

TURNOVER AND ABSENTEEISM

Average total staff turnover in 2018 at contact centers

	25th%ile	Mean	Median	75th%ile	Num Contact Centers
Staff total turnover at each contact center	16%	30%	26%	39%	69

Average voluntary staff turnover in 2018 at contact centers

	25th%ile	Mean	Median	75th%ile	Num Contact Centers
Staff voluntary turnover at each contact center	8%	22%	16%	33%	69

Average involuntary staff turnover in 2018 at contact centers

	25th%ile	Mean	Median	75th%ile	Num Contact Centers
Staff involuntary turnover at each contact center	5%	8%	7%	10%	69

Average total staff turnover in 2018 at contact centers by career level

	25th%ile	Mean	Median	75th%ile	Num Contact Centers
Entry level	20.0%	63.7%	43.1%	71.4%	37
Experienced level	8.9%	23.8%	18.3%	28.5%	32
Senior level	0.0%	9.6%	6.9%	12.0%	33
Team Leader	--	12.7%	15.2%	--	10
Supervisor	0.0%	7.0%	7.7%	11.2%	29
Manager	0.0%	11.7%	0.0%	14.2%	37

Average voluntary staff turnover in 2018 at contact centers by career level

	25th%ile	Mean	Median	75th%ile	Num Contact Centers
Entry level	12.7%	46.3%	28.8%	54.8%	37
Experienced level	6.0%	16.2%	9.9%	22.6%	32
Senior level	0.0%	6.5%	3.5%	10.5%	33
Team Leader	--	3.2%	1.6%	--	10
Supervisor	0.0%	3.2%	0.0%	6.1%	29
Manager	0.0%	4.4%	0.0%	2.9%	37