Warehousing, wholesale and distribution / OD-05

Warehouse Staff and Productivity

Onboarding new staff quickly and measuring productivity when skilled workers are scarce.

The warehouse is growing. Experienced warehouse workers are scarce.

Experts describe the shortage of skilled warehouse and logistics staff as one of the main barriers to growth in Central Asia. Demand will rise as more warehouses are built.

Conceptual architecture. No operating results are shown.

01 Task	Receiving · Putaway · Picking
02 Confirmation	Location scan · Item scan · Quantity
03 Productivity	By employee · By shift · Operation type
04 Management	Queue · Priority · Report

At a glance

~400 thousand m² — Shortage of quality warehouse space, according to IBC Global estimates. [1]

370 thousand m² — Warehouse space under construction or in design, according to IBC Global data. [1]

98–108 thousand — Permanent jobs that logistics reforms could create by 2030, according to World Bank estimates. [2]

November 2026

01 Evidence and context

Who it is for

Warehouse owner	Headcount and productivity.
Warehouse manager	Training new staff.
HR	Staff turnover and recruitment.
Chief financial officer	Cost per operation.

Facts and global practice

IBC Global experts

A shortage of skilled logistics staff and low digitalisation among small businesses are holding back growth. [3]

Central Asia Warehouse Summit, Almaty, 2024

The staff shortage is a key barrier to warehouse real estate and logistics development; there is a shortage not only of equipment operators but also of general workers. [4]

IBC Global, 2026

The shortage of quality warehouse space is about 400 thousand m²; 370 thousand m² is under construction or in design. [1]

World Bank

Logistics reforms could create 98–108 thousand permanent jobs by 2030. [2]

This section relies on regional expert opinion. Staff productivity and turnover must be measured separately for each warehouse.

02 Where the losses occur

Knowledge held by one person

An experienced warehouse worker knows where each item is stored. When that person is absent, work slows down.

New staff learn slowly

Learning the warehouse layout takes weeks, and errors are frequent during that time.

Productivity is not measured

It is unknown who did how much work, so bonuses and plans are based on estimates.

Paper lists

With paper pick lists, picking errors and rework increase.

How the loss is calculated

Learning period	new staff × learning period (days) × daily productivity gap (operations per day)
Picking errors	mis-picked lines × correction time per line (hours) × hourly labour cost
Extra staff	excess headcount × monthly cost per employee
Staff turnover	employees who left (per period) × recruitment and training cost per employee

Illustrative calculations; establish the baseline, units and rates during the site assessment. Avoid counting the same loss twice.

03 Solution architecture

Task-driven warehouse

Each employee receives the next task on a handheld terminal (TSD): where to go, what to pick up and where to put it. The system confirms each operation with a scan and calculates productivity.

01 Task

Receiving · Putaway · Picking

02 Confirmation

Location scan · Item scan · Quantity

03 Productivity

By employee · By shift · Operation type

04 Management

Queue · Priority · Report

Modules

WMS task queue	Receiving, putaway and picking tasks	Commercially available
Handheld terminal app	Directed work and scan confirmation	Commercially available
Productivity reports	By employee, shift and operation	Commercially available

Each module has a readiness status. Third-party results are not a forecast for your site.

04 Implementation and measurement

01 Process audit

Operation times and errors are measured.

Output: baseline productivity.

02 Location addressing and tasks

Warehouse locations are addressed and tasks are configured.

Output: work with handheld terminals.

03 Training

Staff learn to work with handheld terminals.

Output: new staff become productive quickly.

04 Subscription

Monthly productivity reports.

Output: productivity trend.

What is measured

Number of operations	By employee and hour	WMS
Picking errors	Mis-picked lines / total lines	WMS, inspection
Learning time	Days until a new employee reaches the standard rate	WMS
Task time	From assignment to completion	WMS

What is needed to start

- Warehouse manager
- Staff list and shift schedule
- Warehouse layout
- Wi-Fi coverage for handheld terminals

05 Readiness checklist and next step

01 Can a new employee work independently within one week?	Yes / No / Unknown
02 Is picking done without paper lists?	Yes / No / Unknown
03 Is every operation confirmed with a scan?	Yes / No / Unknown
04 Is staff productivity measured?	Yes / No / Unknown
05 Are picking errors counted?	Yes / No / Unknown
06 Are tasks assigned by priority?	Yes / No / Unknown
07 Does work continue when the experienced warehouse worker is absent?	Yes / No / Unknown
08 Are warehouse locations addressed?	Yes / No / Unknown
09 Are shifts compared with each other?	Yes / No / Unknown
10 Is there a person responsible for this area?	Yes / No / Unknown

What we do not promise

• Exact timeline and price without an audit

• Government decisions and deadlines

• Expanding warehouse space

• Unmeasured results or savings

• Reducing headcount by a specific percentage

Process audit

We measure warehouse operations and staff productivity and provide a plan for moving to task-driven work.

• Baseline productivity

• Root causes of errors

• WMS and handheld terminals: implementation fee and monthly subscription

Scope, price and schedule are agreed after reviewing the site and its data.

06 Sources and scope

[1] IBC Global, Central Asia Warehouse Summit (Tashkent). bizmedia.kz, 20.04.2026.

bizmedia.kz

[2] World Bank, Uzbekistan Private Sector Diagnostic. spot.uz, 17.07.2026.

spot.uz

[3] IBC Global experts. retail.ru, 22.04.2025.

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[4] Central Asia Warehouse Summit, Almaty. bizmedia.kz, 08.10.2024.

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