

## Turnover study

Source	Turnover cost, \$8 / hr. employee	Documentation - Supporting material
Society Human Resource Management	<b>\$3,500.00</b>	Uncovering turnover costs can be a wake-up call, as it was for Walter Kalinowski, director of HR for a company with 53 truck plazas. "We were hiring 200 employees per pay period. It was out of control. We had trouble finding people." After hiring a consultant, he discovered his per-employee turnover cost was \$3,500.
Coca-Cola Retailing Research Council	<b>\$3,637.00</b>	A major study of the employee turnover problem in the supermarket industry estimated total direct and indirect costs of replacing a supermarket cashier earning \$6.50 per hour was at least \$3,637.
American Management Association	<b>\$4,000.00</b>	The cost of hiring and training a new employee can vary from 25 percent to 200 percent of annual compensation. Costs include customer service disruption, emotional costs, loss of morale, burnout/absenteeism among remaining employees, loss of experience, continuity, and "corporate memory."
American Hotel and Motels Association	<b>\$4,100.00</b>	" well-known industry figures of \$2,500 for direct and \$1,600 for indirect turnover costs per departing employee. "
<i>American Management Association</i>	<b>\$4,800.00</b>	30 % of annual salary
Advance Online - Merion Publications	<b>\$5,333.00</b>	According to the U.S. Department of Labor, it costs one-third of a new hire's annual salary to replace them. Direct costs include advertising, sign on bonuses, headhunter fees and overtime. Indirect costs include recruitment, selection and
Cornell University Hotel School	<b>\$5,688.00</b>	Front desk Employee - Hotel - Miami
Legislative Update, Alaska State Senator Kim Elton	<b>\$8,000.00</b>	Hiring and training a new employee can cost from 50 to 200 percent of the position's annual salary.
Superb Staff Services	<b>\$8,000.00</b>	For a call center the most conservative direct-cost estimate of replacing each employee, which includes costs associated with recruitment, orientation, training, and ramp-up speed, was 50% of the annual salary.
Hay Group study	<b>\$8,000.00</b>	the cost of replacing workers range from six months of an hourly worker's salary to 18 months salary of a professional employee.
Workforce Magazine - FAX Facts Survey on Employee Turnover	<b>\$ 10,000.00</b>	45% of responding companies indicated that turnover costs are more than \$10,000 per employee.
Cornell University Hotel School study	<b>\$ 11,609.00</b>	Front desk Employee - Hotel - NYC
Saratoga's Human Resource Financial Report	<b>\$ 16,000.00</b>	Average turnover cost equals one year's salary and benefits. This can vary widely depending on industry, with costs much higher for retail.
<i>Bliss &amp; Associates Inc., Wayne, NJ consulting firm</i>	<b>\$ 24,000.00</b>	Costs of lost productivity are as important as direct costs such as advertising or temporary staff. Total costs easily reach 150% of the annual compensation. The cost will be significantly higher (200% to 250% ) for managerial and sales positions.

Louisiana State University Staff Senate	<b>\$ 25,000.00</b>	Protective services includes police officers, correction staff, guards, Wildlife and Fisheries employees. They face adversities which create high turnover rates. Turnover costs are about \$25,000 per vacancy.
Average Turnover Cost, \$8.00 /HR Employee :	<b>\$9, 444 .47</b>	
Avg turnover costs, \$8.00 an hour employee, using only the lowest 10 of 15 estimates,	<b>\$5, 505 .80</b>	