

Chapter 13 Outline

The Turnover Problem
 Determining Turnover Rates
 Major Findings of the AH&LEF Study on Turnover
 The Costs of Turnover
 Causes of Turnover
 Retention Programs: Turnover Remedies
 The Impact of Diversity on Turnover

The Use of Discipline
 Laying the Groundwork
 Approaches to Administering Discipline
 Appeals Mechanisms

Discharge: A Last Resort
 Wrongful Discharge
 Employment at Will
 Public Policy
 Discharge Interviews

Exit Interviews
 Guidelines for Conducting Exit Interviews
 What You Should Say in an Exit Interview

Competencies

1. Describe the hospitality industry's turnover problem, demonstrate how to calculate turnover rates, and identify the costs of turnover. (pp. 423–430)
2. List causes of turnover, summarize several methods for reducing turnover, and discuss the impact of diversity on turnover. (pp. 430–439)
3. Explain the proper use of discipline in a hospitality organization and describe approaches to employee discipline. (pp. 439–443)
4. Describe possible appeals processes in an employee discipline program. (pp. 443–444)
5. Describe the appropriate use of discharge in an employee discipline program and identify several important concerns associated with using discharge. (pp. 444–449)
6. Outline an effective exit interview system. (pp. 449–451)