



My Summer People Analytics Challenge Insight

Lets Understand the Business...

We are a logistics company with 210 employees who are primarily based in the US the a small proportion of our headcount based in Europe - Poland, Romania, Germany, and Spain.

Over half (56%) of our staff are dedicated to Product & Engineering with the remaining spread over Customer Experience, Operations, Sales and Marketing.

Romania and Poland have been set up to support our Product and Engineering teams, and our Operations & Marketing teams work solely from the US. Our Customer Experience and Sales teams are spread across the US, Germany and Spain.

2020 & 2021 saw significant growth in our headcount - particularly in the US and namely in Product & Engineering – where very quickly over the course of 3 years we went from 9 to 210 employees

What Is The Problem We Are Trying To Solve?

- **Context:** Customers are complaining about the service they are getting, mainly that they are unable to reach support (Operations department) when needed and get accurate information. As a result our NPS (net promoter score) has dropped from 85 to 40 in the last year – with customers citing lack of support and timely reaction for their escalations.
- **Hypothesis:** Our assumption is that the Customer issue and NPS trend linked to high attrition rates and employees who are constantly leaving. We are losing a lot of internal knowledge and this has also started to become visible to clients.
- **Action:** We have an executive meeting in 7 days and must present our analysis and suggestions for overcoming this challenge

Lets Breakdown Our Problem...

Part 1: Our NPS trend linked to high attrition rates and employees who are constantly leaving...

- Do we have an attrition issue?
- If so, is this localised or widespread?

Part 2: We are losing a lot of internal knowledge and this has also started to become visible to clients...

- Is our turnover causing an issue with a knowledge gap amongst the remaining staff?
- Is this across all departments or just some?

Do we have an Attrition Issue?

If we look at our leavers just at a high level, we can see that...



Customer Experience and Operations had the **highest turnover levels** at 28.8% and 12.5% respectively, however **Product and Engineering** had the **highest number of leavers** at 12 out of 25



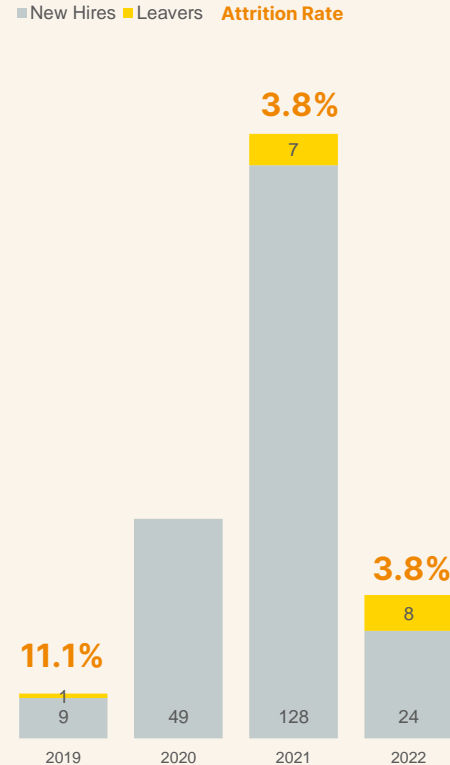
22 of the 25 leavers are **based in US**, and of all countries affected but had a turnover rate of 12.2%, and Poland had just 2 leavers but had the highest turnover rate of **25%**



These are high level numbers and on the surface point to somewhat above average turnover rates, however to understand these we need to **dig deeper** into the data

Do we have an Attrition Issue?

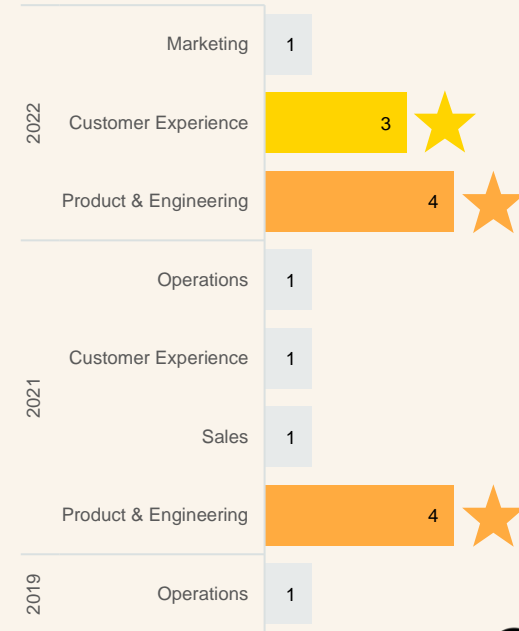
- In the last 3 years we have had **25 leavers** – however 16 of them would be classed as ‘Voluntary’ leavers (Resignations...) and the other 9 were ‘Involuntary’ (Dismissals...)
- For the purposes of **Attrition** we are only looking at the ‘**Voluntary**’ leavers, and will use the headcount divided by the leavers to give us our attrition rate
- Over the 3 years the baseline attrition rate is **7.6%** however this is a cumulative figure and when you look at a yearly figure we see much lower figures in the previous 2 years...



Do we have an Attrition Issue?

- The US is heaviest hit with 22 of the 25 leavers, and Poland & Spain making up the other 3.
- However these are broad numbers and again are cumulative so if we look at over the last 2 years – and particularly when we look at our Voluntary leavers - although not a critical mass, we see spikes in the **Product and Engineering** teams and the **Customer Experience** Teams
- These two teams are the two largest teams in the business so it is not disproportionate for them to have the highest number of leavers. They hold **70% of the headcount** and account for **75% of all voluntary leavers**

Voluntary Leavers



Do we have an Attrition Issue?

By digging into the data we can see that...

- In 2019 we had a high turnover rate of almost 12%, however this was disproportionate due to the low headcount in 2019, and in 2021 and 2022 we had some leavers, but it accounted for just 3.8% of headcount
- We do not have a critical mass of leavers however **3 out of 4 leavers can be traced to the Product & Engineering and Customer Experience teams**, with the “Support” team within Customer experience most affected with a turnover rate of 36% (7 leavers out of a small headcount of 19 currently)
- So we have established that on the face of it there is not a significant widespread issue however **within our ‘Customer Experience - Support’ team we are seeing a disproportionate number of leavers** – which may be a direct impact on the end customer too, leading to a drop in NPS

Do we have an Attrition Issue?

What about the internal knowledge lost?

- We can see that of those people leaving in our Support team within Customer Experience they have an **average of 0.9 years length of service**,
- Some have significant experience of 1.1 to 1.8 years of service, which is a lot of knowledge walking out the door, and all of which are based in the US
- What we are left with is a small to mid sized team, all based in the US who are **losing a number of long serving people – who would be in the top 85% of the team in terms of length of service** – and in a function which has a direct customer facing influence.

The last question remains **Do We Know Why They Are Leaving?**

Do We Know Why The Success Team Are Leaving?



- Based on the Exit Interviews conducted we can see that the Customer & Experience team have cited **Learning & Development** and **Immediate Cash Compensation** as the main drivers of leaving.
- **Coordination & Organisation** and **Company Reputation** were the next primary drivers of leaving
- **Office Proximity** and **Manager Quality** scored highly with this team which is a positive
- Interestingly **Career Opportunities** and **Learning & Development** are common drivers across all leavers and is something to be explored, and **Vision Clarity** being another area that has scored poorly is symptomatic of a company that has grown very quickly

	Operations	Sales	Marketing	Product & Engineering	Customer Experience
Work flexibility					
Vision clarity					
Values fit					
Perks					
Peer quality					
Office proximity					
Manager quality					
Long-term value of cash compensation					
Long-term career opportunity					
Long-term value of equity					
Learning and development opportunities					
Leadership team quality					
Job fit					
Immediate value of equity					
Immediate value of cash compensation					
Current job level					
Coordination and organization					
Company reputation					
Benefits					

Action Points

Based on the analysis we have conducted we can see that a disproportionate number of leaving are coming from within our Customer Experience team, particularly within the 'Success' team

However beyond basic information our understanding of the drivers of attrition are limited. We can see that **the speed at which the company has grown has left some people behind** and we need to address this and to do so we need to better understand our people

- ✓ The first step I think is to **Refine The Exit Process** to get more qualitative information about the reason for leaving and help to address any gaps in our employee value proposition
- ✓ The next step is to look at better understanding our existing staff and I feel that a **Staff Survey** is the way to support this – this would give a better team by team, location by location view of the engagement levels of the staff and what needs to be done to understand drivers and reasons for leaving, or what is causing issues amongst the remaining staff within the business.

Thank you!

Your Name, Your Title

