

The High Cost of Turnover

Art McKiernan, operations analyst for AMR in Torrance, California, calculated that it costs 29.68 percent of an EMT's first year salary of \$18,856 if the service loses that employee within one year of his hire date. Here is how McKiernan made his calculations:

25 Hours of Interview Time (Panel of 5 x 5 interviews x average overtime rate of \$13.07 plus 27% benefits/taxes)	\$414.97
40 Hours of Class Room Training (40 hours @7.52/hr. plus 27% benefits/taxes)	\$382.02
230 Hours of Field Training/Evaluation with Field Training Officer (230 hours@7.52/hr. plus 27% benefits/taxes)	\$2,196.59
Monthly Premium Paid to FTO (\$238 plus 27% benefits/taxes)	\$302.26
Overtime Premium paid to cover new hire position (4 weeks to locate & hire employee + 5 weeks to train employee = 288 hours of non premium time paid at time and 1/2, .5 x \$8.71average hourly rate =\$4.31)	\$1,254.24
Human Resources (FT position dedicated to Staffing)	\$221.00
Training Coordinator (FT position dedicated to New Hire Training)	\$225.00
Recruitment Advertising in News Paper	\$200.00
Uniforms	\$250.00
Training Materials	\$150.00
TOTAL COST OF TURNOVER	\$5,596.08

EMT's 1st year salary \$18,856

Cost of Turnover as a Percentage of Salary 29.68%

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