

## 2017 Labor Turnover Survey Report

For the year ending October 2017, the labor turnover rate averaged 40.2% at GCCA member warehouses. Turnover was greater than 100% at seven facilities. Managers of nine facilities indicated few retention issues with turnover of 10% or less.

The Western/Mountain region had the largest average turnover rate. Retention of workers was the strongest in the Pacific region where California and Washington State reported below-average turnover rates.

Statewide averages are shown in Table 2 where five or more facilities in the state responded, and more than one company responded. Turnover rates were highest in Georgia (52%) and Texas (47%).

Managers at seven of the 102 responding facilities have raised pay and/or benefits and found it to be a successful counter-measure to reduce turnover in the labor force. Other changes that respondents considered helpful in retention included non-monetary recognition, communications at the hiring stage, teambuilding strategies, and the use of temporary labor.

**Table 1. Labor Turnover Rate, Industry-wide and by Region**

	<b>Number of Respondents</b>	<b>Average Turnover Rate, Trailing 12 Months</b>	<b>Standard Deviation</b>	<b>Minimum</b>	<b>Maximum</b>
<i>All regions</i>	102	0.402	0.308	0	1.6
Northeast	14	0.329	0.231	0.05	0.93
Southeast	31	0.445	0.282	0.06	1.4
Heartland	21	0.416	0.301	0.06	1.07
West - Mountain	12	0.545	0.388	0.04	1.07
Pacific	24	0.307	0.327	0	1.6

Source: Labor Turnover Survey, Global Cold Chain Alliance and calculations by the author.

**Table 2. Labor Turnover Rate by State**

<b>State/Province</b>	<b>Number of Respondents</b>	<b>Average Turnover Rate, Trailing 12 Months</b>	<b>Standard Deviation</b>	<b>Minimum</b>	<b>Maximum</b>
California	14	0.316	0.194	0.09	0.67
Florida	5	0.378	0.188	0.17	0.58
Georgia	9	0.516	0.391	0.13	1.4
Ontario	8	0.233	0.126	0.05	0.42
Texas	9	0.472	0.401	0.04	1.07
Virginia	9	0.333	0.175	0.06	0.58
Washington	7	0.129	0.097	0	0.31

Source: Labor Turnover Survey, Global Cold Chain Alliance and calculations by the author.

The tables report Trailing Twelve Months (TTM) labor turnover rate for a facility. The metric is calculated as: The total terminations in the last 12 months, divided by average ending monthly headcount.<sup>1</sup>

Regional averages were calculated based on the following groupings:

- Northeast = Connecticut, Delaware, Massachusetts, Ontario, and Pennsylvania.
- Southeast = Alabama, Florida, Maryland, Mississippi, North Carolina, South Carolina, Georgia, and Virginia.
- Heartland = Illinois, Indiana, Iowa, Kansas, Kentucky, Minnesota, Missouri, Nebraska, and Ohio.
- West-Mountain = Colorado, Texas, Utah.
- Pacific = California, Oregon, Washington, and Alberta.

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<sup>1</sup> Respondents also indicated the labor turnover rate for calendar year to date (YTD), (January-October 2017) but there were few differences in the rates for the YTD compared with the TTM figures. Therefore we report only the TTM rates.