



Ask

First up, the analysts needed to define what the project would look like and what would qualify as a successful result. So, to determine these things, they asked effective questions and collaborated with leaders and managers who were interested in the outcome of their people analysis. These were the kinds of questions they asked:

- What do you think new employees need to learn to be successful in their first year on the job?
- Have you gathered data from new employees before? If so, may we have access to the historical data?
- Do you believe managers with higher retention rates offer new employees something extra or unique?
- What do you suspect is a leading cause of dissatisfaction among new employees?
- By what percentage would you like employee retention to increase in the next fiscal year?



Prepare

It all started with solid preparation. The group built a timeline of three months and decided how they wanted to relay their progress to interested parties. Also during this step, the analysts identified what data they needed to achieve the successful result they identified in the previous step - in this case, the analysts chose to gather the data from an online survey of new employees. These were the things they did to prepare:

- They developed specific questions to ask about employee satisfaction with different business processes, such as hiring and onboarding, and their overall compensation.