



April 2016

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# NUHRA Newsletter

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## President's Address

Spring is truly here. Everything is turning green and the flowers are blooming! I hope everyone can enjoy the wonderful outdoors with little or no allergies!!!

We had a great meeting in March and look forward to hearing from Wally Davis who will be speaking in April on Background Screening and Safe Hiring Practices.

Please be sure to put on your calendar our annual NUHRA ½ Day Conference on May 19<sup>th</sup>. We will have several speakers on Getting a Seat at the Table, a Legal Update, Social Security and Medicare, and FMLA/ADA/WC Bermuda Triangle. These presentations have been submitted for 4 HRCI and SHRM Certification Credits. Please pass this information along to anyone who might be interested. For NUHRA Members, it is free. For all others it is only \$50.00. This includes lunch as well. Hope to see everyone there!

Also, remember our annual Golf Tournament in August! All the proceeds go to the Weber State University Scholarship. This is a great way to help local HR Students reach their goal of achieving a degree, all while spending a wonderful day golfing! It doesn't get much better than that.

I also wanted to throw out a big THANK YOU to Christina London who has been working tirelessly on the NUHRA Website. We hope to have it up

AFFILIATE OF

SOCIETY FOR HUMAN  
RESOURCE MANAGEMENT

## Turnover: The Good, the Bad, and the Ugly

PayScale white paper

Turnover Myths: Let's first address some common turnover myths that when taken at face value can impede organizational growth while contributing to employee disengagement and dissatisfaction.

*Myth: Measuring Turnover Isn't That Important* This myth gains traction from the truism that employees come and employees go, but life continues on. Since "no one is irreplaceable," fretting about turnover is a waste of time. Besides, who needs fancy metrics? When there's a problem it'll be obvious, right? Reality: What's perceived as obvious may not be actual. Our perception is often clouded by our biases and preconceptions, as well as what we observe in the world immediately around us. Perception is important, but hard data is important, too. And while no one is irreplaceable, employees are not expendable. Employees are unique beings with unique strengths, weaknesses, talents, and skills. If one of your key employees was hit by a truck tomorrow, you'd need to replace that employee, and replace him you would. But your new employee won't be a clone of the one you lost. She'll be different, and those differences will have an impact on your organization for the better, the worse, or somewhere in between.

How to calculate monthly turnover:

Monthly Turnover Rate=

$$\frac{\# \text{ of Separations During the Month}}{\text{Avg \# of Employees During the Month}} \times 100$$

The most famous firing that never was. Everyone has heard the story of how Steve Jobs was ousted from Apple, the company he'd started in 1976 with pal Steve Wozniak. Both Jobs and Apple would experience phenomenal success with their Macintosh computer, which launched in 1984 accompanied by its own Super Bowl commercial directed by none other than

Ridley Scott. By the age of 25, Jobs was reportedly worth \$100 million. Still, power struggles and clashing visions would cause Jobs to leave the company in 1985, fired by the CEO he'd hired—or so the story goes. What's closer to the truth is that Jobs voluntarily left the company (although admittedly in a huff and no doubt deeply discouraged) after a "reorganization" left him without much to do. Jobs was not the type of man to be marginalized without protest. Apple would have its struggles in the next few years, however, and in 1996 would rehire Jobs as part of the company's turnaround plan while acquiring (for a mere \$400 million) NeXT Inc., the company Jobs started after leaving Apple. The rest, as they say, is history. Here's the point. While many wouldn't hesitate to call Jobs an extraordinary talent, Apple could and did survive without him for 11 years. In the end, however, the company was happy to welcome him back, because while Jobs was replaceable, he wasn't expendable.

*Myth: Low Turnover Is Always Good* Low turnover has long been presented as proof of a great organization. The logic is pretty simple—a company must be doing something right if employees are content to remain working there. Reality: Human motivation is complex. Employees stay at companies for all kinds of reasons, and those reasons may have nothing to do with gratitude for a great employer or a desire to perform well. Perhaps your employees:

- Are overpaid
- Are under-skilled
- Aren't motivated to advance
- Believe the company benefits are too good to be replicated elsewhere
- Believe the economy is too unstable
- Know very well that no other employer would put up with their bad behavior

## Upcoming Events

### April Luncheon

**When:** April 21  
**Time:** 11:30 – 1:00  
**Where:** Jeremiah’s

Sandra Abbey will present on Courageous Leadership.

Please RSVP before noon the Monday prior to Ashley Wendt.

### June Luncheon

**When:** June 16  
**Time:** 11:30 – 1:00  
**Where:** Jeremiah’s

Joe Tate from GBS will present on current legal challenges.

Please RSVP before noon the Monday prior to Ashley Wendt.

### May Half Day Conference

**When:** May 19  
**Time:** 7:45 – 1:45  
**Where:** OWATC

7:45 Register  
 8:00 Brenda Yamagata – Getting a Seat at the Table  
 9:15 Jesse Oakeson & Mark Tolman – Legal Update  
 10:30 Tyler Petersen- Social Security & Medicare  
 11:30 Lunch  
 12:30 Erika Atwood – FMLA/ADA/WC Bermuda Triangle

Please RSVP before **May 1** to Ashley Wendt.

**These events have been pre-approved by HRCI and SHRM.**



## NUHRA 2016 Calendar

<p><b>April 21, 2016</b>                  Luncheon                  Jeremiah’s                  11:30 – 1:00</p>	<p><b>May 19, 2016</b>                  Half Day Conference                  OWATC                  7:45 – 1:45</p>	<p><b>June 16, 2016</b>                  Luncheon                  Jeremiah’s                  11:30 – 1:00</p>
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see calendar items in detail:

[www.nuhra.org](http://www.nuhra.org)

## Turnover: The Good, the Bad, and the Ugly, continued from page 2

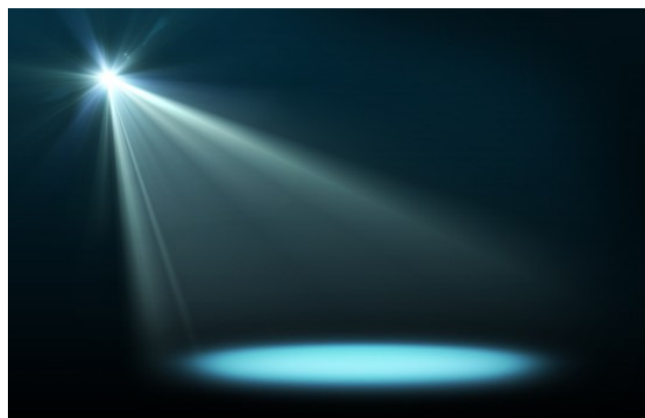
Generally, it's great when employees choose to stay put instead of bolting for the Exit Sign at the first opportunity, and low turnover can be a reliable indicator of employee satisfaction that leads to greater levels of engagement and higher levels of productivity. However, it's good to remember that that's not always the case.

*Myth: Turnover Is Always Bad* Turnover can be very disruptive to a business, and no doubt that's why it has such a lousy reputation.

Turnover has a dollar sign attached to it as well, in direct hiring costs (ads, recruiter fees, sign-on bonuses) as well as indirect costs (the time of the individuals involved in the hiring process, time spent acclimating the new employee, and lost productivity). For all these reasons and more, turnover must be avoided. Reality: Sometimes change is desperately needed, and that means some heads have got to roll.

Whether employees are fired, retire, or self-select out of the transformation to come, the point is that turnover can be a fantastic opportunity for employers to select, place, and develop employees (both incumbent and new) who are enthused about the company and the direction in which it's heading. Some turnover is actually good for the company—especially in the case of overpaid, under-performing employees.

*Myth: You Can't Control Turnover* "At will" employees are free to resign when they please, with or without notice, and without regard to employer needs or wants. For this reason, some believe leadership can't really control turnover and shouldn't bother trying too much, either. This "que sera sera" view toward retention also serves the purpose of absolving leadership from any responsibility to manage turnover. Reality: Employers can't control turnover, at least not 100 percent. However, employers can create a workplace culture that encourage the best employees to stay and at the same time, encourages good turnover. It takes mindfulness and forethought, but great employers do it every day.



### COMING SOON: NEW MEMBER SPOTLIGHT

We are all so busy, so when we come together for luncheons, trainings, and other meetings it can be challenging to remember names, and equally challenging to carve out a few extra minutes to network with others not sitting nearby. The new member spotlight will introduce new professionals who have recently joined NUHRA, and help you get to know them a little better. Please reach out to those new faces and introduce yourself, and expand your network of friends/associates in the northern region!

## President's Address continued from page 1

and going soon. Keep an eye out for it and we will send out a message as soon as it is back. THANKS, CHRISTINA!!!  
Veronica Akers

FIND YOUR BREAKTHROUGH MOMENT

### SHRM 2016 ANNUAL CONFERENCE & EXPO

June 19-22 Washington, D.C.

Get the targeted strategies and practical takeaways that you need to achieve your goals.

REGISTER by visiting  
[annual.shrm.org/hrmag](http://annual.shrm.org/hrmag)

#### *Featuring*

**Sal Khan**, Founder of the Khan Academy  
**Mike Rowe**, former host of "Dirty Jobs" on the Discovery Channel .....*to name a few*  
Entertainment by **Train**

This is it. Friday April 22 close of business is your absolute last chance to take advantage of the Volunteer Leader Discount rate of \$1,215, a savings of \$420 on the regular registration price.