



## THE BOTTOM LINE

How much does it cost to replace an employee? Figures vary according to the [position](#). To help employers, the Canadian Tourism Human Resources Council has a free on-line [tool](#) to calculate the cost. The Canadian Grocery HR Council has a similar [tool](#) on its website.

If you need assistance developing employee retention strategies, contact a [Human Resources professional](#) today.

## ARTICLES OF INTEREST

**Supreme Court to rule on random alcohol testing.** Whether mandatory, random alcohol tests are reasonable imposition in safety-sensitive jobs. [Globe and Mail 8 May 2012.](#)

**Toenail trim fails to put best foot forward.** Conflicts in the workplace are on the rise. [The Province, 13 May 2012.](#)

**Can I be fired for what I do after work?** Short answer is yes but there are steps that the employer must follow. [Globe and Mail 22 May 2012.](#)

**Don't fall in love with a potential employee.** Don't get too excited about the candidate in front of you. [Globe and Mail 27 May 2012.](#)

**Keeping your brand intact.** Importance of training employees and setting expectations. [Toronto Star 28 May 2012.](#)

If you need more information about employee policies, contact a [Human Resources professional](#).

## EVENTS AND ANNOUNCEMENTS

Congratulations to [Master Merchant Systems](#) of Dartmouth for securing an [important contract](#) with Digicel Group Ltd of Jamaica. The company recently obtained a payroll rebate from NSBI to enable MMS to add 40 positions over the next five years.

[Simplycast](#) of Dartmouth was one of 20 Canadian companies selected to participate in the [C100 Silicon Valley](#) event in June.

The [Black Business Initiative](#)'s [8th Business Summit](#) will take place 21-22 June at the World Trade and Convention Center in Halifax. [Roland Martin](#) will be the keynote speaker on 21 June.

Congratulations to [Dr Wayne Adams](#), HR pros Senior Consultant, for his appointment as Honorary Colonel to [423 Maritime Helicopter Squadron](#)!

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link to YOUR Facebook page to give your page increased visibility.

