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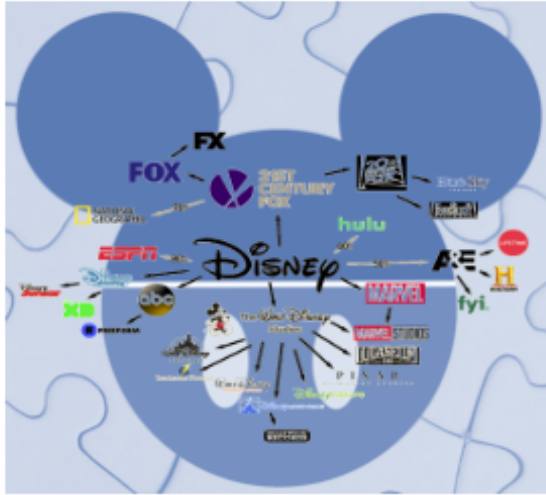
RETENTION RISK MODEL & EMPLOYEE TURNOVER STRATEGY

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Business Landscape, Objectives & Business Value

Business Landscape



- Significant organizational changes (Disney/21CF integration)
- Turnover has increased
- Strong competition for top talent
- Desire to use data driven approach

Objectives

- 1) Build *retention risk model*
- 2) Determine *voluntary resignation factors*
- 3) Employee segmentation *cluster analysis*
- 4) Obtain insight from model results to recommend *HR programs, policies & initiatives* to retain high risk employees
- 5) Create an interactive *retention risk dashboard & mobile interface*

Business Value

- Retain top talent by proactive identification of high flight-risk employees
- Understand predictors of voluntary turnover so it can be addressed via policy changes, etc.
- Decrease voluntary turnover
- Increase cost avoidance.
- Shift from reactive to proactive mindset



Key Observations & Findings

Below outlines the current predictors and themes of voluntary turnover in Corporate that were included in our final model. We also discovered three segments using cluster analysis: job hoppers, disengaged low performers, and engaged high performers.

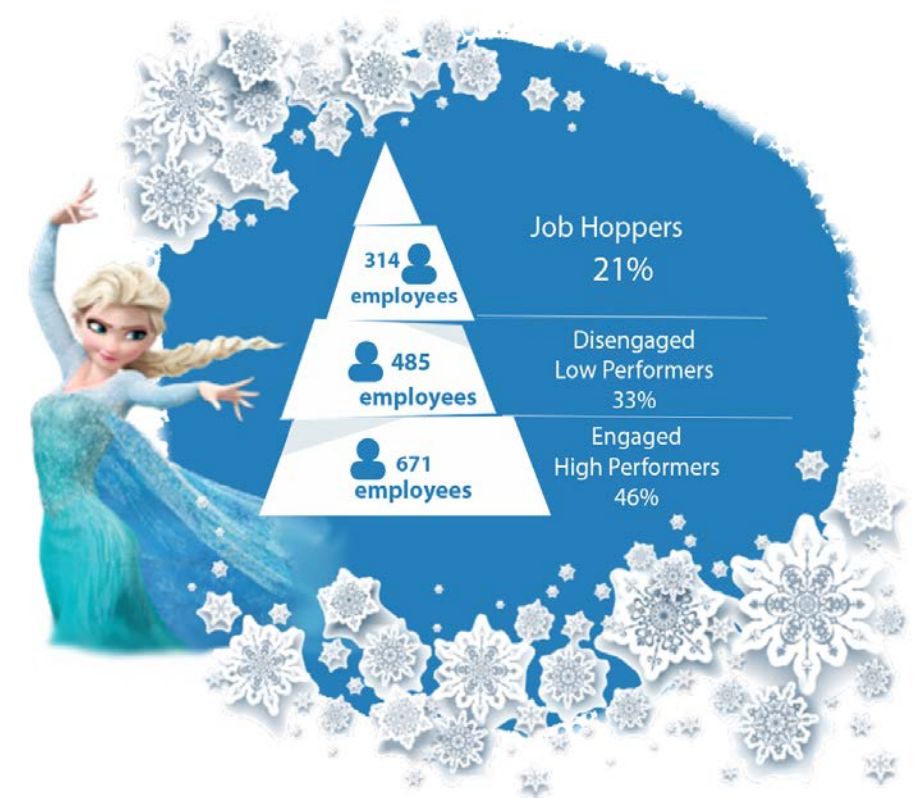
Predictors that Prompt Others to Leave

★ Total Working Years	Age	★ Marital Status	★ Overtime
# of Training Events	Employee Satisfaction Scores	Single	Yes
Tenure	★ Distance from Work	Married	No
Daily Rate	Number of Companies Worked	Divorced	

- **Lower** the number, the more likely an employee is to leave the company.
- **Higher** the number, the more likely an employee is to leave the company.

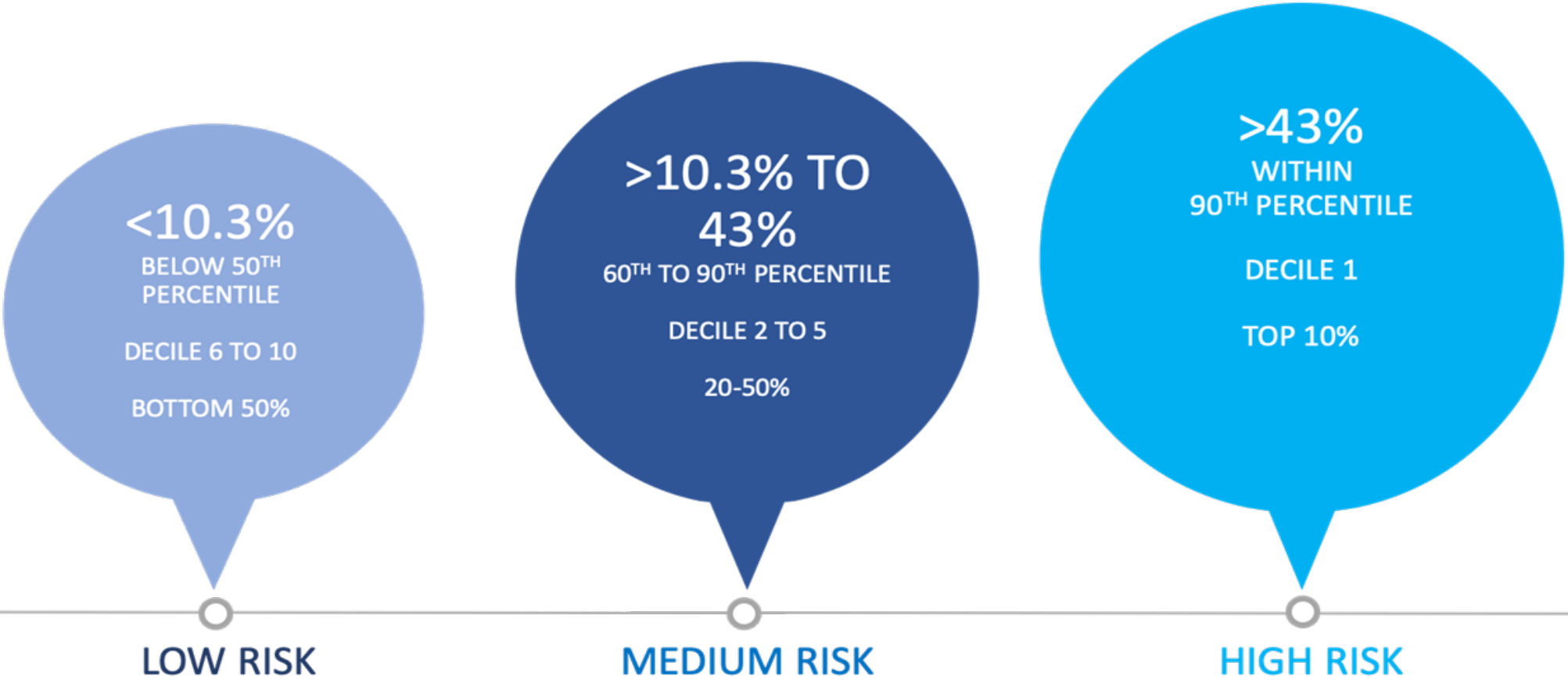
- **Dark grey** represents which group is more likely to leave the company compared to the others.
- **Stars** represent most predictive variables.

Cluster Segments



Retention Risk Probability Ranges

The visual below illustrates the probability ranges for low, medium, and high risk and the probability of leaving relative to the population based on our model.



Average 16.8% Voluntary Rate Turnover

Recommendation & Implementation: Stay Survey



Survey Content

Stay Survey will cover:


- 19 questions (5-points scale of SD-SA including 2 open ended questions)
 - Learning
 - Pay/Compensation
 - Growth & Development Opportunities
 - Leadership
 - Work-Life Balance



Further Recommendations & Dashboard/Mobile Interface


Programs, Policy Changes, and/or Initiatives

Program



- Change anniversary rewards to 1, 3, 5, 7, 10 and every 5 years thereafter.
- Proximity based residency bonus program
- Implement mentoring programs

Policy



- Offer retention sign-on bonuses with clawback clauses
- Source local talent
- Proactively perform salary adjustment to compete with market median
- Unlimited paid time-off
- Flex hours & work from home policies

Initiatives



- Implement a stay survey to identify targeted training and development opportunities
- Identify understaffed departments and increase staff through hiring or lateral transfers
- Create career ladder/ lattice to provide opportunities for career progression
- Job hoppers/contingent workforce strategy
- Training, development, and stretch opportunities for disengaged low performers

Dashboard & Mobile Interface

