

Behind every hotel KPI, there are people.

Team climate • Staff turnover • Retention



Sales and Marketing Team meeting
Titanic Kartal Hotel, 2012
Ahmet Can Yeşildağ, Cluster General Manager

Six workforce measures, a team-climate pulse and a practical worksheet for your next management meeting.

Ahmet Can Yeşildağ
Hotel operator, educator and advisor
Cornell GMP • CHA • Oakville, Ontario

A practical management guide • October 2026

Six measures worth discussing

1. Total staff turnover

Leavers during period ÷ average employee headcount × 100. Include all permanent exits; split voluntary, involuntary and planned seasonal exits. Use headcount, not FTE. [1]

2. Voluntary turnover

Voluntary leavers ÷ the same average headcount × 100. Report the actual count and reasons alongside the rate. An exit interview is one perspective, not proof of a cause.

3. 90-day new-hire retention

Hires still employed on day 90 ÷ hires whose day 90 has occurred × 100. Use a defined hire cohort. Exclude hires not yet eligible for the check; report short seasonal contracts separately.

4. Unplanned absence

Unplanned absence hours ÷ scheduled hours × 100. The denominator includes the hours missed. Define included absence codes consistently; exclude planned leave. Use totals for support and staffing decisions.

5. Overtime share

Overtime hours worked ÷ total employee hours worked × 100. Total includes overtime. Track agency hours separately so outsourcing does not hide workload pressure.

6. Team-climate favourability

For each question: responses of 4 or 5 ÷ valid responses × 100. Show question-level results, response counts and participation; use the original pulse on page 3.

Compare equal periods and the same season. Opening/closing average headcount is a simple approximation; frequent payroll snapshots are better when staffing changes sharply. Never sum monthly turnover percentages.

A six-question climate pulse

Here, climate means how people experience work today. These original prompts draw on themes such as workload, support and workplace culture described by CCOHS. [2]

Ask: “Thinking about the past four weeks...”

- I know what is expected of me on my shift.
- I can complete my work to the required standard within my scheduled hours.
- My manager listens and helps when I raise a work problem.
- Work assignments and schedules are handled fairly.
- I can raise a concern without fear of being treated badly.
- I have the training and tools needed to serve guests well.

Response scale

1 Strongly disagree · 2 Disagree · 3 Neither
4 Agree · 5 Strongly agree · Not applicable

How to report it

Exclude “not applicable” and missing answers from each item’s denominator. Participation = respondents submitting at least one valid answer ÷ eligible staff invited × 100. Show each item separately; do not let one average hide a weak result.

Protect honest participation

Keep participation voluntary. Explain who can see responses and what will be reported. Avoid names and identifying comments. Set a minimum reporting group size with HR; combine small groups and consider whether people could still be identified. Do not promise anonymity unless the process actually provides it.

Optional question: “What one change would help you do your job better?” Share what you heard and the action you will take.

One hotel. Several signals.

ILLUSTRATIVE EXAMPLE - NOT CLIENT RESULTS

A hotel averages 80 employees during one month. Eight leave, including five voluntary departures. Employees work 12,000 hours, including 900 overtime hours.

Total turnover: $8 \div 80 = 10.0\%$

Voluntary turnover: $5 \div 80 = 6.25\%$

Overtime share: $900 \div 12,000 = 7.5\%$

A separate eligible hire cohort contains 20 people. Sixteen remain employed on their 90th day: 80% 90-day retention. This is a cohort result, not that month's turnover complement.

The workload question receives 40 valid responses: 18 favourable, 10 neutral and 12 unfavourable. Favourability is 45%. If 48 of 80 invited staff answer at least one valid item, participation is 60%.

What would I investigate?

Were departures concentrated in one department or tenure group? Were vacancies, occupancy, events or the roster increasing workload? Do stay interviews and exit themes support that explanation? What do non-response and seasonal contracts leave unknown?

What I would not conclude

These figures do not prove poor leadership or show that workload caused the exits. Read them with guest complaints, service recovery, occupancy and department workload. Investigate before assigning blame.

Choose your comparison carefully

Use your own comparable periods first. External benchmarks need matching definitions, geography, hotel type and seasonality. This guide sets no "good" universal turnover or climate score.

Your monthly review sheet

Hotel / department: _____
Period: _____ Reviewed by: _____

Measure	Current / count	Prior comparable	Next step
Total turnover	_____	_____	_____
Voluntary turnover	_____	_____	_____
90-day retention	_____	_____	_____
Unplanned absence	_____	_____	_____
Overtime share	_____	_____	_____
Weakest climate item	_____	_____	_____
Pulse participation	_____	_____	_____

Context before conclusions

Occupancy / events / vacancies / seasonal exits:

Priority finding and supporting evidence:

Action: _____

Accountable owner: _____ Due date: _____

Success measure: _____ Review date: _____

Use aggregate information here. Keep identifiable employment records in your authorised HR system.

Listen. Diagnose. Follow through.

A suggested 30-day management rhythm

Week 1: Agree definitions with HR and payroll. Establish a baseline and check data quality.

Week 2: Run the voluntary pulse and listen to colleagues across shifts. Report only groups that protect confidentiality.

Week 3: Select one evidence-supported issue. Agree a practical change with the team, an owner and a measure.

Week 4: Tell the team what changed. Review progress; allow enough time before claiming an effect on retention.

How I can help

I bring hotel operating experience and an educator's approach to owner advisory, manager mentorship and team learning. We can review what your workforce measures are telling you and agree where further investigation or practical support would be useful.

Start a conversation about your hotel's people and performance.

ahmetcanyesildag.com

Ahmet Can Yeşildağ • Oakville, Ontario

Sources and method notes

[1] CIPD, Resourcing and Talent Planning Survey 2020: standard labour-turnover calculation. [Read report](#). See also [Employee turnover and retention](#) (2026).

[2] Canadian Centre for Occupational Health and Safety, [Psychosocial Risk Factors in the Workplace](#): conceptual context for the climate themes. Sources reviewed 11 October 2026.

The six-question pulse, worked example, worksheet and review rhythm are original practical tools for this guide. They are not a validated assessment or endorsed by the source organisations. Formulas other than total turnover are explicitly defined working conventions; apply them consistently.

© 2026 Ahmet Can Yeşildağ • Greenmountains Trade Ltd.
Share the complete guide with attribution.