

1. EMPLOYEE SEPARATION/PROCESSING	HOURS	RATE	TOTAL
Pre-turnover costs associated with lower productivity/performance			
Exit interviewer's time			
Exit interview data compilation			
Out processing separated employee			
Separation pay			
Unemployment costs/rate increases			
Employment attorney fees/litigation			
EEO claims/management time			
COBRA Benefits and administration			
TOTAL FOR EMPLOYEE SEPARATION/PROCESSING			

2. RECRUITMENT/HIRING COSTS	HOURS	RATE	TOTAL
Time to develop recruitment plan			
Time to write/post advertisements			
Time to advertise using social media sources			
Costs of print/online job advertisements			
Costs of recruitment promotional materials			
Costs of job fairs/career days/college recruitment			
Costs of time to prepare for interviews			
Cost of time to review/prescreen resumes/applications			
HR time to interview applicants			
Hiring manager/panel time to interview applicants			
Costs of skills and performance tests			
Costs of assessments			
Cost of travel/lodging meals for interviews			
Cost of hiring decision meetings			

2. RECRUITMENT/HIRING COSTS (continued)	HOURS	RATE	TOTAL
Cost to check references			
Cost of background investigations			
Cost of alcohol/drug screening			
Cost of physical exam			
Cost of relocation expenses			
Cost of preparing and processing new employee paperwork			
Cost of sign-on bonus			
Cost of employee referral bonus			
Cost of external recruiter fee			
Cost to close out recruitment process (rejections, administration)			
TOTAL FOR RECRUITMENT/HIRING			

3. NEW EMPLOYEE ORIENTATION/ON-BOARDING COSTS	HOURS	RATE	TOTAL
New employee setup/administration costs (computer, phone, security, etc.)			
New employee setup (time associated with setup)			
New employee equipment/supplies			
Cost to print new employee materials (presentations, handbook, etc.)			
Cost of facilitator's time for orientation/on-boarding			
Cost of department orientation			
Cost of the on-the-job orientation (6 months to 1 year)			
TOTAL FOR NEW EMPLOYEE ORIENTATION/ON-BOARDING			

4. PRODUCTIVITY, PERFORMANCE, AND BUSINESS COSTS	HOURS	RATE	TOTAL
Brain trust/brain drain loss			
Cost of management's time to cover vacancy			
Cost of staff time/overtime to cover vacancy			
Cost of temporary staff to cover vacancy			
Salary & benefits savings due to vacancy (credit)			
Cost of low morale/non-productivity of staff due to vacancy			
Cost of management burnout and frustration			
Cost of lost funding/grants/contracts due to vacancy			
Cost of compromised quality/timeliness of services/products			
Cost of safety concerns due to overworked personnel			
Cost of additional employee turnover due to vacancy			
TOTAL FOR PRODUCTIVITY, PERFORMANCE, AND BUSINESS COSTS			

SUBTOTAL OF ALL COSTS:	
÷ TOTAL NUMBER OF HIRES:	
= COST PER HIRE:	