

Volume 35, Issue 6  
June 2015

# THE RESOURCE

San Diego Society for Human Resource Management



June 17  
5:30-8:30 p.m.

Stone Brewery Garden  
1999 Citracado Parkway, Escondido, CA

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## SAVE THE DATE Workforce Strategies Conference

September 16, 2015

STRATEGIES  
SAN DIEGO MARRIOTT DEL MAR  
11966 El Camino Real  
San Diego, CA 92103



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## Calendar

- Membership Mixer  
6/17/2015
- SHRM Annual Conference and Exposition  
6/28/2015-7/1/2015
- Preparing for the New SHRM Certification  
7/15/2015
- August Mixer  
8/19/2015
- Workforce Strategies Conference  
9/16/2015
- Leadership Development  
10/21/2015
- Best practices to win a Workplace  
Excellence Award  
11/18/2015
- Holiday Party  
12/16/2015

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# President's Message .....

*Brenda Kasper, Esq., SPHR-CA, President*

## I Did It and So Should You

*(Obtained My SHRM-SCP Credential)!*



*Brenda Kasper, Esq., SPHR-CA, President*

It's hard to believe that summer is almost here and it's already the month of June. Around this time each year, I start thinking about all of the professional goals I set for myself in January and check-in on my progress toward completion.

An important goal for me this year was to obtain the new SHRM certification credential. Since I already had the SPHR-CA credential, I didn't need to actually take the examination for the SHRM-CMP. I just needed to log-in to the national [SHRM CERTIFICATION ONLINE TUTORIAL PATHWAY](#) website and complete a brief tutorial by Dec.31, 2015. Despite the relative ease of this process, and knowing that the tutorial would only take around 45 minutes of my time, I kept putting it off.

I finally went to the Pathway website earlier this month and obtained my new certification! I decided to write about it in my article this month, as a means to encourage each of you. If you have a valid PHR or SPHR, obtaining the new credential is quite simple. The best part is you can avoid taking the certification examination if you complete the Pathway tutorial by the end of this year.

I was quite pleased with the Pathway tutorial process. After you log in, the program gives a nice overview of the new certification, including the history and necessity of the competency-based approach to the certification. The new SHRM certification is different from the PHR or SPHR because it is entirely competency based. It comprises the nine primary competencies which SHRM has determined are crucial for HR professionals. The HR competencies include: human resources expertise, relationship management, consultation, leadership and navigation, communication, global and cultural effectiveness, ethical practice, critical evaluation and business acumen. The Pathway tutorial provides detail on each competency, including the behaviors demonstrated by successful human resources professional at each stage of their career.

The Pathway tutorial is simple to complete because you don't need to do it all at the same time. You can go at your own pace, based on the time you have available, and save your work for a later return. Completion of the whole tutorial takes only about 45 minutes. Don't put it off because you are avoiding examination questions. The Pathway tutorial does not require you to undergo any examination, nor does it "test" you. The tutorial contains examples of the questions from the examination, but you don't have to get the questions

## President's Message Continued

right to progress through the tutorial or obtain the certification.

Once you complete the Pathway tutorial, you will be granted the designation. Yes, it seems almost too simple to be true. SHRM follows-up by mail over the next four or so weeks to make the certification designation final and to provide you with a lapel pin. The certification is good for three years after you complete the Pathway tutorial and expires on your birthdate.

For those of you who do not have a valid PHR or SPHR, I encourage you to consider obtaining the new SHRM designation. The fact that it is competency-based ensures that it will add value to your human resources career. For San Diego SHRM members, SHRM and HRCI exam preparation courses are coming again this fall. Add your name to the waiting list to ensure your spot in these popular classes! San Diego SHRM will be offering

exam prep courses for the new SHRM certifications, as well as the HRCI certifications. Additional details — including dates, times, locations and pricing will be coming soon. For more information about the certifications, visit [www.SHRM.org](http://www.SHRM.org) or [www.HRCI.org](http://www.HRCI.org), or contact San Diego SHRM at [info@sdshrm.org](mailto:info@sdshrm.org). To be added to a waiting list, please email [info@sdshrm.org](mailto:info@sdshrm.org).

Finally, I hope to actually see you in person sometime in June. Don't miss the San Diego SHRM social mixer on June 17, 2015 at Stone Brewing in Escondido. [CLICK HERE](#) to register! Our January mixer was a sold-out affair, so register early to make sure you don't miss this one. Also, I hope to see you at the SHRM annual conference in Las Vegas. I'll be presenting two programs and attending a number of other events and presentations. If you are going either to the San Diego SHRM mixer or to Las Vegas, feel free to drop me a note at [brenda@kasperfrank.com](mailto:brenda@kasperfrank.com) and let's connect!



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## New Members

WELCOME to San Diego SHRM all of our new members since May 1!

Brianna Ahern, Ahern Agribusiness, Inc.

Reanna Avery, Verdezyne, Inc.

Kelly Barrios, County of San Diego

Melanie Chin

Robert Crumby, Mamma Chia, LLC

Laurel Goodman

Curt Hickson, Darden Restaurants,

Olive Garden

James Kenny, Sharp Rees-Stealy

Medical Group

Jung Lee, Zeeto Media

Michelle Marquez, Corner Bakery Cafe

O'Shay Morris

Erek Newton, Benefitfocus

Isidore Niyongabo, Convo Communications

Ryan Prout

Justyna Silverman, Varioscale, Inc.

## Meet Your 2015 Board of Directors

Kristine Morshead is the Labor Relations Specialist for the San Diego Unified School District, where she hears grievances from represented employees and assists with the collective bargaining process. Prior to working for the District, Kristine was a Paralegal for a boutique employment law firm in San Diego and worked in employee relations and organizational development for the University of Washington's Transportation Services Department.

Kristine holds the SPHR-CA designation through HRCI and regularly facilitates San Diego SHRM's S/PHR test preparation courses. She has also presented to the University of San Diego Paralegal Alumni Association. Kristine has been a volunteer with Elderhelp of San Diego and currently volunteers with the Southern California German Shepherd Rescue. In her free time, Kristine enjoys running, cooking and spending time with her dog, family and friends.



Kristine Morshead, SPHR-CA, VP of Education

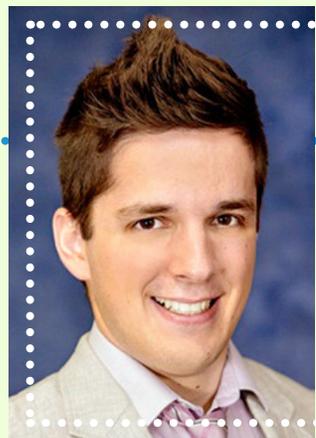
## Member Spotlight Meet Filip Curkovic

Filip Curkovic, originally from Croatia, arrived to the United States four years ago when he received a scholarship for ice hockey in Wisconsin. Filip was extremely excited to come to the U.S. and continued to develop both on the ice and in the classroom at the same time.

Unfortunately, his first year in Wisconsin was not that great, as Filip had a knee injury that put him out for the whole season. However, that injury made Filip focus more on academics and after a great first academic year, he decided to transfer to San Diego State University and join their hockey team and HRM program, which is well recognized in the nation (13th in the nation according to some statistics).

Filip's junior year, when he declared his major, is when he got fully introduced to the HR field and SHRM. His first HR class was MGT 352 (Fundamentals of HR) in which he learned a lot and Professor Dean sparked his interest for HR. She also encouraged Filip to join the SDSU SHRM chapter, which he did shortly after. Two months later, Filip decided to run for a board position and became the SDSU SHRM Liaison. His responsibility was to represent our chapter at monthly meetings of the Membership Committee and Workforce Readiness Committee. He served in that position for a year and a half.

Now, a year and a half later, Filip is graduating from San Diego State Cum Laude, with two and a half years of HR experience from various internship positions, and a tremendous network that he was able to obtain through SDSU SHRM and San Diego SHRM. Filip is excited to take the next step and get into the real world and see what the future brings here in the U.S.



Filip Curkovic

# New Look, New Format, Same Great Content News from the Communications Committee

*Ann Wilson, PHR, VP of Communications*



*Ann Wilson, PHR, VP of  
Communications*

The Communications Committee is excited about the launch of the new San Diego HR Weekly eblast, formerly known as Waypoints. We have a new format, a new look, but still tons of great content for you each week! San Diego HR Weekly comes from the email address [info@sdshrm.org](mailto:info@sdshrm.org), as opposed to [sdshrm@sdshrm.org](mailto:sdshrm@sdshrm.org), the email address which Waypoints came from, so be sure that your settings are adjusted so that it lands in your inbox and not your spam folder. You don't want to miss out on the latest news each week. Also, be sure that your San Diego SHRM member profile is up to date on our website to be sure that our communications are going to the correct email address.

If you have not yet checked out San Diego SHRM's HR Insights Hour on WS internet radio, the most recent episodes are available on demand in each week's edition of San Diego HR Weekly, in addition to clicking at the bottom of our website. The show is hosted by Vice President, Workforce Readiness, Nina Woodard, SPHR, GPHR and provides lively and entertaining interviews on the latest topics HR professionals need to know. You may also [CLICK HERE](#) to access the shows. Topics include Competency Based Education, Benefits of Corporate Wellness, the ACA, Elder Care, the NLRB, Veteran Support, Respect in the Workplace, Cyber Security, Cal SHRM, Hiring the Long Term Unemployed and much more.

Remember to follow us on social media and consider posting content of value to your fellow HR professionals. If it is of value to you, there's a good chance it will be of value to your colleagues as well. Review our group rules for posting to be sure you are submitting content that meets our criteria.

## Fall Exam Preparation Courses

*Kristine Morshead, SPHR-CA, VP Education-HR Curriculum Chair*

SHRM and HRCI exam preparation courses are coming again this Fall ... add your name to the waiting list to ensure your spot in these popular classes! San Diego SHRM will be offering exam prep courses for the new SHRM certifications, as well as the HRCI certifications. Additional details — including dates, times, locations and pricing - will be coming soon. For more information about the certifications, visit [www.SHRM.org](http://www.SHRM.org) or [www.HRCI.org](http://www.HRCI.org), or contact San Diego SHRM at [info@sdshrm.org](mailto:info@sdshrm.org). To be added to a waiting list, please email [info@sdshrm.org](mailto:info@sdshrm.org).



*Kristine Morshead, SPHR-CA,  
VP Education-HR Curriculum  
Chair*

### SHRM SCHOLARSHIPS

The SHRM Foundation is now accepting scholarship applications for certification or academic pursuits. Individual SHRM members can apply for scholarship of up to \$750 toward SHRM certification tools and exam fees. For more information, visit <http://www.shrm.org/about/foundation/scholarships/pages/shrmfdncertschol.aspx>. Don't delay! Applications are only accepted through July 15th!

# San Diego SHRM Legal and Legislative Update

*Jenna Leyton-Jones, Esq., Vice President of Legislation*



*Jenna Leyton-Jones, Esq.,  
Vice President of Legislation*

## AGENCY

The California Occupational Safety Health Standards Board has adopted amendments to the state's Heat Illness Prevention regulations, which took effect on May 1, 2015. Employers that have employees working outdoors should familiarize themselves with the new regulations and update their heat illness prevention plans and training. The amended regulations include the following:

- Water must be pure, suitably cool, and provided free to outdoor workers. It must be located as close as practicable to where employees are working.
- When temperatures exceed 80 degrees Fahrenheit, shade is required for all workers on break, and for all those who take their meal periods onsite. For climates cooler than 80 degrees, shade must still be made available upon request.
- Workers who take cool-down periods must be monitored and asked if they are experiencing heat illness symptoms.
- Employers must ensure that supervisors and workers are adequately trained to recognize and react to heat illness signs and how to contact emergency medical services.
- Any workers who display or report symptoms of heat illness must not be left alone or sent home without being offered on-site first aid or emergency medical services.
- Any worker newly assigned to a high-heat area must be observed by a supervisor or designee during the first 14 days of employment.
- Training must be provided for all outdoor workers before starting any work involving heat illness risk. The training must be presented in a language that employees understand, and must be documented.

Further guidance on the new requirements can be found at <http://www.dir.ca.gov/dosh/documents/Heat-Illness-Prevention-Regulation-Amendments.pdf>

## EEOC Issues Proposed Regulations Regarding Employer Wellness Programs, Americans with Disabilities Act

The Equal Employment Opportunity Commission has issued a notice of proposed rulemaking as to how Title I of the Americans with Disabilities Act applies to employer wellness programs that are part of a group health plan. The proposed regulations define "wellness programs" as "programs and activities typically offered through employer-provided health plans as a means to help employees improve health and reduce health care costs." A wellness program may be offered as part of a group health plan under ERISA, or may be offered outside of an ERISA group health plan.

All employee health programs must be voluntary and must be reasonably designed to promote health or prevent disease. Additionally, all such programs must comply with anti-discrimination laws. This includes providing reasonable accommodations that enable employees with disabilities to fully participate in employee health programs.

Employee health programs that include disability-related inquiries or medical examinations will be subject to additional requirements. Such programs are subject to limitations on incentives, and will have heightened notice requirements. Employee health programs that do not include disability-related inquiries or medical examinations are not subject to the incentive limitations or increased notice requirements. For example, a smoking cessation program that merely asks employees whether or not they use tobacco is not a disability-related inquiry or medical examination, so the incentive limitations would not apply to such a program.

The proposed regulations further define what it means for such programs to be "voluntary," what incentives an employer may offer as part of a group health program that asks for medical inquiries, and what requirements apply concerning notice and confidentiality of medical information. Additional information can be found at [http://www.eeoc.gov/laws/regulations/qanda\\_nprm\\_wellness.cfm](http://www.eeoc.gov/laws/regulations/qanda_nprm_wellness.cfm).

## JUDICIAL Federal

### **Ninth Circuit Questions Viability of “No Employment” Provision in Settlement Agreement**

In *Golden v. California Emergency Physicians Medical Group*, the Ninth Circuit Court of Appeals (“Ninth Circuit”) issued a ruling that may curtail employers’ ability to include “no employment” clauses in settlement agreements.

Plaintiff Golden was employed as an emergency room physician by the California Emergency Physicians Medical Group (“CEP”), a staffing consortium that provides physicians to medical facilities throughout the state. Following the loss of his staff membership at a particular hospital, Golden sued CEP, asserting a number of claims arising under both state and federal law.

Golden and CEP eventually negotiated a tentative settlement of Golden’s claims. The draft settlement agreement contained a clause stating that Golden would agree to waive the right to future employment with CEP “at any facility that CEP may own or with which it may contract in the future.”

Golden refused to sign the settlement agreement and requested a ruling from the trial court that the “no employment” provision violated California Business & Professions Code section 16600 (“section 16600”) by preventing him from lawfully practicing his profession.

The trial court denied the request, holding that the “no employment” provision did not violate section 16600’s prohibition against covenants not to compete. Golden appealed.

The appellate court held that the trial court’s decision was “overly myopic,” noting the novelty of the issue before the court: whether California’s prohibition against covenants not to compete could be extended to situations in which an agreement does not prevent an employee from seeking employment with a competitor.

Relying on previous rulings by the California Supreme Court, the appellate court noted that the main focus of section 16600 is not specifically on agreements not to compete, but rather on clauses that prevent employees from “engaging in a lawful profession, trade, or business of any kind.”

Based on this broad interpretation of section 16600, the court overturned the trial court’s decision, holding that the “no employment” clause *could* violate the intention of the statute. The court did not, however, hold that the clause was void. Instead, it remanded the matter to the trial court for additional consideration as to whether the “no employment” provision did in fact constitute a “restraint of substantial character” on Golden’s ability to practice his chosen profession.

This decision may signify the beginning of the end for “no employment” clauses in California. While it remains to be seen how California’s state courts will address this issue, employers should be cognizant of the fact that these types of restraints may be ruled unenforceable should they ever be reviewed by a court.

### **Ninth Circuit Enforces Employer Arbitration Agreement Where Employee Had Sufficient Notice**

In *Ashbey v. Archstone Property Management*, the Ninth Circuit Court of Appeals (“Ninth Circuit”) enforced an arbitration agreement where the plaintiff employee received adequate notice thereof.

Defendant Archstone Communities LLC (“Archstone”) employed Plaintiff Michael Ashbey (“Ashbey”) between 1996 and 2010, when he was discharged. In 2009, Ashbey signed an acknowledgement (“Acknowledgement”) affirming that he had been provided access to Archstone’s employment policies and agreed to abide by the terms contained therein. The Acknowledgement twice advised that his employment was subject to Archstone’s “Dispute Resolution Policy.” Pursuant to this policy, all disputes between Archstone and Ashbey were to be resolved via binding arbitration.

In 2011, Ashbey filed a lawsuit alleging that his 2010 discharge constituted unlawful retaliation under Title VII. Archstone moved to compel arbitration pursuant to the Dispute Resolution Policy. The trial court denied the motion on the ground that Ashbey had not knowingly waived his right to a trial by signing the Acknowledgement. Archstone appealed.

The Ninth Circuit reversed the trial court’s ruling, holding that Ashbey was required to arbitrate his claim. The court’s decision turned on the fact that the Acknowledgement specifically and repeatedly notified Ashbey that he would be subject to the Dispute Resolution Policy. His signing of the Acknowledgement confirmed that he had been provided access to the Dispute Resolution Policy, and that he agreed to be bound by it. Based on this conduct, arbitration was the required means of adjudicating Ashbey’s Title VII claim.

*Ashbey* confirms that employers can increase the likelihood that their arbitration agreement will be enforced by clearly and repeatedly disclosing the terms of any such agreement to their employees. While not the case in *Ashbey*, it is always a good idea for employers to have a separate, stand-alone arbitration agreement that employees are required to affirmatively acknowledge (sign).

## California California Supreme Court Raises the Bar for Recovery of Costs by Prevailing Defendants in FEHA Cases

In *Williams v. Chino Valley Independent Fire Dist.*, the California Supreme Court held that a prevailing defendant in a Fair Employment and Housing (“FEHA”) based case can only recover costs of suit where the plaintiff’s action was objectively groundless.

Petitioner Loring Williams (“Williams”) worked as a firefighter for defendant Chino Valley Independent Fire District (“Chino Valley”). Williams sued Chino Valley, alleging disability discrimination in violation of the FEHA. The trial court granted summary judgment in Chino Valley’s favor and awarded it costs totaling \$5,368.88. The Court of Appeal affirmed, holding that the prevailing party was entitled to court costs as a matter of right pursuant to Code of Civil Procedure section 1032(b) (“Section 1032(b)"). The court held, however, that a defendant should only be awarded attorneys’ fees if the plaintiff’s suit was baseless and unfounded.

On appeal, the California Supreme Court held that a defendant prevailing in a FEHA action is entitled to recover its ordinary costs only in the discretion of the trial court. Section 1032(b) guarantees that prevailing defendants are “entitled as a matter of right” to recover the costs expended in litigation “[e]xcept as otherwise expressly provided by statute.” The Court reasoned that section 12965(b) of the Government Code expressly excepts parties in a FEHA action from this entitlement. The FEHA statute expressly states that costs are awarded in the discretion of the trial judge: “[i]n civil actions brought under this section, the court, in its discretion, may award to the prevailing party, reasonable attorneys’ fees and costs.” Thus, the trial court has discretion in deciding whether to award ordinary court costs to a prevailing defendant in a FEHA action.

In holding that a prevailing defendant should only recover its attorneys’ fees if the plaintiff’s action was objectively groundless, the California Supreme Court opined that plaintiffs should not be forced to bear such a high risk in order to “vindicate their statutory right against workplace discrimination.” Because even ordinary litigation fees can be substantial, the possibility of their assessment could significantly chill the vindication of employees’ civil rights.

Pursuant to this ruling, a prevailing plaintiff will generally be able to recover his or her costs and attorneys’ fees while a prevailing defendant likely will not be awarded costs or attorneys’ fees unless the court determines that the plaintiff’s claims were frivolous.

## Court of Appeal Finds Discharged Employee Improperly Denied Unemployment Benefits

In *Robles v. Employment Development Dept.*, a California Court of Appeal found that the Employment Development Department (“EDD”) improperly refused to award benefits to a discharged employee.

Plaintiff Jose Robles (“Robles”) was employed as a service technician for Liquid Environmental Solutions for four years until his discharge in January 2010. Robles was fired for misconduct after he attempted to buy shoes for a friend using his personal \$150 shoe allowance. Robles expressed regret to his employer, explaining that he already had a good pair of work shoes and had just wanted to help his friend, who was in need of shoes. Nonetheless, Robles’ employment was terminated due to this incident. The EDD denied Robles’ application for unemployment benefits on the ground that he “broke a reasonable employer rule.”

Robles appealed the decision to the California Unemployment Insurance Appeals Board (“Board”), which affirmed that Robles had been discharged for misconduct, and that even though he may have had good intentions, he breached a serious obligation to his employer.

The Court of Appeal disagreed with the prior Board decision, finding that Robles’ conduct evidenced “at most a good faith error in judgment.” According to the court, this was insufficient to disqualify Robles from benefits under section 1256 of the Unemployment Insurance Code, which requires a finding of “misconduct” (i.e., culpability or bad faith, including a “willful or wanton disregard of an employer’s interests”). Accordingly, Robles was entitled to unemployment benefits, with interest, beginning from the date of his discharge.

# HIGHLIGHTING VETERANS

*As part of San Diego SHRM's Veteran's Initiative, we reached out to Sandra Fichter, Vice President of the Veterans Association of North County, for the name of a veteran who has successfully transitioned from the military into an HR role.*

*We would like to thank Jeff for sharing his story here.*

## **What was your area of specialty in the military? When and for how long did you serve?**

First, I would like to take the time to thank Sandra Fichter for giving me the chance to share my transition story from the Marine Corps with SHRM. I was a military policeman in the Marine Corps for 20 years from 1993 to 2013. At that time working within a watch section, we worked 12-hour shifts, two days on, two days off, and every other weekend we worked Friday, Saturday and Sunday; every three to six months we would rotate from day shift to night shift.

I had the opportunity as a young Marine to try and become a military working dog handler to handle and train police dogs. At the time, the dog handlers worked regular business hours – 7:30 a.m. to 4:30 p.m. with weekends off. I saw the “potential” for more time off including my weekends and as a 20-21 year old from South Dakota now in Irvine, California, at Marine Corps Air Station, El Toro, that kind of schedule looked pretty attractive, so I did it. Wow, was I wrong! Looking back, I worked harder and had more stress as a dog trainer and eventually in charge of a working dog platoon than I would have had if I stayed as a regular military policeman, but it exposed me to so many more experiences and challenges that I would not trade that time for anything.

## **How did you get involved in CTAP?**

I learned of the Career Transition Assistance Program (CTAP) just before I retired through a friend who attended the course and encouraged me to look into what the course offered. Initially, it sounded eerily similar to the week-long transition seminar that all Marines are required to attend before their separation from service. She assured me it was nothing like the transition seminar, so I went online and enrolled for the next available class. I met some amazing people at CTAP, students and instructors alike, that I stay in contact with to this day.

## **How did you find your current position?**

Well, I cannot say I found my current position, my position actually found me. What I mean is that when I decided that a career in Human Resources was the direction I wanted to go, I talked with Sandra Fichter. She gave me several good leads and recommended I talk with Julia Mira, who is the Area Manager in North San Diego County for Manpower and volunteers with CTAP, about the direction I wanted to go. Long story short, Julia took a chance with me and here I am.

## **What do you do in your current position?**

Right now, I am a light industrial recruiter for Manpower working in the San Marcos office. I thoroughly enjoy my position because there are never two days that are the same – there is always something going on, and lots of shifting priorities that require mental agility; I like that. I enjoy having five to 10 different things requiring my attention on any given day.

## **Looking back, is there anything you're particularly glad you did?**

I am glad I found CTAP when I did. In August 2013, I had my plan in place with no worries in the world. I accepted a law enforcement job two months before I retired only to find out from my orthopedist that my knees and shoulder were not going to let me continue with a second career in law enforcement. So, for the better part of five months I had no idea what I wanted to do. The folks who volunteer their time for CTAP are nothing short of spectacular. They not only have the experience to teach and instruct, they have what I consider much more important – wisdom. The ideas, tasks, assignments and information given while in the class, if one takes seriously, make you take an introspective look that also enhances your critical thinking whether you have the next chapter in your career mapped out or you do not.

## **Is there anything you wish you had done differently?**

If I had the chance to go back and do anything differently, I would have done a better job of taking care of myself physically. In all seriousness, in December 2013, I did not see myself where I am now. The self-evaluation, networking advice and techniques, resume writing and interviewing strategies taught at CTAP surpassed my expectations and helped me get to where I am now. I love what I am doing and I would not change anything I have done!

Note: CTAP is an all-volunteer program to assist transitioning military into the civilian work force. CTAP volunteers are Human Resources professionals, many of your San Diego SHRM peers volunteer at CTAP. With the military downsizing, CTAP classes are growing, we need more HR professionals to volunteer and work with our veterans. For more information contact Sandra Fichter (760) 967-7254 or visit [www.ctapsandiego.org](http://www.ctapsandiego.org).  
*They served us, now let's serve them!*

# Calculating the High Cost of Employee Turnover

There's a disease silently infecting the modern American business world today. It lurks in the background, silently eating away at the bottom line of your company. This silent destroyer of business profits is known as your "employee turnover equation," and it affects small businesses and corporations alike.

I'll not bore you with stats detailing the billions of dollars lost annually to this problem. In reality, when the numbers get that large, people tend to accept them as the norm. What you need is a simple employee turnover calculator to understand exactly how it is affecting YOUR business. Once you've got an idea what you're losing, there are a few simple steps you can implement to regain some of that lost profitability.

Most businesses know, on some level, that the cost of employee turnover is a problem. They view it as a mere inconvenience that must be dealt with, a cost of doing business. That's until you put a dollar amount on its effect. Even seeing an "estimate" of what you're losing will shock you!

See for yourself! Here's an employee turnover calculator to help you understand just how much money employee turnover truly costs YOUR business each year. Once business owners, HR managers, CFOs and CEOs get a look at the real numbers lost each year, quarter or even a single month... they need to take a hard look at what needs to be done to slow that tide.

Example: Let's say you have 100 employees. Each year, you have 15% turnover. When those employees leave for whatever reason, you have to train new employees to fill the open positions. If it takes two weeks to train each new employee, at 40 hours per week, on a \$8 hourly salary for the new employee and a \$25 hourly salary for the trainer, you're looking at \$42,768 per year! And that doesn't even cover recruiting!

Those are just blind estimates. Take a minute to input your data into the employee turnover calculator to get a true number for your own business. Prepare to be shocked!

While you can't stop employee turnover completely, you can take steps to diminish it. Examine your company culture for ways to improve employee engagement. Find ways to inspire employees to take more pride in their job by asking them for input on how to do their tasks more efficiently. Survey employees and ask their thoughts on how the workplace can be improved (and then implement do some of the suggestions!). Create an employee recognition platform that recognizes people for their effort, and awards them regularly and consistently.

It's a proven fact! When employees are engaged, they work harder, are more efficient and take pride in what they do. A "World Class" atmosphere of teamwork develops. A cooperative, competitive spirit blossoms, encouraging

everyone to be a better employee and a better person. People stop coming to work because they have to, and start coming because they want to. They are more productive and happier. That means fewer performance-based layoffs and fewer top producers leaving your company for greener pastures.

Engaged employees have significantly lower levels of absenteeism, on the job accidents and fewer HR issues. What is that doing to your bottom line every year? According to Gallup Research, companies with high levels of employee engagement are 400% more profitable. Yes, 400%! Pair that increase in productivity and profitability with the savings from reduced turnover, and your business can expect exponential growth in sales and profits.

Many of the factors affecting true employee engagement need to be customized for each business. A great place to start is an employee survey. Find out what employees think about the business and work environment. You may uncover hidden systemic issues that contribute to your high rate of employee turnover.

Another excellent place to start is a consistent recognition platform. One of the most basic human needs is to feel appreciated. From a business perspective, a recognition program can reward and inspire employees while at the same time achieving company goals and objectives. It's not magic; it's all about criteria. Check out this video for more about that: ["How can an Employee Recognition program increase profitability?"](#)

Employee turnover is an infection, but it doesn't have to be a killer. The first step is using a simple employee turnover calculator to put a dollar amount on just how much it costs your business. Once you understand that, you can easily justify any investment in employee engagement and employee recognition to shrink your turnover rate drastically. Not only will you be saving the headache of replacing many of your employees, but you'll be investing in the massive growth potential and profitability of your business.

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