

### Contents

	Foreword
	Introduction
1	Scope
2	Normative references
3	Terms and definitions
4	Turnover
4.1	General
4.2	Description
4.3	Purpose of measuring turnover
4.3.1	Internal benchmarking
4.3.2	External benchmarking
4.3.3	Understanding why people leave
4.4	Formula for turnover rate
4.5	How to use the turnover figure
4.6	Turnover trends and impact
4.6.1	General
4.6.2	Segmentation of turnover
4.6.3	Criticality
4.6.4	The cost of turnover
4.6.5	Departure or termination transactions (e.g. leaving costs)
4.6.6	Recruitment costs
4.6.7	Onboarding and getting#up#to#speed costs
4.7	Reducing turnover
4.7.1	General
4.7.2	Involuntary turnover
4.7.3	Voluntary turnover
4.7.4	Regrettable and non-regrettable turnover
5	Retention
5.1	General
5.2	Retention rate metric
5.2.1	General
5.2.2	Position based retention
5.2.3	Average tenure of workforce
5.3	Retention strategy
5.4	Trends in and impact of retention
5.5	The average tenure of those in critical positions
5.6	Improvement in retention of critical positions