

The dashboard provides a clear look at employee **turnover** trends, highlighting specific departments and quarters that demand attention.

Data Story: A Tale of Two Quarters - The Evolving Challenge of Employee Turnover

The data reveals a shifting landscape of employee turnover, with different departments and timeframes experiencing peak departures.

Q4 Turnover: A Shifting Departmental Focus

- **Q4 2023 Turnover:** The highest turnover by far occurred in **Sales** and **Finance**, both standing at a significant **30%** of the total employee count. **IT** followed at around **20%**. This suggests significant recent challenges in these core areas. * **Q4 2022 Turnover:** The departmental focus was different a year prior. **Finance** saw the highest turnover at about **40%**, with **Marketing, Operations, and Sales** tied at roughly **20%**.
 - *Conclusion:* **Finance** has been a persistent high-turnover department across both years, while **Sales** turnover has sharply increased from Q4 2022 (20%) to Q4 2023 (30%).

Quarterly & Annual Trends: The Rise in Turnover

- **Q3 Turnover Over 10 Years (2013-2023):** Turnover showed a significant spike in **2022** and remained high in **2023**. Furthermore, **Employee Satisfaction Scores** in Q3 have trended sharply *downward* in the last few years, reaching a low point in **2023**. This strong correlation suggests that dropping satisfaction is a major driver of the recent Q3 turnover surge.
- **Q4 Turnover Over 10 Years (2010-2023):** Like Q3, Q4 also saw its highest turnover rates in **2022** and **2023**. Employee Satisfaction Scores in Q4 also show an upward trend in the last few years, but the *turnover* is still rising, especially sharply in **2023**. This indicates that high Q4 turnover might be driven by factors *other than or in addition to* the satisfaction scores shown.
- **Turnover in the Last Two Years (2022 vs. 2023):** Overall employee turnover was slightly higher in **2022** (approx. 27 employees) than in **2023** (approx. 25 employees), but the yearly totals remain significantly elevated.

Suggested Decisions and Actions

The analysis points to a need for targeted interventions focusing on high-risk departments and addressing the underlying issue of employee satisfaction, especially in Q3.

1. Targeted Interventions for High-Turnover Departments

- **Action for Finance (Persistent High-Turnover):** Conduct **exit interviews** and **stay interviews** specifically for the Finance department to understand the root causes of consistent high turnover (40% in Q4 2022, 30% in Q4 2023). Investigate workload, compensation competitiveness, career progression opportunities, and management style within this department.
- **Action for Sales (Surging Turnover):** The dramatic rise in Sales turnover from Q4 2022 (20%) to Q4 2023 (30%) requires immediate attention. Review the current **commission structure**, sales targets, work-life balance, and training/support provided to the sales team.

2. Address Declining Employee Satisfaction (Especially Q3)

- **Strategic Initiative:** Implement a company-wide **Employee Satisfaction Survey** in Q2/Q3 to diagnose the causes of the sharp decline in satisfaction scores leading up to the peak Q3 turnover.
- **Tactical Focus:** Pay particular attention to factors like **burnout, resource inadequacy, and management communication**, as these often drive satisfaction down across multiple departments simultaneously. Consider mandatory time-off policies or "no meeting" weeks leading into the end of Q3.

3. Review Q4 Factors

- **Research:** Since Q4 turnover is high despite a potentially stable/improving satisfaction score, investigate **seasonal or end-of-year factors**. This could include:
 - **Bonus/Incentive Payouts:** Employees leaving right after receiving annual bonuses.
 - **New Year Career Planning:** Employees resigning in Q4 to secure a start date with a new employer at the beginning of the calendar year.
 - **Performance Review Impact:** Turnover triggered by disappointing annual performance reviews.

By focusing resources on **Finance** and **Sales** and actively working to reverse the trend of declining **Employee Satisfaction** (especially in Q3), the organization can aim to stabilize and reduce its overall turnover rates.