

# Employee Cost/Benefit Calculation Worksheet

	Score: High (5) Med (3) Low (1)
<b>A. Positive Indicators</b>	
1. Quality of Employee's individual performance <i>Measures may include:</i>	
• Successful and timely completion of individual goals	
• Degree of difficulty and relative importance of goals	0
2. Value of Employee's institutional knowledge	0
3. Uniqueness of Employee's skills/capabilities (difficult skills to find in marketplace)	0
4. Positive contributions to team effectiveness <i>Measures may include:</i>	
• Successful collaboration with team	
• Timely and valued delivery toward shared group goals	0
5. Followership (positive influence on subordinates due to clear communication, effective supervision and support, and other impactful leadership attributes)	0
6. Likelihood of improved performance (responsiveness to feedback)	0
<b>POSITIVE SCORE:</b>	<b>0</b>

	Score: High (5) Med (3) Low (1)
<b>B. Cost of Replacement</b>	
1. Disruption from potential turnover gap	0
2. Cost of recruitment (time and potential search fees)	0
<b>COST OF REPLACEMENT SCORE:</b>	<b>0</b>

<b>POSITIVE SCORE:</b>	<b>0</b>
<b>COST OF REPLACEMENT SCORE:</b>	<b>0</b>
<b>TOTAL RETENTION SCORE:</b>	<b>0</b>

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	Score: High (5) Med (3) Low (1)
<b>C. Negative Indicators</b>	
1. Risk to project/assignment delivery <i>Measures may include:</i> • Delay (or failure) in completion of goals • Poor quality work product	0
2. Drain on Supervisor's time (above expected management activities)	0
3. Drain on Supervisor's energy (high degree of stress or dread at the prospect of providing feedback or supervision)	0
4. Disruption to team effectiveness <i>Measures may include:</i> • Failure to deliver in timely manner puts group goals at risk • Negative influence on peer collaboration	0
5. Drag on staff engagement <i>Measures may include:</i> • High turnover rate, complaints, or other indicators of dissatisfaction among subordinates • Poor or delayed delivery of goals by subordinates	0
6. Risk to Supervisor's leadership credibility	0
7. Risk to Department's image/reputation	0
8. Loss of customer satisfaction (internal or external)	0
<b>NEGATIVE SCORE:</b>	<b>0</b>

## INSTRUCTIONS

The purpose of this worksheet is to help you consider all of the factors you need to weigh in order to decide whether to retain or fire an employee. This is NOT a substitute for using your leadership judgment. Add any other metrics to the list to reflect your specific situation. You may also wish to weight any of these measures if they are significantly more important than others, simply by multiplying them by a factor of two.

**If Negative Score is equal to or greater than Retention Score, it may be time to fire.**

<b>RETENTION SCORE:</b>	<b>0</b>
<b>NEGATIVE SCORE:</b>	<b>0</b>