want to work for you, follow you and stay with you. Retention Strategies is also intended for HR and reward executives, who are often responsible for crafting policy involving employment. This book may provide you with some ideas on what to include and exclude in your policies.

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employee retention questionnaire pdf: *Keeping the Best* Stephen Bevan, Linda Barber, Dilys Robinson, 1997 This book, which is intended to assist human resource professionals and line managers in the United Kingdom, is a practical guide to retaining key employees. Discussed in the introduction are the relationship between downsizing and retention, problems that retention difficulties pose for human resource management, and the effects of retention problems on labor market buoyancy. The next four chapters are devoted to the following topics: understanding why retention is a concern (external influences, consequences of turnover); determining whether

retention is a problem (measuring labor turnover, making external comparisons, identifying key people and key posts, calculating the costs of labor turnover); understanding why people leave (voluntary resignations, isolation of reasons for leaving, reasons often given for leaving); and determining what can be done (recruitment and selection, induction and training, job design/content, job satisfaction, career progression, development opportunities, supervision and management, pay and benefits, retention bonuses, different deals, examples of action taken by employees). The final chapter is a case study of how one information technology company worked to improve its retention of key employees. Appended are the following: checklist for determining the costs of labor turnover, form for analyzing retention risk, and exit interview questionnaire. Contains 16 references and useful addresses. (MN)

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Habermas's work, from his early writings on the public sphere, through his work on law and the state, to his more recent discussion of science, religion and contemporary Europe. Outhwaite examines all of Habermas's major works and steers a steady course through the many debates to which they have given rise. A major feature of the book is that it provides a detailed critical analysis of Habermas's most important work, *The Theory of Communicative Action*. As well as looking at Habermas's appraisal of figures such as Foucault and Derrida, the book also examines his resolute defence of the Enlightenment project, his work on law and democracy and its implications for the important topic of European integration. This book quickly became established as an authoritative guide to Habermas's work, and this updated new edition will be an invaluable critical introduction for students and scholars across the social sciences and humanities, especially sociology, politics, philosophy and social theory.

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