

HR UPDATE

STATE OF ALASKA
DIVISION OF PERSONNEL
AND LABOR RELATIONS

FY 08 - ISSUE 01
JULY 16, 2007

HR.....SOLUTIONS FOR SUCCESS.



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HR UPDATE LET US KNOW WHAT YOU THINK

Please let us know what you think of our publication. If you have any suggestions about how to improve the HR Update or topics you think should be addressed, please contact Inga.Aanrud@alaska.gov.

EMPLOYMENT ELIGIBILITY VERIFICATION FORM (I-9) BY KRISI HICKS

The Immigration Reform and Control Act of 1986 (IRCA) requires workers to complete an Employment Eligibility Verification Form (Form I-9) on the first day of work and show documentation to verify identity and eligibility to work in the United States. The law requires you as an employer to:

Ensure that your employees fill out Section 1 of the Form I-9 when they start to work;

Review original document(s) establishing each employee's identity and eligibility to work and complete Section 2;

Retain the Form I-9 available for inspection to an officer of the Immigration and Naturalization Service (INS), the Department of Labor (DOL), or the Office of Special Counsel for Immigration Related Unfair Employment Practices (OSC) upon request. The State of Alaska retains the Form I-9 in the employee's official personnel file.

Supervisor should attach copies of the

reviewed documents for verification; this is also necessary for tracking the document expiration dates for those employees who are not citizens or permanent residents.

How to Complete the Form I-9

Section 1. Employee Information and Verification - Completed by the Employee

Have your employees complete Section 1 at the time of the hire—when they begin work—by **completing the requested information, signing and dating** the form. You are responsible for reviewing and ensuring that your employees fully and properly complete Section 1.

*Note: If your employee cannot complete Section 1 by themselves or if they need the form translated, someone may assist them. The preparer or translator must read the form to the employee, assist him or her in completing Section 1, and have the employee sign or mark the form in the appropriate place. The preparer or translator must then complete the Preparer/Translator Certification block on the Form I-9.

Section 2. Employer Review and Verification – Completed by the Employer

Employees must present original document(s) that establish identity and employment eligibility within 3 business days of the date employment begins. Some documents establish both identity and employment eligibility (List A). Other documents establish identity only (List B) or employment eligibility only (List C). Employees can choose which document(s) they want to present from the lists; they must provide either one document from List A, or one document from List B and one document from List C.

The supervisor must examine the original document(s) presented by the employee and then fully complete Section 2 of the Form I-9. Supervisors should include copies of the documents provided with the form.

1. Record the document title, issuing authority, document number, and expiration date (if any) of the document(s) in the appropriate column;

2. Fill in the date of hire (in the certification statement), and

3. Sign, date and complete the certification segment: Signature of Employer or Representative, Print Name, Title, Business or Organization Name, and Date.

The Form I-9 (<http://www.uscis.gov/files/form/i-9.pdf>) includes instructions for completing the form and a list of acceptable documents for reference. The Form I-9 can be found on the Division of Personnel & Labor Relations website (<http://dop.state.ak.us/>), under Quick Links, HR Forms. For more detailed information, you may refer to the INS Handbook for Employers (Form M-274) (<http://www.uscis.gov/files/nativedocuments/m-274.pdf>) posted on the Department of Homeland Security Website.

NEPOTISM WAIVER BY TARA STEPHENS

The Division of Personnel and Labor Relations would like to remind hiring managers that a **new** nepotism waiver must be completed and submitted for approval each time an individual or current employee is appointed, transferred, promoted, demoted, or rehired into a position in an operating agency where an immediate family member or an individual related within and including the second degree of kindred is employed. The nepotism waiver policy is covered un-

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der the Administrative Manual AAM 100.050 (http://fin.admin.state.ak.us/dof/ak_admin_manual/aam_toc.jsp). As usual, approval of a Nepotism Waiver is required **before** making a job offer of employment, including a promotion, demotion, lateral transfer, rehire or other position change.

If you have any questions or need any guidance your recruitment staff contacts at Employee Services are always available to assist you.

WORKPLACE ALASKA ENHANCEMENTS BY TARA STEPHENS

As you are aware, the Division of Personnel and Labor Relations (DOPLR) continues to identify and implement key strategies for positioning the Executive Branch to the best advantage to meet the upcoming changes to our current workforce and the labor market. One strategy is to ensure that our on-line recruitment system, Workplace Alaska (WPA), is dynamic, user friendly (to both the applicants & hiring managers) and increases our ability to attract the largest demographic of the best possible candidates. To achieve this goal, we continue to implement various WPA enhancements.

We are excited to announce upcoming enhancements to our WPA home page. Changes will include a new **look-and-feel**, which will include and adding a **“Featured Jobs”** listing section. Please look for these enhancements in the upcoming weeks.

WHAT DO YOU REALLY PAY WHEN AN EMPLOYEE LEAVES? CALCULATING THE COST OF EMPLOYEE TURNOVER BY CAROL MCLEOD

As State of Alaska employers, managers, and supervisors begin to deploy workforce development activities in their agencies, a major focus for most of us will be on recruiting efforts. It is critical that we find ways to attract qualified, interested, and eligible candidates for our anticipated and actual job vacancies.

However, it is equally important that we recognize the need to keep those qualified, interested, and eligible employees once we get them. Very often, employee turnover and retention are overlooked when priorities are being set about where to focus efforts on building an appropriate and competent workforce.

Turnover happens, and it isn't always a bad thing. Turnover allows us to bring in new employees with new ideas, new approaches to old problems, and new competencies and abilities. In today's labor market, there is no such thing as 0% turnover, nor should we want there to be. Our needs change frequently and some turnover allows us to meet those changing needs. Nonetheless, unmanaged, and uncontrolled turnover is costly; studies show that expenses can range from \$3,500 to \$16,000 to replace a single employee who makes \$8.00 an hour, depending upon industry and business needs.

Often we don't think about what it actually costs, in real dollars, to replace a single employee. A survey of about 1300 managers in various industries across the country revealed that 75% of them did not know how to quantify the cost of employee turnover. Some of the actual quantifiable expenses in calculating the cost of losing a single employee include: lost productivity before the employee departs; administrative costs to oversee the paperwork and necessary documentation; cost of advertising for recruiting a replacement; cost of others assuming the duties left behind; cost of temporary or emergency replacements; hiring costs (such as moving expenses); background checks and drug screens costs; training costs to bring the new employee up to speed; and paying the salaries of the interview panelists who won't be performing their own work while conducting interviews.

Along with computing the cost of replacing departing employees, managers and supervisors will also want to think about the reasons why employees leave in the first place. Multiple studies show that employees leave managers at the same rate that they leave jobs; about 50% of surveyed departing employees

said that they left a job because of the manager, not because of the work. Other studies show that, while salary is important, it is more imperative that employees feel they are being paid equitably, not more, with others doing similar work in the organization. Meaningful, fulfilling work, acceptable working conditions, and good management practices can compensate for a smaller salary in many circumstances.

Turnover happens. Not of all it is bad, but too much of it can bleed a State of Alaska agency dry. The Division of Personnel and Labor Relations is ready to assist you find ways to encourage “good” turnover and stop the “not so good” turnover.

Below there are links to several online calculators that managers and supervisors can use to determine the expense to the agency of departing employees. It can be quite eye-opening to apply one of the calculators to get an idea of the amount of money the turnover of a single employee can cost the agency.

Calculators for computing the cost of employee turnover

These cost calculators are being printed by permission from the following companies and organizations:

The Chally Institute
Talent Keepers
University of Wisconsin
Insightpulse
State of Wyoming

http://www.chally.com/turnover_cost_calculator.htm

<http://www.talentkeepers-services.com/talent-keepers/costcalc.asp>

<http://www.uwex.edu/ces/cced/economies/turn.cfm>

http://www.insightpulse.com/employee_turnover_costs.cfm

<http://hr.state.wy.us/WF/TO%20cost%20analysis.xls>