HR Project Summary Report

**Department**

Overview

*Insight*

1. Production is the most important and dynamic department
   1. Has over 60% of staff
   2. Highest turnover, nearly 40%,
   3. The lowest average wage, £60’000.
   4. Highest percentage of staff “exceeding” in performance
2. IT/IS is the main technical heart of organisation
   1. Makes up 20% of staff
   2. Commands the highest average salary, over £90’000
   3. Has the highest staff absence %
   4. 2nd highest % of staff exceeding at 15%
3. Sales is the final cog in the main organisation structure
   1. Makes up 13% of staff levels
   2. The lowest staff turnover at 16%
   3. Highest % of staff underperforming
   4. 2nd lowest average wage
4. Software Engineering is a small auxiliary team supplementing IT/IS
   1. Only 3% of staff
   2. Has the lowest staff absence %
   3. 2nd highest average salary, over £90’000
   4. 2nd highest staff turnover, 37%
5. Admin is the final piece in the organisation structure
   1. Only 3% of staff
   2. Has 3rd highest average staff salary
   3. No staff either underperforming or exceeding performance

Production

*Insight*

1. Almost 3 times as many females have left compared to males for reasons of taking another position and unhappiness
   1. Could be due to management and/or working environment
   2. Possibly losing the best staff
2. Those exceeding in performance represent the average worker in the company – 60% female, 45% single and around 40 years old.
   1. This highlights recruitment is excellent and of correct demographic
3. Conversely, the lowest paid are the most engaged and satisfied. With more insight, this has huge potential for productivity

*Action*

1. Conduct further data collection to ascertain reasons for females finding production department a challenging environment
2. Continue to aim recruitment towards current active average staff profile
3. Conduct further data collection with proviso to establish reasons for staff satisfaction and engagement beyond salary

IT/IS

*Insight*

1. Staff of Black of Afr. Race significantly higher in satisfaction and engagement compared to those of Asian race
   1. This is against the overall trend where Asian staff are generally more satisfied than other ethnic groups
2. Number of staff in “exceeds” performance decreases through older age bands
   1. Although there are more staff in the younger age bands this pattern is unique to IT/IS
3. Of those in “exceeds” of “fully meets” performance the gender split is exactly 50/50
4. Almost ¾ of staff are in the highest salary band
   1. However, within age bands and overall, males are paid significantly more than females
5. Males are also higher in absences and late days to females

*Action*

1. Look to understand why Asian staff find it difficult and Black or Afr. Amer, are thriving through further surveys and analysis
2. Continue to hire young staff as they show the most aptitude to the role - possibly due to the continuous flux of the technical knowledge required
3. The difference in salary between male and female must be addressed. Higher pay for males is not correlated in higher performance, with males in fact showing a clear negative trend for absenteeism and lateness against females

Sales

*Insight*

1. The level of satisfaction from terminated staff to active has dropped
   1. This correlates with a drop in average age
2. Males outnumber females 3 to1 in staff under “PIP” or “Needs Improvement”
3. Males are responsible for 87% of total late days in last 30
4. Males are paid significantly lower than females throughout department
5. Has very high tenure rate for Asian and Black or Afr. Amer
   1. This suggests a correlation with the departments low turnover rate

*Action*

1. Investigating further causes of active staff unhappiness
2. Need to address prevalence of male-dominant performance issue and tardiness
   1. possibly explore a change in management, or look at salary rates under male employees
3. Explore further the high tenure rates of Asians – is this management? This could help reverse low rates in other departments

Software Engineering

*Insight*

1. Has a particularly high rate of engagement and satisfaction among Asian staff
2. 83% of staff in high salary band are female
   1. This is with a large majority all staff in high salary band
3. Single staff have a higher engagement and satisfaction rating and number of active projects than those that are married
4. Of staff that have left males outnumbered females 3 to 1, with all males leaving voluntarily. All happen to of Black or Afr. Amer ethnicity

*Action*

1. High churn of staff has changed the gender profile to predominately female with a positive outcome – could this be replicated across other departments?
2. Single staff seem to show a higher resilience for projects – could this profile be considered when hiring?
3. Staff of Asian ethnicity are very happy in the department compared to others – conduct further analysis to understand why

Admin

*Insight*

1. Large majority of staff are below average age profile
2. Within all roles across department there is a high level of satisfaction and engagement
3. Married staff have a significantly higher average salary than those that are single
   1. Possibly hints at the settled nature of the department

Action

1. Look to maintain the steady nature of the department. This can provide balance to the more dynamic departments.
2. Possibly look to profile young, married candidates when recruiting for roles

**Management**

Chief Executives & Directors

*Insight*

1. Janet King and Jennifer Zamora are main executives
   1. JK looks after twice as many managers as JZ although average salary of JK managers significantly lower
   2. Approx 80% of JK managers in production and JZ managers in IT/IS
   3. JZ boasts a very high level of satisfaction and strong engagement, while JK has very high engagement with an average level of satisfaction
2. Two directors – J Foss and V Corlone have no staff responsibilities
   1. Both have exceptionally high engagement and satisfaction ratings, are “exceeding” in performance and command very high salaries

*Action*

1. JZ could look to take on JK manager in IT/IS
2. Management pay in production could be reviewed to come in line with IT/IS
   1. Outcome = increase in satisfaction of management under JK
3. JF and VC should have more staffing responsibilities – like other directors, Debra Houlihan and Brian Champaigne, do.

Overview

*Insight*

1. E Dougall is the only manager to have both a very high satisfaction and engagement score and also “exceeding” in performance
   1. He is also in a v high pay bracket
2. All of the managers with the lowest satisfaction and engagement combo score are male
3. P Monroe and M Coleone both score the least on engagement and satisfaction and are under “needs improvement” performance review.
   1. P Monroe is also the 4th highest earner, other than chief executives

*Action*

1. P Monroe’s situation needs urgently addressing. His unhappiness could lead to a lack of productivity in his team and a poor working atmosphere
2. K liebig needs monitoring as her talents may be going unrewarded and undervalued

Management – Good

*Insight*

1. K liebig’s own high performance is matched by her staff
   1. They have the highest average engagement and satisfaction combined score
      1. This is weighted to reflect staff count – K liebig has joint highest (16)
   2. She is also among the lowest for turnover during tenure and for staff abscences
   3. Her team have no performance issues, although only 6% are exceeding
2. L Daneault scores highly in majority of most important managerial metrics
   1. In the top two for staff turnover and absences during her tenure
   2. Has almost 20% of staff “exceeding” performance
   3. Her team shows more engagement and satisfaction in young females than to older males
3. E Gray scores highly in majority of most important managerial metrics
   1. His team is overwhelming female
      1. With a higher engagement and satisfaction average
   2. In top 5 for % of staff in “exceed” performance
   3. 4th highest weighted engagement and satisfaction score
   4. 4th lowest for staff absences over managerial tenure
4. All three are below average company age
   1. L Daneault shows particular promise at just 30 years old and with high engagement and satisfaction

*Action*

1. Both L Daneault and E Gray are achieving enough to move to “exceed” performance
2. Pay particular attention to managers who work well with, and get the most from, female staff – they achieve higher performance
3. Reward the managers that achieve high performance and engagement and satisfaction form the largest and most lowly paid teams
   1. Eg, E Dougall is highly rewarded and has a small team on high pay but is not performing highly on majority of important metrics

Management – Bad

*Insight*

1. A Dunn ranks highly in majority of negative metrics
   1. Throughout her tenure staff turnover is the joint highest of all managers
   2. 40% of her staff leave because they’re unhappy
   3. 25% of her staff are underperforming
   4. Conversely her engagement and satisfaction rating (for herself) is one of the highest among managers
2. John Smith ranks highly in majority of negative metrics
   1. In the top 5 for staff absences in tenure
   2. One of the highest % of active staff underperforming
   3. Shows an increase in engagement and satisfaction among staff towards the older age bands
3. Webster butler ranks highly in majority of negative metrics
   1. Has the joint highest staff turnover in management tenure
   2. Scores 3rd highest for staff absences in tenure
   3. Has no termination with cause on record. 34% of staff who left voluntarily went on to military – recruitment?

*Action*

1. A Dunne should be “needs improvement” in performance in order to find the solution to her unhappy and high turnover teams
2. J Smith is most effective with older more experienced teams and his staff demographics should reflect this
3. Webster Butler performance needs to be reviewed. His high-turnover high-absence metrics are too high with an unusually high turnover to military that needs further investigation

**Employee**

Best Employees

*Insight*

1. Some of the lowest paid employees are in “exceeds” performance and have a very high satisfaction and engagement score
   1. In particular H Rivera
2. Some employees in “exceeds” performance have exceptionally high engagement and satisfaction scores
   1. Some are also extremely well remunerated – J Foss for example
   2. L Anderson has a perfect 10 for engagement and satisfaction
3. Those with the longest tenure and “exceeds” performance are all in management
4. Some employee have exceptional attendance
   1. L Galia absence % equates to the 1 day off in 10 years
5. Some employees are doing the most projects of all and still have a near perfect satisfaction rating
   1. A Daniele in particular
6. All aforementioned top employees are female, of above company average age, and work in either production or IT/IS

*Action*

1. All highlighted employees should be considered for reward by financial or other means for their obvious benefit to the company
2. Their profile should be considered when canvassing for new recruitment

Worst Employees

*Insight*

1. All employees with the worst absence % rate work in IT/IS
   1. They’re above average on number of projects, possibly suggesting stress-related
2. Of those with the shortest tenure that are active employees many work in IT/IS and have a very high number of projects already
   1. C Wang and T Devito are in both tables
   2. This has a strong likelihood of causing the high absenteeism
3. The highest number of late days (in last 30) all com from employees under “PIP” performance review
   1. T Sparks stands out
4. Those with lowest combined engagement and satisfaction scores are all of white ethnicity
   1. C Desimone stands out
5. Some employees with the shortest tenure had the highest combined engagement and satisfaction scores
   1. Possibly indicating they were headhunted or left for renumeration reasons

*Action*

1. Review the current level of workload in the IT/IS department to ascertain whether too high a load is being placed on the newest recruits
2. Those under “PIP” performance review that come in late should have this added to their review consultations
3. More analysis required to understand why the overwhelming majority of unsatisfied and unengaged employees are of white ethnicity
4. Review how some employees managed to be both satisfied and engaged but choose to leave within a matter of months of starting

**Time Series**

Hire Date

*Insight*

1. Of employees hired more recently, the number of projects they are doing has increased significantly (3-fold), compared to earlier company hires – 10+ years ago
2. Staff hires have fluctuated from an early company-development low, to hit an all-time high of over 80 per year 2011, to then fall back to very low levels in recent years
3. The average age of employees hired has dropped significantly from over 50 in the beginning of company to just above 30 in latest yearly records (2018)
4. Turnover rate was on a steady decline apart from a huge jump in 2011 when rates tripled.
   1. This is of people hired in 2011, when there was a large increase in hiring numbers

Termination date

*Insight*

1. Termination rates peaked in 2015/16 before falling back over the last few years
2. In some of the earliest terminations in company’s history, employees had a very high rate of lateness. This then fell back significantly suggesting the problem was solved through the termination

*Action*

1. Company has been through a few years of extreme flux but has now moved into a more settled period. Look to retain current staff has much as possible and continue on trend towards a happy and contented staffing group