

# SAMPLE - At Risk Assessment

## Employee Engagement

Accord Management Systems, Inc.  
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**60**

# Employees

**8**

# Direct Reports

% of Other	Good	Awesome
50%	30%	20%

# of Keepers

**5**

# of Other	Good	Awesome
30	18	12

# non of Keepers

**3**

## Salary information

2007 Salaries paid \$2,400,000  
 Average Salary per employee \$40,000  
 Average Salary per Executive \$90,000

## Turnover

# of Employees lost last year 12  
 X Average Salary per employee \$40,000  
 X 1.1 (turnover multiplier) \$528,000  
**Item C**

# of (other) employees <u>30</u> X Ave employee salary <u>\$40,000</u> =	<u>\$1,200,000</u>
	<u>X .5</u>
<b>A. Employee dis-engagement Dollars at Risk</b>	<u>\$ 600,000</u> <b>Item A</b>
# of Exec Non-keepers <u>3</u> X Ave executive salary <u>\$90,000</u> =	<u>\$ 270,000</u>
	<u>X .5</u>
<b>B. Executive dis-engagement Dollars at Risk</b>	<u>\$ 135,000</u> <b>Item B</b>
<b>C. Turnover cost – Dollars at Risk</b>	<u>\$ 528,000</u> <b>Item C</b>
<b>Add Items A, B and C = Total At Risk Dollars</b>	<u>\$ 1,260,000</u>

Note: We use a multiplier of .5 to create a more conservative analysis.

## Resources:

Investing in People, Casio and Bourdreau, 2008, by Pearson Education, Inc.

How to Measure Human Resources Management, Fitz-Entz, 2002, McGraw Hill

The Hr Value Proposition, Ulrich and Brockbank, 2005, Harvard Business School Press

The Workforce Scorecard, Huselid, 2005, Harvard Business School Press

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# Employees			# Direct Reports
% of Other	Good	Awesome	# of Keepers
# of Other	Good	Awesome	# of non Keepers

## Salary information

2007 Salaries paid \_\_\_\_\_  
 Average Salary per employee \_\_\_\_\_  
 Average Salary per Executive \_\_\_\_\_

## Turnover

# of Employees lost last year \_\_\_\_\_  
 X Average Salary per employee \_\_\_\_\_  
 X 1.1 (turnover multiplier) \_\_\_\_\_

Item C

# of (other) employees \_\_\_\_\_ X Ave employee salary \_\_\_\_\_ = \_\_\_\_\_

          
X .5

**A. Employee dis-engagement Dollars at Risk** \$ \_\_\_\_\_ Item A

# of Exec Non-keepers \_\_\_\_\_ X Ave executive salary \_\_\_\_\_ = \_\_\_\_\_

          
X .5

**B. Executive dis-engagement Dollars at Risk** \$ \_\_\_\_\_ Item B

**C. Turnover cost – Dollars at Risk** \$ \_\_\_\_\_ Item C

**Add Items A, B and C = Total At Risk Dollars** \$ \_\_\_\_\_

Note: We use a multiplier of .5 to create a more conservative analysis.

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