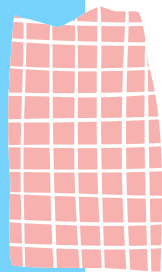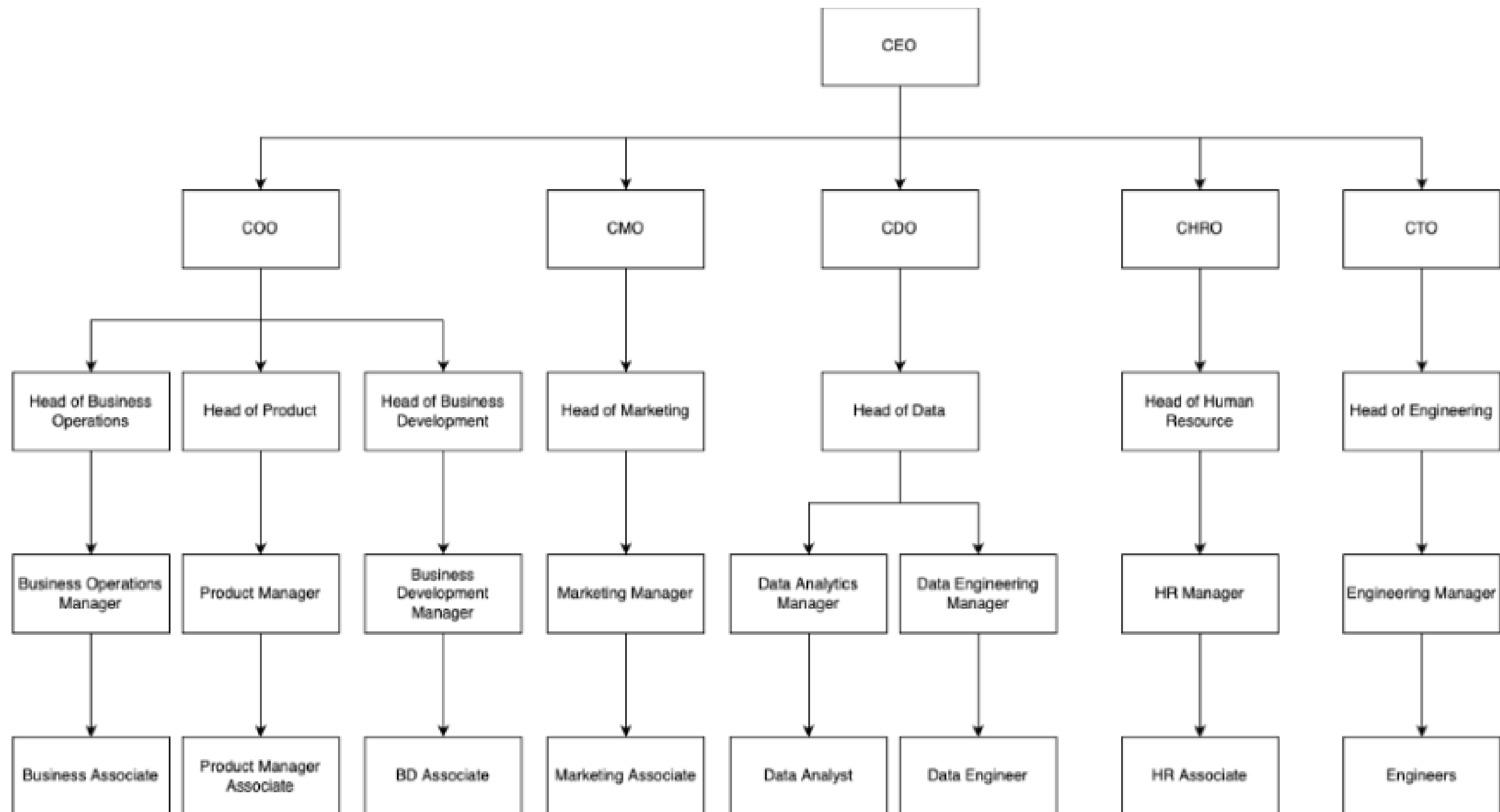# OVERVIEW

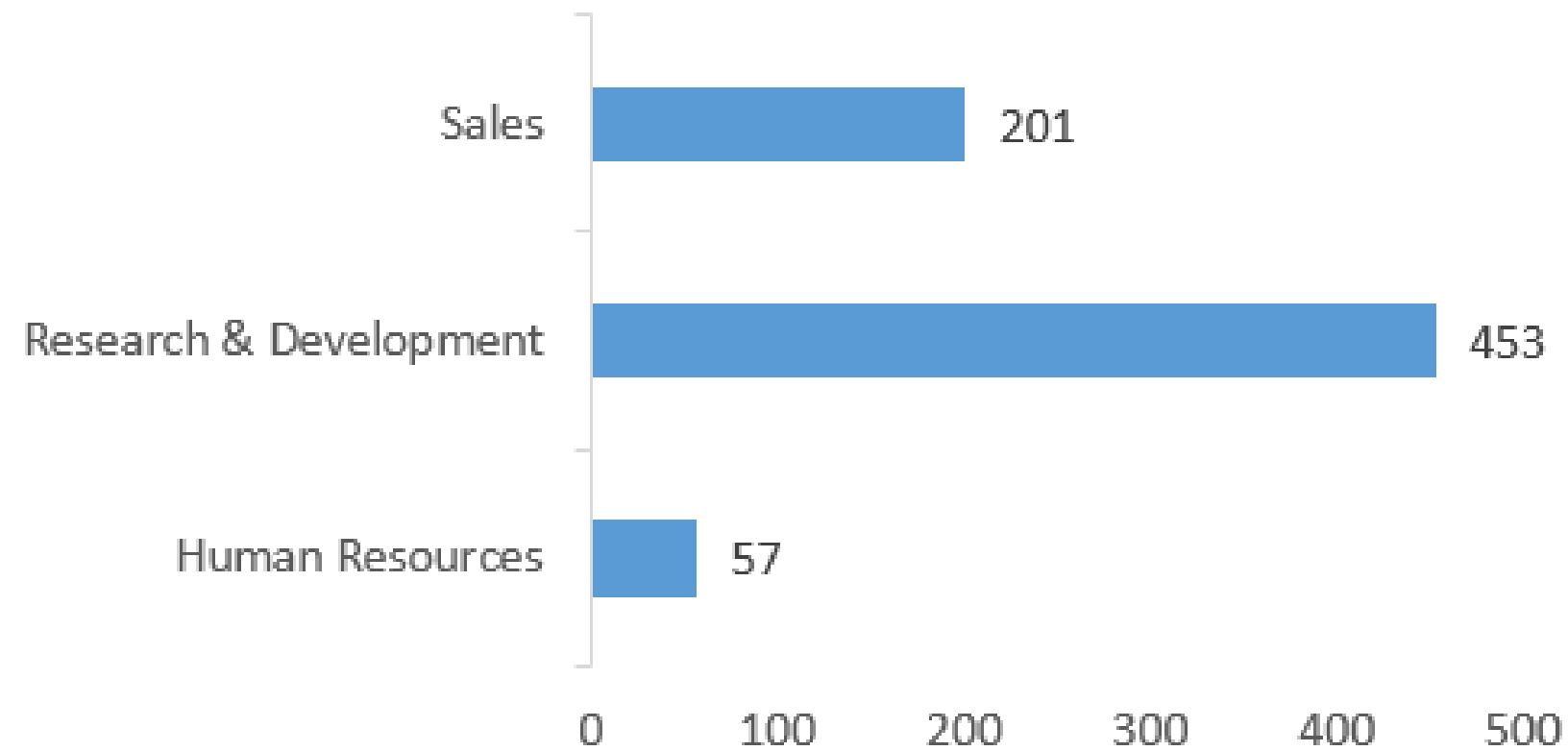A large company named XYZ, employs, at any given point of time, around 4000 employees. However, every year, around 15% of its employees leave the company and need to be replaced with the talent pool available in the job market. The management believes that this level of attrition (employees leaving, either on their own or because they got fired) is bad for the company. What factors we should focus on, in order to reduce attrition.
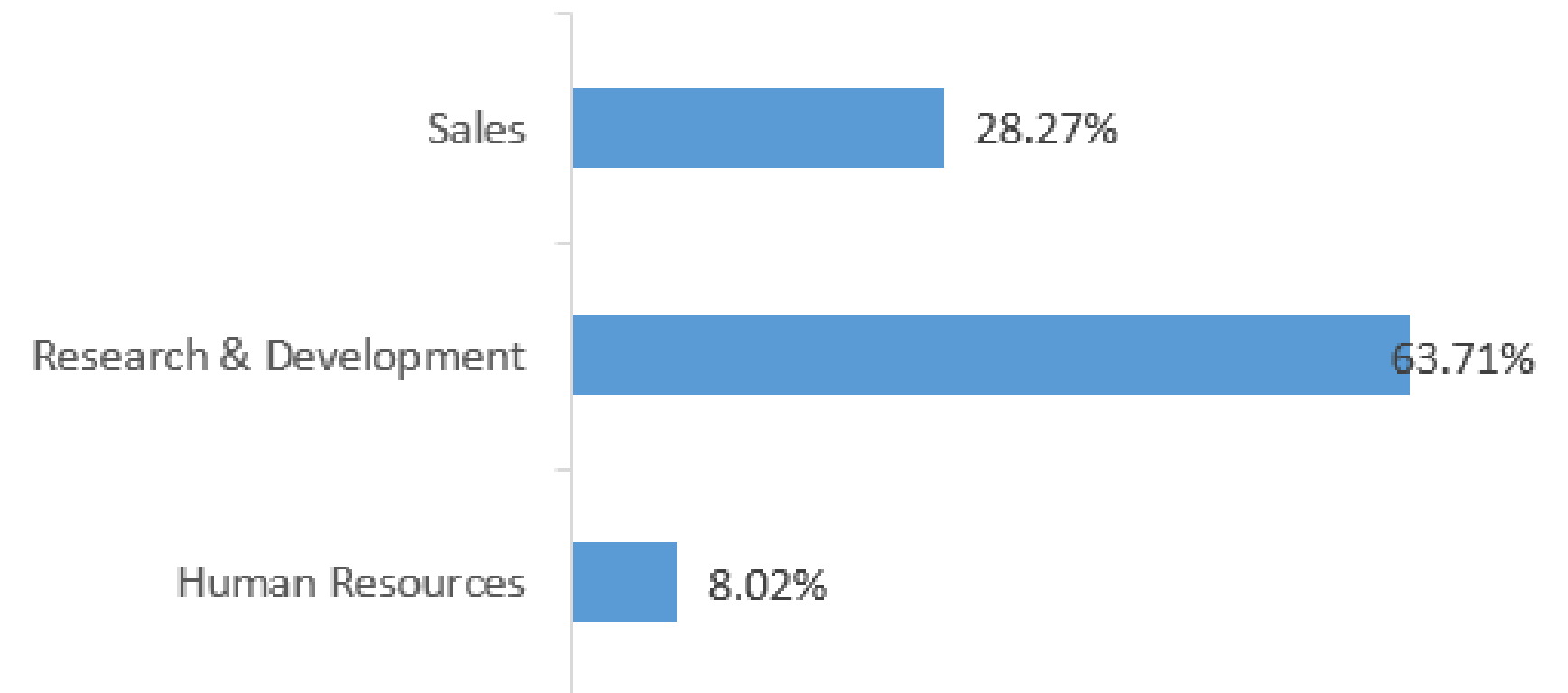
ORGANIZATION STRUCTURE

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                                    ┌─────────┐
                                    │   CEO   │
                                    └────┬────┘
        ┌──────────────┬──────────────┼──────────────┬──────────────┐
   ┌────┴────┐    ┌────┴────┐    ┌────┴────┐    ┌────┴────┐    ┌────┴────┐
   │   COO   │    │   CMO   │    │   CDO   │    │  CHRO   │    │   CTO   │
   └────┬────┘    └────┬────┘    └────┬────┘    └────┬────┘    └────┬────┘
```

COO			CMO	CDO		CHRO	CTO
Head of Business Operations	Head of Product	Head of Business Development	Head of Marketing	Head of Data		Head of Human Resource	Head of Engineering
Business Operations Manager	Product Manager	Business Development Manager	Marketing Manager	Data Analytics Manager	Data Engineering Manager	HR Manager	Engineering Manager
Business Associate	Product Manager Associate	BD Associate	Marketing Associate	Data Analyst	Data Engineer	HR Associate	Engineers

Attrition Rate per Department

Department	Value
Sales	201
Research & Development	453
Human Resources	57

% of Attrition Rate per Department

Department	Value
Sales	28.27%
Research & Development	63.71%
Human Resources	8.02%

ANSWER

DARCI

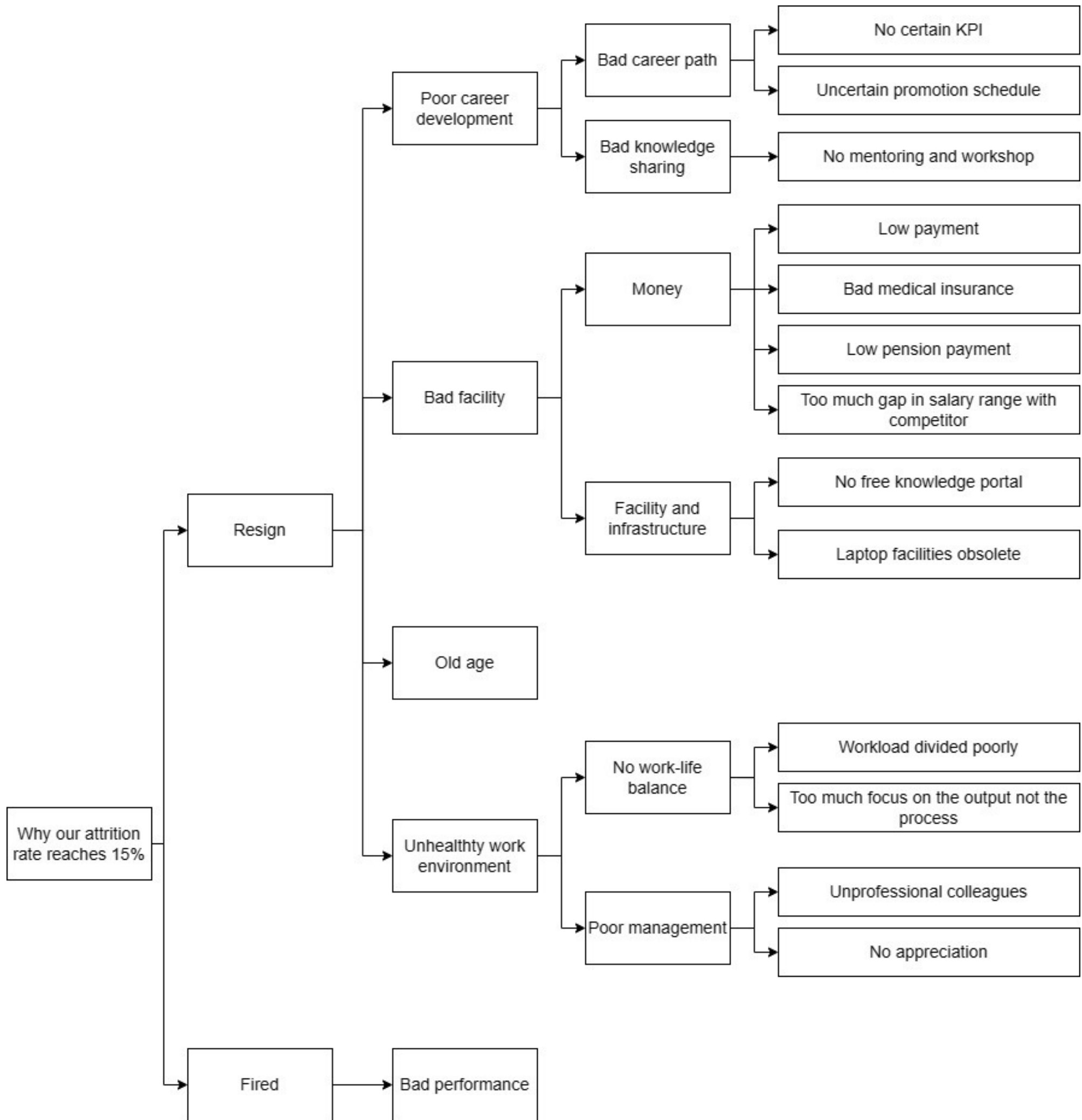| ROLE	STAKEHOLDERS
Decider	Head of Human Resource
Accountable	Head of Data
Responsible	Human Associate, Data Engineer, Engineers, Data Analyst
Consulted	COO, CMO, CDO, CHRO, CTO
Informed	Head of Human Resource, Head of Data, Head of Engineering
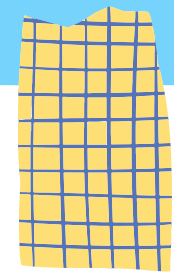
PROBLEM STATEMENT

How we can gradually decrease our attrition rate from 15% to 12% within a year and 7% for next year?

OBJECTIVE

To gradually decrease our attrition rate from 15% to 12% within a year and 7% for next year

Why our attrition rate reaches 15%

Resign

Poor career development
- **Bad career path**
  - No certain KPI
  - Uncertain promotion schedule
- **Bad knowledge sharing**
  - No mentoring and workshop

Bad facility
- **Money**
  - Low payment
  - Bad medical insurance
  - Low pension payment
  - Too much gap in salary range with competitor
- **Facility and infrastructure**
  - No free knowledge portal
  - Laptop facilities obsolete

Old age

Unhealthty work environment
- **No work-life balance**
  - Workload divided poorly
  - Too much focus on the output not the process
- **Poor management**
  - Unprofessional colleagues
  - No appreciation

Fired
- Bad performance

ROOT CAUSE

HYPOTHESIS

1 If we make certain KPI, we will decrease our attrition rate by 12% within a year and 7% for next year?

2 If we make better promotion schedule, we will decrease our attrition rate by 12% within a year and 7% for next year?

3 If we recognize best achiever, we will decrease our attrition rate by 12% within a year and 7% for next year?

4 If we have mentoring and workshop, we will decrease our attrition rate by 12% within a year and 7% for next year?

5 If we make better payment , we will decrease our attrition rate by 12% within a year and 7% for next year?

SOLUTION

METRICS	REASON
Monthly attrition rate	To know average of attrition monthly
Employee satisfaction rate	To know what makes employee satisfied
Employee performance rate	To know how employee performance
Absence rate	To know how often the employee absence so we can ask their absence if they absence too often