Workforce Attrition Analysis

Sales and Marketing Services Provider

Analyzed the staffed workforce hiring and attrition trends by customer, region, channel, pay rates, working hours, etc. to derive deep insights and potential action items to address the issues

Workforce Attrition Analysis for a Sales & Marketing Services Provider

Situation

- Client was facing very high turnover of staffed sales and marketing resources at their customer sites, and wanted to better evaluate the workforce turnover rates, recruitment processes, staffing, etc. to better understand the workforce attrition trends, and impact on overall profitability of the company

- Partnered with the client to analyze the S&M workforce attrition rates, recruitment processes, staffing processes, etc. to derive deep insights and potential action items
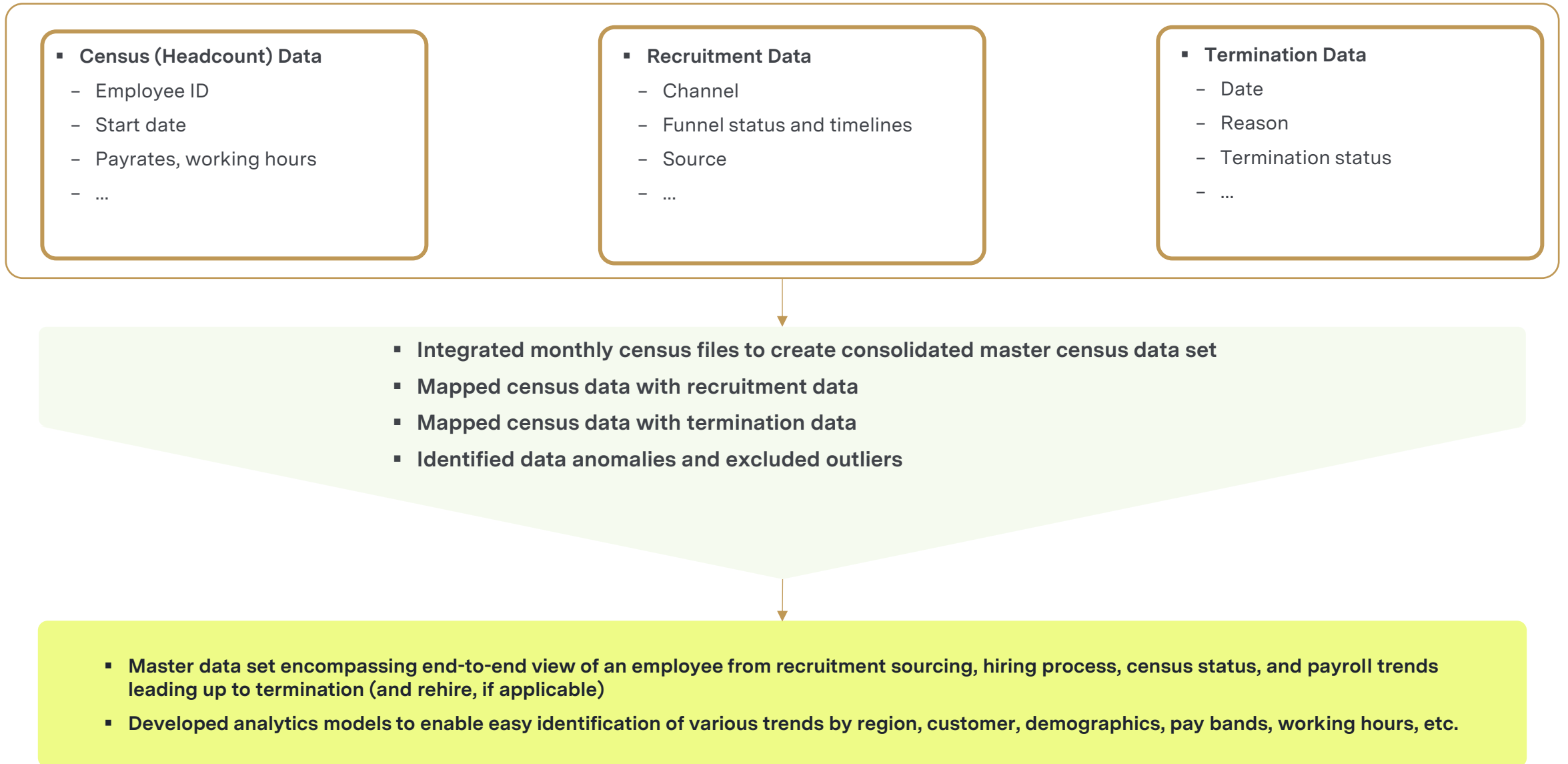
Accordion Value Add

- Analyzed attrition rates for the staffed customer on-site workforce by customer, region, role, payrate, hours, etc. to understand drivers of workforce turnover

- Assessed impact of pay rate (vs. minimum wage, vs. market/midpoint, vs. other incumbents), actual hours worked vs. promised "standard hours", full time vs. part time, job title/type of work, leadership/management (e.g., tenure, location, performance, level), etc.

- Analyzed the recruitment data to understand cost per hire (broken down by fixed and variable costs), time to fill open requisitions for hiring, funnel ratios from number of applications to number of hires based on channels, open current requisitions, efficiency of internal recruitment process vs. recruitment process outsourcing, etc.

- Determined key actions to address attrition, and estimated potential savings based on cost of re-hiring, lost customer revenues, etc.

Impact

- Identified critical drivers and underlying reasons for high staffed resource attrition, along with suggested actions

- Identified data quality issues and helped manually cleanse the data to enable accurate reporting and analyses

- Estimated potential savings and supported Management to communicate to the Board on implementation of the solutions identified

Data Consolidation and Cleansing

Census (Headcount) Data
- Employee ID
- Start date
- Payrates, working hours
- ...

Recruitment Data
- Channel
- Funnel status and timelines
- Source
- ...

Termination Data
- Date
- Reason
- Termination status
- ...

- **Integrated monthly census files to create consolidated master census data set**
- **Mapped census data with recruitment data**
- **Mapped census data with termination data**
- **Identified data anomalies and excluded outliers**

- **Master data set encompassing end-to-end view of an employee from recruitment sourcing, hiring process, census status, and payroll trends leading up to termination (and rehire, if applicable)**
- **Developed analytics models to enable easy identification of various trends by region, customer, demographics, pay bands, working hours, etc.**

Analyses Approach

Examples of Analyses for Attrition Rates

Associates that work ≥ 80% of promised hours vs. < 80% of promised hours

Associates with pay ≥ top-20 percentile vs. < top-20 percentile

Part-time associate turnover vs. Full-time associate turnover; and cost of hiring for Part-time vs. Full-time

Rehire vs. first-time hire

Time taken to fill the role

Gap in offer date vs. start date and associated attrition trends

By customer and location

Conversion rates by recruitment funnel and potential opportunity to reduced the number of stages in the recruitment process