



## The Best Engagement & Retention Job Description

Excerpted from *HR's Greatest Challenge: Driving the C-Suite to Improve Employee Engagement and Retention* by Richard P. Finnegan, published by the Society for Human Resources Management, 2015

Many organizations have developed one or more jobs for HR specialists to concentrate their energies on employee engagement and retention. The best of these jobs focus on metrics and proven ways to improve them whereas others take on a “kitchen sink” quality in that any employee-related activity slides to the person in this job and pollutes their effectiveness.

Here is an ideal job description for this position based on the contents of this book.

Title: Engagement & Retention Specialist

Reports To: Top HR Executive

Job Summary: Responsible for metrics, reports, goal-setting, survey administration; ensures stay interview completion and related forecasts are reported to management.

Specific Duties:

1. Costs: Oversees development of turnover's costs and engagement survey dollar values to ensure reports contain dollar data at the organization and leader levels
2. Goals: Ensures executives establish engagement and retention goals at least annually; engagement goals are developed for an increase in employees who score in the top box and retention goals are established for all turnover and also first-year turnover
3. Turnover Reports: Develops, maintains, and distributes turnover reports at the organization and leader levels that contain performance against annual and first-year goals and turnover's costs
4. Engagement Survey Administration: Ensures surveys are planned and administered according to schedule
5. Engagement Survey Reports: Develops, maintains, and distributes employee engagement survey reports at the organization and leader level and ensures reports contain the percent of employees who score in the top box against goal as well as engagement dollar values

6. Stay Interview Administration: Ensures dates are established for stay interview administration, both for continuing and newly-hired employees
7. Stay Interview Completion: Reviews stay interview and retention forecast completion by manager and provides exception reports to management
8. Engagement Survey Correlations: Conducts or oversees the conduction of engagement survey correlation studies to determine employee engagement's dollar values in relation to shareholder returns, profits, revenues, and other important metrics
9. Engagement Survey Action Plans: Spot-checks managers' engagement survey action plans to ensure planned improvements are relevant to survey results and focus on supervisory skills more than employee programs
10. Action Plan Fulfillment: Develops process for managers to self-report their progress regarding implementing their engagement action plans
11. New Managers: Instructs new managers on their roles and reports regarding engagement and retention
12. Counsel: Advises the top HR executive regarding issues that significantly impact engagement or retention at the organization or leader levels