



My Summer People Analytics Challenge Insight

Business Impact of High Attrition & Improvement steps

The Problem



Customer dissatisfaction occurred due to low service support experience (**NPS drop 85>40**)

Our business lives due to customer experience and trust we convey that shipments will be delivered on time and in agreed manner. Any inability to do so is jeopardizing our mission and promise to clients, therefore damaging our brand and our existence.

Goal of this business case is to gather deep insights from people analytics and suggest next steps in improving our customer experience.

Hypothesis: High attrition rate is leading to drop of internal knowledge, heavy load on hiring and onboarding new staff.

WHY?

- ✓ To save up to 2 gross salaries per employee (for bad hiring, or ferocious turnover)
- ✓ To keep our customer base and prevent further business losses by keeping our people motivated to deliver excellent customer experience

Key insights



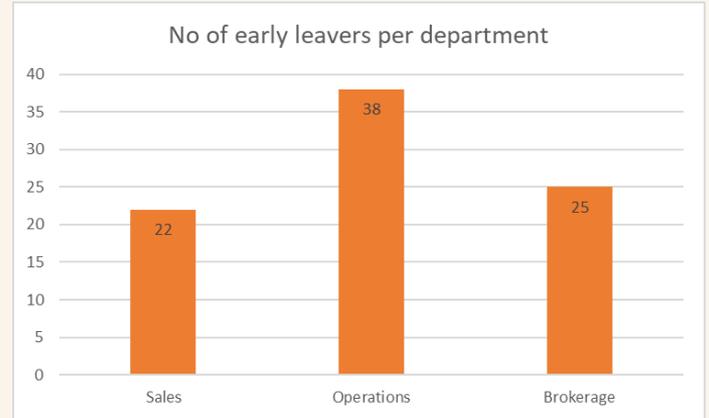
Our employee is typically 18 – 34 years old and stays within company for 1,6 years (average tenure).

Company lost internal knowledge of **182,5 years** in total this year which leads us to numerous material and nonmaterial costs.

Most of our employees leave inside first year of employment = **141 early leaver!**

These data show us that we have **low internal knowledge base in Ops and Sales departments** due to constantly ramping up new employees who leave within 1st year of employment.

The future is not brighter – the biggest risk of leave within a year is again in Sales and Ops departments!



DEPT	Turnover	Leave risk in 1 year	No of Leavers
Sales	30%	80%	32
OPS	35%	25%	92

Why people leave?



Despite small sample of leavers who completed exit survey, we can draw main insights:

1. Poor talent management

- young workforce comprises of millennials and Z gen who require attention to their career development

2. Lack of training for current and future skills

3. Noncompetitive compensation

- rewards should follow career development and enhance motivation

4. Bad hiring led to poor Job-fit and Values-fit

- combined with high numbers in Sales 81% and Ops 31% of bad hires

5. Challenges in coordination & organization

- 134 newcomers in a year of constant onboarding, heavy load on managers to coordinate

Reason for leave	% of Gained from new employer	Sales key reason	OPS Key reason
Career Opportunity	70	X	X
Long term cash compensation	70	X	X
Learning & Development	70		X
Vision clarity	61		
Values fit	61		
Coordination & Organization	57	X	X
Long-term value of equity	52		X
Job fit	52	X	
Company reputation	46	X	

Culture survey confirms focus problem areas

44 Customer Focus

- 41 Customer comments and recommendations often lead ...
- 46 Customer input directly influences our decisions.
- 29 All members have a deep understanding of customer w...

41 Coordination and Integration

- 34 Our approach to doing business is very consistent and ...
- 47 People from different parts of the organization share a ...
- 34 It is easy to coordinate projects across different parts of...

55 Capability Development

- 32 There is continuous investment in the skills of employees.
- 54 The capabilities of people are viewed as an important s...

52 Vision

- 61 We have a shared vision of what the organization will b...
- 63 **We are able to meet short-term demands without compromising our long-term vision.**
- 45
- 39 We are able to meet short-term demands without com...

What should we do next?



1. Talent Acquisition

- Identify ideal candidate persona for Sales and Operations departments and determine what values-fit and job-fit look like, then select candidates upon those criteria (potential training for TA Partners)
- Cut the selection process from 3 interviews for Sales&Ops to psychometric assessment and 1 interview

2. Learning & Development

- Implement digital onboarding solution (ensures shorter time to productivity and enhances employee engagement)
- Design training matrix and assess current employees' training needs
- Train the managers for assessing training needs and providing development/coaching to the team
- Establish learning system 70/20/10

3. Talent Management

- Design motivating career paths aligned with business needs (e.g. title and responsibility changed after 6 months, 1 year etc)
- Implement quarterly performance review system (and smart goals to track performance against)
- Engage independent contractors to participate and move to full time employees (easier control and engagement)

1. Rewards

- Buy the salary benchmark study for comparable industries and navigate rewards system to create competitive compensation package

2. Work organization

- Create new roles for high potentials that could help managers with distribution of admin/control load

**Let's create an amazing customer
experience through an amazing
employee experience!**

Thank you!



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