

# TOWERS PERRIN/S TOP 10 DRIVERS FOR ENGAGING, ATTRACTING AND RETAINING EMPLOYEES



*For ENGAGING employees: “To really engage me, leadership has to show interest in me, give me challenge and authority, and the company has to focus on success (customers)...*

<b>Pay</b>	<b>Benefits</b>
<b>Learning &amp; Development</b> 2. Challenging work 4. Customer orientation 5. Career-advancement opportunities 10. Senior-management vision	<b>Work Environment</b> 1. Senior management interest in employee well-being 3. Decision-making authority 6. Reputation of the company 7. Collaboration with co-workers 8. Resources to get the job done 9. Input on decision making

*For ATTRACTING employees: “To attract me, you’ve got to get the basics right (pay, benefits, career, people) . . .*

<b>Pay</b> 2. Providing competitive base pay 8. Pay raises linked to individual performance	<b>Benefits</b> 1. Providing competitive health-care benefits 3. Work/life balance 4. Providing competitive retirement benefits
<b>Learning &amp; Development</b> 5. Career-advancement opportunities 6. Challenging work	<b>Work Environment</b> 7. Caliber of co-workers 9. Recognition for work 10. Reputation of the company

*For RETAINING employees: “To retain me, you’ve got to help me advance, keep the good people, and provide the right work environment . . .*

<b>Pay</b> 6. Providing competitive base	<b>Benefits</b> 10. Overall satisfaction with benefits needed in day-to-day life
<b>Learning &amp; Development</b> 1. Career-advancement opportunities 2. Retaining high-caliber people 4. Developing skills of employees 8. Challenging work	<b>Work Environment</b> 3. Overall work environment 5. Resources to get the job done 7. Manager provides clear goals 9. Manager inspires enthusiasm