

Table 4 Average Separation and Vacancy Costs for Entry-Level Employees*

Type of Cost	Number of Hours and Employee Level
Exit interview	.5 hours per separated employee, UM + .5 hours per separated employee, EC + .5 hours per separated employee, NUHIRE
Completion of separation paperwork	.5 hours per separated employee, UM + .75 hours per separated employee, HRM
Estimated cost of reduced crew productivity	Estimated 4 hours NUHIRE pay per each day the position remains vacant [†]
Overtime pay to cover vacancy created by separated employee	
Additional crew member “borrowed” from another store to cover vacancy created by separated employee	Estimated at 20 hours per separated employee .5 hours per separated employee, EC pay + \$1.00/hour (compensation for additional transportation costs, inconvenience, etc.)

*An entry-level employee is defined as an employee who has not successfully completed probation. An experienced crew member is defined as an employee who has successfully completed probation.

[†]On average, two weeks is required to replace a crew member who leaves the company.

BOSS OR FRIEND

DORY HAMMOND, DAVID BAKE, KENT KAUFFMAN, AND ERIC NELSON

Most college students don't think much about being a manager when they first begin working. Sure like most employees, they may gripe about decisions that their managers make and wonder why they get paid more than when it appears like they never really work that hard. However, one college student, Rachel Maddox, found herself in the position of being a manager just a little sooner than she had expected. In fact, it seemed like one day she was signing in on a time sheet and thinking about how much of her tips to report to the Internal Revenue Service and then all of a sudden the next day she was a manager. She was offered and accepted the position of assistant manager at La Fortuna, a restaurant where she had been working for less than three years. As she assumed these duties, she soon learned that there was more to being a manager than met the eye.

Being a manager hadn't been on her mind when she applied for a hostess position at a local Mexican restaurant during her first year of college. Even though she had never worked in a restaurant before, she got the job. She found the atmosphere exciting, the working environment enjoyable, and threw herself into the job. It wasn't long until she had the opportunity to apply for a cashier's position, a server's slot, and finally head server. Her hard work and interest in all aspects of the business didn't go unnoticed.

When one of the restaurant's two assistant managers graduated from college and moved away at the end of the spring semester, Rachel was asked to fill the position. She hadn't applied for the position or even thought about being a manager, but Diego,