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*“Employees join organizations, but leave bosses,” according to Lynda Ford...*

## The Bottom Line

According to Winning Workplaces, a nonprofit human resources consultancy in Evanston, Illinois ([www.winningworkplaces.org](http://www.winningworkplaces.org)), the cost of replacing an employee ranges from 50% to 150% of that employee’s annual salary. The cost for losing a veterinarian would probably cost a clinic at least \$50,000 in lost services, recruiting, hiring, training and all related costs. So, your goal is not only to hire a veterinarian that is a good fit for the organization but also to retain that person.

In *The 7 Hidden Reasons Employees Leave* (AMA-COM, 2005), Leigh Branham reports that nearly 90% of managers believe that employees leave or stay mostly for the money. While money is often offered as a reason for leaving because it is non-personal and non-confrontational, Branham lists the following factors as the real reasons for 90% of employee departures:

- Workplace not what the employee expected
- Mismatch between the person and the job
- Not enough feedback or coaching
- Too few growth and advancement opportunities
- Stress from overwork and work-life imbalance
- Loss of trust in top leaders

Much can be done to avoid some of the above by accurately describing the workplace, expectations and opportunities during the interview process and carefully evaluating how well the person fits the position.

“Employees join organizations, but leave bosses,” according to Lynda Ford, a human resource and management expert and author of *Transform Your Workplace* (McGraw-Hill 2005). Ford encourages you to “promote open communication and a workplace culture that values people’s ideas and includes their input in major decision-making.” This type of environment is extremely important to reducing turnover.

In the end, it all comes down to understanding that veterinarians must be viewed as highly skilled professionals with personal lives, bills to pay, career goals, a need to be respected, and a desire for personal satisfaction. If you look at the real advantages you have to offer, tailor your messages to your audience, and reach out with energy and enthusiasm, there is no reason why you shouldn’t be able to attract the top-notch surgeons you need.

# High Quality, High Volume Spay/Neuter Task Force Participants

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