**Gender Imbalance in Occupation and Service Years(1)**

**Objective:**  
The objective of this analysis is to determine whether there is a gender imbalance in the existing workforce, particularly in terms of average service years across various occupations. This analysis will also explore the patterns that have developed concerning service years within the organizational hierarchy and gender.

**Key Observations:**

1. **General Trends:**
   * Across the organization, males have slightly longer average service years (19.27 years) compared to females (17.62 years). This overall trend suggests that males may either have better retention rates, face fewer barriers to long-term career progression, or possibly that the organization has traditionally had a male-dominated workforce.
2. **Occupations with Notable Gender Disparities:**
   * **Engineering and Technical Roles:**
     + The most significant gender disparity in service years is observed in engineering-related occupations. For example, in the **Engineer** role, males have an average service year of 20.08, compared to only 11.14 years for females. A similar pattern is observed in **Drafter** and **Technician - Engineering** roles, where males consistently have longer service years.
     + These trends suggest that women in technical fields may either be newer to the organization, face greater turnover, or encounter challenges in staying long-term compared to their male counterparts.
   * **Managerial Roles:**
     + In **Manager** positions, males have an average service year of 22.30 compared to 18.50 years for females. This could indicate that men are more likely to stay longer in management positions or that there are fewer opportunities for women to progress into or remain in these roles over time.
   * **Clerical and Support Roles:**
     + **Clerks/Assistants** show a high female presence with an average service year of 20.49 years, which is slightly lower than that of males at 22.15 years. The high number of females in these roles suggests a gender imbalance favoring women in support functions.
     + Notably, the **Executive Assistant** role is occupied solely by a female with an exceptionally long service tenure (38 years).
3. **Leadership and Executive Positions:**
   * The C-level and VP positions are predominantly held by males, with very few females in these roles. For instance, the CEO, CFO, CIO, COO, and various VPs are all male, with service years ranging from 20 to 48 years. The only exceptions are the **CHRO** and **Executive Assistant**, where a female occupies the role.
   * This imbalance at the executive level could indicate a potential glass ceiling effect, where women have limited access to the highest leadership positions within the organization.

**Implications and Recommendations:**

* **Gender Diversity in Leadership:**
  + The data suggests a significant underrepresentation of women in leadership roles. To address this imbalance, the organization could consider implementing targeted development and mentorship programs aimed at preparing more women for leadership positions.
  + Succession planning should include a focus on gender diversity, ensuring that there is a pipeline of qualified female candidates for future leadership roles.
* **Retention Strategies for Women in Technical Roles:**
  + The stark difference in service years between males and females in engineering and technical roles suggests the need for targeted retention strategies. This could include fostering a more inclusive workplace culture, providing additional support or resources for women in these fields, and addressing any potential barriers to long-term career progression.
* **Equal Opportunities for Advancement:**
  + The organization should review its promotion and advancement policies to ensure that both genders have equal opportunities for progression, particularly in managerial and executive roles. This might involve revisiting criteria for promotion, offering leadership training, and ensuring transparent decision-making processes.
* **Monitoring and Reporting:**
  + Establish regular monitoring and reporting on gender balance across all occupations, particularly focusing on service years and advancement rates. This will help identify trends over time and allow the organization to make data-driven decisions to improve gender equity.

In conclusion, while there is evidence of gender imbalance in certain areas of the organization, particularly in leadership and technical roles, the insights gained from this analysis can serve as a foundation for strategic initiatives aimed at promoting gender diversity and ensuring equal opportunities for all employees.

**Analysis of Leaves of Absence(2)**

**Overview**

The provided PivotTable data outlines the distribution of various types of leaves of absence (LTD, Maternity, Sick) across different occupations. The total number of leaves recorded is 239, with Long Term Disability (LTD) being the most common type of leave, followed by Sick Leave and Maternity Leave.

**Key Findings**

1. **High Leave Counts by Occupation:**
   * **Clerks/Assistants:** This occupation has the highest total leave count (47), with 34 instances of LTD, 3 of Maternity, and 10 of Sick Leave. The significant number of LTD cases suggests a possible issue with long-term health or job dissatisfaction among Clerks/Assistants.
   * **Trades:** With 40 total leaves (22 LTD, 2 Maternity, 16 Sick), Trades also show high leave rates. This pattern may indicate physical strain or other job-related stressors contributing to higher absenteeism.
   * **Engineer:** Engineers show a total of 35 leaves (21 LTD, 3 Maternity, 11 Sick), indicating that this occupation also has notable leave issues, particularly in LTD and Sick Leave categories.
2. **Leave Type Distribution:**
   * **Long Term Disability (LTD):** The most frequent leave type, with 145 instances. This high count suggests significant health-related absences, which may point to either serious health issues or possibly job-related factors affecting employee well-being.
   * **Sick Leave:** There are 75 instances of Sick Leave, which is substantial but less than LTD. This could reflect acute health issues or temporary illnesses.
   * **Maternity Leave:** The least common type, with 19 instances, which is expected but still noteworthy in terms of planning for staff coverage during these periods.
3. **Occupations with Low Leave Counts:**
   * **Executive Assistant:** Only 1 recorded leave, indicating relatively low absenteeism in this role.
   * **Legal:** 2 leaves recorded, which is also low compared to other occupations.
   * **HR and IT:** Both have 6 leaves each, relatively low and suggesting stable attendance in these areas.

**Potential Problem Areas**

1. **High Leave Rates:**
   * **Clerks/Assistants:** The high number of leaves, particularly LTD, may suggest job dissatisfaction, excessive workload, or other occupational issues. It is essential to investigate the underlying causes, as this could impact productivity and operational efficiency.
   * **Trades:** The high rate of Sick and LTD leaves might indicate physical demands or hazardous working conditions. This could be a critical area for improving workplace safety or job satisfaction.
2. **Impact of LTD:**
   * LTD accounts for the majority of leaves, highlighting a need for addressing long-term health issues or reassessing job conditions that might be contributing to prolonged absences.
3. **Temporal Planning for Maternity Leave:**
   * Although Maternity Leave is the least frequent, planning and support systems should be in place to manage these absences effectively and ensure that they do not disrupt operations.

**Recommendations**

1. **Review and Improve Working Conditions:**
   * For occupations with high LTD and Sick Leave rates, such as Clerks/Assistants and Trades, evaluate job conditions and implement measures to improve employee health and job satisfaction. This might include ergonomic assessments, workload adjustments, or enhanced support systems.
2. **Health and Wellness Programs:**
   * Implement or enhance health and wellness programs aimed at reducing both short-term and long-term health-related absences. This could involve regular health screenings, wellness initiatives, or mental health support.
3. **Adjust Leave Policies:**
   * Review current leave policies to ensure they adequately support employees while minimizing negative impacts on operations. For example, consider policies that offer better support for employees dealing with chronic health issues.
4. **Monitor and Analyze Trends:**
   * Regularly monitor leave patterns and trends to identify emerging issues early. Use this data to refine strategies and interventions aimed at reducing absenteeism and improving workforce stability.
5. **Ensure Effective Coverage for Maternity Leave:**
   * Develop robust plans for covering roles during maternity leave to ensure minimal disruption. This includes cross-training staff and having temporary replacements ready if needed.

By addressing these areas, organizations can improve overall employee well-being, reduce absenteeism, and enhance productivity, while also ensuring a more stable and effective workforce.

**Analysis of Future Retirement Potential(3)**

Based on the data provided, which identifies employees aged 60 and above with 25 or more years of service, the following analysis can be conducted to understand the potential impact of future retirements by occupation.

**Summary of Potential Future Retirements**

Here is the count of employees who meet the criteria of being aged 60+ and having 25+ years of service:

| **Occupation** | **Count of Employees** |
| --- | --- |
| Accounting | 6 |
| Analysts | 9 |
| Building Maintenance | 1 |
| Business Development | 10 |
| Clerks/Assistants | 19 |
| Drafter | 27 |
| Engineer | 68 |
| HR | 4 |
| IT | 3 |
| Legal | 1 |
| Logistics | 2 |
| Managers | 6 |
| Procurement | 2 |
| Project Managers | 11 |
| Technician - Engineering | 23 |
| Trades | 45 |
| **Grand Total** | **237** |

**Key Insights**

1. **Occupations with Highest Future Retirement Counts:**
   * **Engineer:** 68 employees, the highest count among all occupations. This suggests a significant number of upcoming retirements in this critical technical area, which could impact engineering projects and operations.
   * **Trades:** 45 employees, also a significant number, indicating a potential shortage in skilled trades roles.
   * **Drafter:** 27 employees, showing a notable number of future retirements that may affect drafting and design functions.
2. **Moderate Impact Occupations:**
   * **Business Development:** 10 employees, indicating some impact on business development functions.
   * **Project Managers:** 11 employees, suggesting a notable potential impact on project management capacity.
3. **Lower Impact Occupations:**
   * **HR (4 employees), IT (3 employees), Legal (1 employee), and Logistics (2 employees):** These roles have fewer employees nearing retirement, indicating a lower immediate impact in these areas.
4. **Overall Impact:**
   * **Grand Total:** 237 employees across all listed occupations are approaching retirement, which represents a significant portion of the workforce. Planning for these retirements will be crucial to maintain operational stability and knowledge continuity.

**Recommendations**

1. **Develop Succession Plans:**
   * **Engineer and Trades:** Given the high number of potential retirements in these critical areas, it is essential to develop robust succession plans. Identify and train potential replacements or consider hiring new talent to fill these gaps.
   * **Project Managers and Business Development:** Plan for transitions and ensure that there is a pipeline of trained personnel ready to step into these roles.
2. **Knowledge Transfer:**
   * Implement knowledge transfer programs to ensure that critical knowledge and expertise are passed on to younger or newly hired employees before the retirements occur.
3. **Recruitment Strategy:**
   * Begin targeted recruitment efforts to address anticipated shortages in high-impact areas such as Engineering and Trades. This might include internship programs, partnerships with educational institutions, and competitive hiring practices.
4. **Monitor and Update:**
   * Continuously monitor retirement trends and update your workforce planning strategies accordingly. Regularly review and adjust succession plans based on new data and evolving organizational needs.
5. **Employee Engagement:**
   * Consider programs to engage and retain employees who might be close to retirement. Offering phased retirement options or part-time opportunities can help retain experienced staff and ease the transition.

By proactively addressing these potential retirements, your organization can better manage workforce changes, mitigate disruptions, and ensure continued success and stability in key operational areas.

**Turnover Analysis by Termination Reason and Category(4)**

**Summary of Findings**

From the provided data, we have detailed turnover information by occupation and termination reason, with the exclusion of retirement and early retirement. This data can be used to identify patterns and potential problem areas in employee turnover.

**1. Turnover Patterns by Termination Reason**

Here’s a summary of the turnover counts by termination reason and category:

**Overall Turnover Counts by Termination Reason:**

| **Termination Reason** | **Count** |
| --- | --- |
| Death | 38 |
| Involuntary | 804 |
| Voluntary | 532 |
| **Grand Total** | **1940** |

**Turnover Counts by Termination Category:**

| **Termination Category** | **Count** |
| --- | --- |
| Death | 38 |
| Dismissed - Misconduct | 17 |
| Dismissed - Poor Performance | 15 |
| Family Issues | 134 |
| Health Reasons | 35 |
| Layoff | 772 |
| Resignation | 359 |
| Return to School | 34 |
| **Grand Total** | **1404** |

**2. Analysis by Occupation**

**Occupation-specific Turnover by Termination Reason:**

| **Occupation** | **Death** | **Involuntary** | **Voluntary** | **Total** |
| --- | --- | --- | --- | --- |
| Accounting | 3 | 36 | 39 | 123 |
| Analysts | 1 | 10 | 11 | 22 |
| Business Development | 1 | 119 | 10 | 130 |
| Clerks/Assistants | 1 | 341 | 63 | 405 |
| Drafter | 2 | 80 | 71 | 153 |
| Engineer | 12 | 40 | 116 | 168 |
| HR | 2 | 6 | 7 | 15 |
| IT | 0 | 11 | 11 | 22 |
| Legal | 2 | 11 | 5 | 18 |
| Logistics | 1 | 20 | 16 | 37 |
| Managers | 2 | 10 | 29 | 41 |
| Procurement | 0 | 1 | 3 | 4 |
| Project Managers | 0 | 33 | 17 | 50 |
| Technician - Engineering | 2 | 7 | 52 | 61 |
| Trades | 9 | 79 | 82 | 170 |
| **Grand Total** | 38 | 804 | 532 | 1374 |

**Turnover Counts by Termination Category and Occupation:**

| **Occupation** | **Death** | **Dismissed - Misconduct** | **Dismissed - Poor Performance** | **Family Issues** | **Health Reasons** | **Layoff** | **Resignation** | **Return to School** | **Total** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Accounting | 3 | 2 | 3 | 14 | 5 | 31 | 25 | 1 | 84 |
| Analysts | 1 | 0 | 0 | 12 | 0 | 10 | 12 | 0 | 35 |
| Business Development | 1 | 0 | 2 | 7 | 2 | 117 | 12 | 2 | 143 |
| Clerks/Assistants | 1 | 1 | 1 | 5 | 1 | 339 | 11 | 2 | 361 |
| Drafter | 2 | 0 | 0 | 8 | 2 | 80 | 34 | 9 | 135 |
| Engineer | 12 | 5 | 3 | 30 | 10 | 32 | 101 | 2 | 195 |
| HR | 2 | 0 | 1 | 2 | 1 | 5 | 16 | 2 | 29 |
| IT | 0 | 0 | 1 | 9 | 0 | 11 | 18 | 7 | 46 |
| Legal | 2 | 1 | 0 | 3 | 0 | 10 | 5 | 0 | 21 |
| Logistics | 1 | 1 | 0 | 1 | 1 | 19 | 2 | 0 | 24 |
| Managers | 2 | 0 | 1 | 12 | 5 | 9 | 30 | 3 | 62 |
| Procurement | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 |
| Project Managers | 0 | 1 | 1 | 6 | 3 | 31 | 18 | 0 | 60 |
| Technician - Engineering | 2 | 1 | 0 | 10 | 4 | 6 | 12 | 0 | 35 |
| Trades | 9 | 5 | 2 | 16 | 1 | 71 | 63 | 6 | 173 |
| **Grand Total** | 38 | 17 | 15 | 134 | 35 | 772 | 359 | 34 | 1404 |

**3. Analysis and Potential Problem Areas**

**a. Turnover Trends by Occupation:**

* **High Turnover Occupations:**
  + **Clerks/Assistants:** Highest total turnover, driven largely by layoffs and voluntary resignations. This suggests significant issues that may need addressing, such as job satisfaction or working conditions.
  + **Trades:** High turnover due to a combination of layoffs, resignations, and other factors. This may reflect issues in job stability or working conditions.
* **Critical Occupations:**
  + **Engineers:** Significant turnover primarily from involuntary terminations and voluntary resignations. Given the critical role engineers play, this is a key area to monitor and manage.

**b. Turnover by Termination Reason:**

* **Layoffs:** A significant contributor to turnover, particularly in occupations like Clerks/Assistants and Trades. This might suggest economic or structural changes affecting job stability.
* **Resignations:** High in various occupations, indicating possible dissatisfaction or better opportunities elsewhere. Strategies to improve job satisfaction and retention could be beneficial.
* **Health Reasons:** A smaller but notable category. Ensure adequate health and wellness support for employees.

**c. Potential Problem Areas:**

* **High Turnover in Certain Roles:** Focus on understanding and mitigating the causes of high turnover in critical roles like Clerks/Assistants and Engineers.
* **Frequent Layoffs:** Assess the causes behind frequent layoffs and explore alternatives to improve job security.
* **Employee Satisfaction:** Address high resignation rates by evaluating and improving workplace conditions, compensation, and career development opportunities.

**4. Recommendations**

1. **Improve Retention Strategies:**
   * **Employee Engagement:** Enhance engagement through better communication, recognition programs, and career development opportunities.
   * **Competitive Compensation:** Regularly review and adjust compensation and benefits to remain competitive and attractive to current and potential employees.
2. **Address Layoffs and Resignations:**
   * **Layoff Alternatives:** Explore restructuring options, temporary adjustments, or other strategies to reduce the need for layoffs.
   * **Resignation Mitigation:** Implement measures to understand and address the reasons behind resignations. Conduct exit interviews to gather insights.
3. **Enhance Health and Wellness Programs:**
   * Provide support for employees facing health-related issues, including comprehensive health benefits and wellness programs.
4. **Focus on Critical Occupations:**
   * Develop targeted retention and succession plans for roles with high turnover to ensure continuity and minimize disruptions.

By addressing these areas, your organization can better manage turnover, improve employee satisfaction, and maintain operational effectiveness.

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