

## ESSENTIAL DATA

Employee's classification: \_\_\_\_\_

Employee's hourly pay rate: \_\_\_\_\_

Employee's supervisor pay rate: \_\_\_\_\_

Corporate office staff pay rate: \_\_\_\_\_ (may be an average)

## HARD COSTS

### Pre-Departure

**Separation processing**                      **Hours** \_\_\_\_\_      **x Wages \$** \_\_\_\_\_      **= \$** \_\_\_\_\_

Administrative time

### Vacancy Costs

Coworker burden                      **Hours** \_\_\_\_\_      **x Wages \$** \_\_\_\_\_      **= \$** \_\_\_\_\_

Overtime; Added shifts

Hiring search firm or temp. agency      **Hours** \_\_\_\_\_      **x Wages \$** \_\_\_\_\_      **= \$** \_\_\_\_\_

Developing advertisement(s)              **Hours** \_\_\_\_\_      **x Wages \$** \_\_\_\_\_      **= \$** \_\_\_\_\_

Administrative time

Placing advertisement                      **Hours** \_\_\_\_\_      **x Wages \$** \_\_\_\_\_      **= \$** \_\_\_\_\_

Cost of advertising space(s)

### Selection & Sign-On

Interviewing                              **Hours** \_\_\_\_\_      **x Wages \$** \_\_\_\_\_      **= \$** \_\_\_\_\_

Reference checking                      **Hours** \_\_\_\_\_      **x Wages \$** \_\_\_\_\_      **= \$** \_\_\_\_\_

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Drug testing/psychological testing	Hours _____	x Wages \$ _____	= \$ _____
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Orientation & on-the-job training	Hours _____	x Wages \$ _____	= \$ _____
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<b>Total Hard Costs of Turnover</b>			= \$ _____
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## SOFT COSTS

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### Pre-Departure

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Lost productivity of departing employee	Hours _____	x Wages \$ _____	= \$ _____
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Exiting employee performance at 50%-75%

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Lost productivity of co-workers	Hours _____	x Wages \$ _____	= \$ _____
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Increased time discussing departure and organizational conditions	Hours _____	x Wages \$ _____	= \$ _____
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Increased work load for employees

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Lost productivity of supervisor	Hours _____	x Wages \$ _____	= \$ _____
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### During Vacancy

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Lost productivity of vacant position	Hours _____	x Wages \$ _____	= \$ _____
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Overtime

Added shifts

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Lost productivity of supervisor	Hours _____	x Wages \$ _____	= \$ _____
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Time spent filling in

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Recruiting administration	<b>Hours</b> _____	<b>x Wages</b> \$_____	= \$_____
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Supervisor's time with Schedule  
changes/overtime

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**Selection and Sign-On**

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Lost productivity during training	<b>Hours</b> _____	<b>x Wages</b> \$_____	= \$_____
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Replacement requires  
Support/direction

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Lost productivity of co-workers	<b>Hours</b> _____	<b>x Wages</b> \$_____	= \$_____
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Existing employees distracted

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Lost productivity of supervisor	<b>Hours</b> _____	<b>x Wages</b> \$_____	= \$_____
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**Total Soft Costs of Turnover**

= \$ \_\_\_\_\_

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**TOTAL COST OF TURNING OVER ONE EMPLOYEE**

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**Hard Costs + Soft Costs**

= \$ \_\_\_\_\_

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**FORMULA FOR ANNUAL TURNOVER COST**

Number of exiting employees \_\_\_\_\_ x cost of turnover (hard + soft) = \$ \_\_\_\_\_