

# TURNOVER AND ABSENTEEISM

## Average total staff turnover in 2017 at contact centers

	25 <sup>th</sup> %ile	Average	Median	75 <sup>th</sup> %ile	Num Contact Centers
Staff total turnover at each contact center	11.0%	27.2%	21.7%	35.5%	102

## Average voluntary staff turnover in 2017 at contact centers

	25th%ile	Mean	Median	75th%ile	Num Contact Centers
Staff voluntary turnover at each contact center	8.0%	19.9%	15.0%	25.4%	102

## Average involuntary staff turnover in 2017 at contact centers

	25th%ile	Mean	Median	75th%ile	Num Contact Centers
Staff involuntary turnover at each contact center	1.8%	7.3%	6.1%	9.7%	102

## Average total staff turnover in 2017 at contact centers by career level

	25 <sup>th</sup> %ile	Average	Median	75 <sup>th</sup> %ile	Num Contact Centers
Entry level	17.2%	36.3%	34.8%	53.4%	52
Experienced level	3.4%	17.4%	12.4%	26.3%	52
Senior level	0.0%	11.9%	5.3%	18.2%	53
Team Leader	0.0%	13.7%	6.9%	11.7%	26
Supervisor	0.0%	14.8%	0.0%	13.4%	45
Manager	0.0%	7.4%	0.0%	0.0%	43

## Average voluntary staff turnover in 2017 at contact centers by career level

	25th%ile	Mean	Median	75th%ile	Num Contact Centers
Entry level	10.3%	25.0%	21.7%	37.3%	52
Experienced level	0.6%	13.1%	9.5%	17.2%	53
Senior level	0.0%	9.1%	4.2%	14.2%	53
Team Leader	0.0%	8.3%	2.3%	10.3%	26
Supervisor	0.0%	8.2%	0.0%	4.0%	45
Manager	0.0%	10.7%	0.0%	0.0%	44