



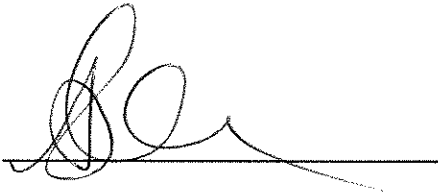
## Policy: Satisfaction and Retention

**ChildNet Number:** CN 009.083  
**Original Approved Date:** November 19, 2010  
**Policy Revised Date(s):**  
**Policy Sunset Date:**  
**COA Standard(s):** HR 4.03, HR 4.04, HR 7.05

### Statement of Policy

ChildNet promotes a culture of employee satisfaction that promotes a healthy and productive working environment and employee retention.

**Board Chair's Signature:**



**Date:**

11-30-10



## **Procedure: Satisfaction and Retention**

**ChildNet Number: CN 009.083**

**Original Approved Date: November 19, 2010**

**Procedure Revised Date(s): May 14, 2014, February 21, 2018**

**Procedure Sunset Date:**

**COA Standard(s): HR 4.03, HR 4.04, HR 7.05**

### **Statement of Procedure**

Employee satisfaction and retention are assessed and goals to improve in these areas are established on an annual basis. Hiring trends and turnover are analyzed, employees are surveyed, and exit interviews are conducted. The engagement of staff in this process is essential to ensure that employees are afforded the opportunity to provide input and participate in the on-going dialogue regarding those areas that are viewed positively, as well as areas of concern. An executive summary of this information is prepared and reviewed by the Executive Team and the Board at least annually to ensure that effective strategies, plans, and changes, as appropriate, are implemented.

#### **Employee Satisfaction:**

- A. ChildNet conducts employee surveys which are focused on satisfaction resulting from employee engagement at least annually.
- B. The surveys are sent to all ChildNet employees, via an on-line tool and the data is collected and consolidated by Talent Management for initial review and to forward to the Chief Financial Officer (CFO).
- C. The CFO presents the consolidated results to the Chief Executive Officer (CEO) and the Executive Team and engages this group to provide the input to address areas of concern.
- D. Annually, the summarized responses of the survey are presented to all employees via an on-line tool. The CFO or designee then arranges meetings with department staff to review the results at which employees will be requested to provide feedback on the proposed plans to address the areas of improvement.
- E. Talent Management is to provide the CFO the steps and actions to be implemented to address any identified areas for improvement.



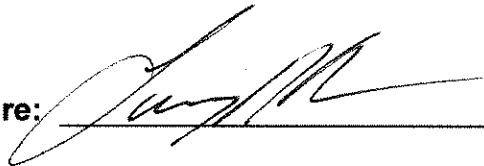
- F. Annually, target satisfaction goals for the new year are established and set as goals for Talent Management.

**Employee Retention:**

- A. Employee turnover is determined and evaluated on an annual basis by Talent Management. Depending on Talent Management activities, market conditions, strategic plan considerations, Executive Team review or other variables, this review may be conducted on a more frequent basis.
- B. Reports on department turnover and retention are provided to the CFO for analysis.
- C. Talent Management provides an annual executive summary which presents an overview of specifics and related to attrition and retention of employees, as well as trends identified during the analysis of the data and from the combined voluntary exit interviews conducted.

Talent Management engages ChildNet management in the development and implementation of an action plan to address those areas of employee retention that can be improved.

**President's Signature:**



**Date:**

02-27-18