

Please rate your organization in each of the following areas:		Ratings 5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree
1.	We view retention as an on-going, systematic, holistic process (vs. a series of tasks).	
2.	We have the buy-in and active support of internal and external decision-makers.	
3.	Our labor unit(s) is an active partner in developing and maintaining our retention process.	
4.	We identify and incorporate the characteristics of our long-term good performers in our retention process.	
5.	Our job descriptions are accurate, complete, up to date, and reflect the true nature of the jobs.	
6.	We provide realistic job previews at every stage of our retention process, including in our marketing materials.	
7.	Our recruitment materials are realistic, accurate, and provide a complete picture of the job and the organization.	
8.	We continually check candidates' and employees' expectations, re-setting them as necessary in a timely manner.	
9.	Our process includes an assessment of the alignment between organizational and individual values.	
10.	We ask behavioral interview questions that allow us to differentiate between candidates who are good fits and those who are not.	
11.	Raters have clear criteria for evaluating candidates for hire and promotion.	
12.	The success rates of our new and newly promoted employees is high because our recruitment and selection processes consistently identify highly qualified candidates who are good fits for our jobs.	
13.	Throughout their probationary period, employees receive frequent constructive feedback and regular, behaviorally-based evaluations of their technical and non-technical skills and competencies.	
14.	The purpose of our performance management process is to enable employees to be fully successful in their jobs.	
15.	Our performance evaluations focus on behaviors in both technical and non-technical areas.	
16.	Candidates' performance evaluation results are an important component of all our promotional processes.	
17.	We have effective accountability mechanisms that ensure timely, accurate, constructive feedback for all employees, especially during their probationary periods.	
18.	Throughout their probationary periods, we tell employees clearly and frequently how well they are meeting required standards, expectations, and performance criteria, and what, if anything, they must do to improve.	
19.	Employees at all ranks and levels have on-going opportunities for training and development.	
20.	The quality and content of our training and development programs are consistent across instructors.	
21.	We ensure that all of our supervisory personnel obtain the training and development they need to be effective managers.	
22.	All employees can articulate our organization's "big picture" AND describe how they contribute to its achievement.	
23.	All employees view organizational processes, systems, and decisions as procedurally fair – i.e., free of bias, transparent, non-discriminatory, providing opportunities for meaningful input from those affected.	
24.	We have a written, clearly stated, and easily accessible career path document that covers all jobs from entry level through executive level.	
25.	Employees have individual career plans with specific goals that are reviewed as part of the performance management process.	
26.	We regularly evaluate all elements of our retention process for effectiveness and alignment with organizational goals.	
27.	Our process for identifying and releasing employees who are a poor fit is procedurally fair, legally defensible, and conducted in a professional and timely manner.	

**Any area with a score of 3 or less requires immediate attention! Contact us if you have questions or would like some suggestions for your organization.**

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