thrive at work

FREE TEMPLATE · RETENTION

# Employee retention plan template

Find where you are losing people, why, and what to do about it, team by team.

## 1. Where are we now?

| Metric | Last 12 months | Target |
|---|---|---|
| Overall turnover rate | | |
| Regretted turnover (people you wanted to keep) | | |
| First-year turnover | | |
| Retention rate | | |
| Average time to fill a role | | |

Turnover rate = leavers in the period ÷ average headcount × 100. Retention rate = employees employed for the whole period ÷ headcount at the start × 100.

## 2. Where is it happening?

| Team or role | Turnover | Regretted leavers | What we see (survey, exit interviews, workload) |
|---|---|---|---|
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| | | | |
| | | | |

## 3. Why are people leaving?

Rank the main drivers using exit interviews, engagement and capacity results and manager input.

| Driver | Rank | Evidence |
|---|---|---|
| Manager relationship | | |
| Workload and burnout | | |
| Growth and career path | | |
| Pay and benefits | | |
| Role fit / onboarding | | |
| Flexibility and working arrangements | | |
| Culture and team | | |

> People rarely leave for one reason. A committed employee who is running low on energy and recovery is at high risk even when engagement scores look fine. Capacity is the energy, recovery, focus and resilience a person has available to sustain performance.

## 4. Actions

| Action | Who it is for | Owner | By when |
|---|---|---|---|
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## Action ideas by driver

- **Manager:** train managers to hold monthly one-to-ones and stay conversations; share team results with them.
- **Workload:** plan work against the people available; remove low-value meetings and reports first.
- **Growth:** agree a development goal with every employee; post internal roles first.

- **Pay:** review pay against the market for roles with the highest turnover.
- **Onboarding:** check in at 30, 90 and 180 days; give every new joiner a named buddy.
- **Flexibility:** agree clear team norms for hybrid work and response times.

## 5. Stay conversation guide

- What keeps you here?
- What frustrates you most about your work right now?
- What would make you think about leaving?
- What drains your energy, and what gives it back?
- What is one change that would make your work better?

## 6. Review

| | |
|---|---|
| Next review date | |
| Metrics to check | |
| Owner of this plan | |

> **About thrive at work.** thrive at work is an employee engagement platform that also measures capacity to perform. One anonymous survey shows which teams are thriving and which are running low, then turns results into action plans. thriveatwork.ai