

## A MEMO REPORT

TO: David Kaplan  
FROM: Elizabeth Martinez  
Kevin Lee  
DATE: October 25, 20--  
SUBJECT: Employee Turnover and the Issue of Child Care

The purpose of this report, which you requested, is to show that turnover among working parents may be positively affected by the introduction of a child-care program. The topics covered in this report include the importance, options, and implementation of the program.

Turnover reduction can be addressed in many ways. This report focuses on providing a child-care program as a means of reducing turnover. In addition to secondary research, personal interviews were conducted and integrated into the report.

### Importance

Should an employer be concerned with the child-care problems of employees? In one study's sample of working parents, 17% had quit a job because they could not find adequate child care and 65% said they could not work without child care (Whitlow et al. 28). Since turnover is costly in time and money, an employer should be concerned with employees' child-care problems.

### *Costs of Turnover*

It costs an employer \$6,000 per person to hire a new employee (Lubin et al. 43). This fact makes it pertinent for the employer to be assured of a long working relationship with each employee. Turnover costs average 1.5 times the annual salary of the position vacated, and of these costs 80% are hidden costs, such as the inefficiency of departing employees (Parks 58). The results of turnover problems in addition to rising training and development costs, deteriorating customer relations, and sinking reputations of companies include added costs of turn-over, poor morale among the best employees, and overworked human resources departments (Parks 58). The employer must be concerned with losses to the company of money, efficiency, productivity, and competitiveness.

# How To Write A Memo Report

**Sebastian Brünink**



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