

Dream Store Sales Performance Report.....	2
1. Introduction.....	2
2. Dashboard Overview.....	2
Page 1: Executive Summary.....	2
Page 2: Recruitment Analysis.....	2
Page 3: Performance & Promotions.....	3
3. Executive Summary - KPI Panel.....	3
4. Recruitment Analysis - KPI Panel.....	4
5. Performance & Promotions - KPI Panel.....	5
6. EXECUTIVE SUMMARY.....	6
Headcount Trend (Year-to-Date).....	6
Headcount by Department (2018-2025).....	7
Gender Distribution (Year-to-Date).....	8
Tenure Distribution.....	9
Performance Rating Distribution by Gender.....	10
7. RECRUITMENT ANALYSIS.....	11
Monthly Applications Trend.....	11
Application by Source.....	12
Candidate Progression Through Recruitment Funnel.....	13
Attrition Trend Over Time (Year-to-Date).....	14
Average Days in Process by Stage.....	15
Applications by Job Title.....	16
8. PERFORMANCE & PROMOTIONS.....	17
Promotion Trend Over Time.....	17
Salary vs Tenure.....	19
Top 5 High-Performance Departments.....	20
Promotion Reasons Breakdown.....	21
Promotion Count by Department.....	22
Decomposing Promotion Events by Department, Gender, Seniority Level, and Performance.....	23
9. Conclusions.....	24
10. Recommendations.....	24
Final Note.....	24

HR Dashboard Insights Report

Author: Andreia Ghita

Date: October 2025

Tools Used: Power BI, DAX, Python (matplotlib, numpy, pandas)

1. Introduction

This report analyzes workforce trends, recruitment effectiveness, and employee performance across synthetic HR datasets spanning 2018 to 2025. The goal is to uncover insights into headcount dynamics, attrition patterns, talent acquisition, compensation changes, and performance distribution.

The data was cleaned and enriched using Python (Jupyter notebooks), modeled in Power BI with 28 DAX measures, and visualized through an interactive dashboard. This report provides a guided walkthrough of each dashboard page, explaining visuals with Insights and commentary.

Note: Headcount data and Employee data are not related in the model. Headcount includes contractors and represents official monthly snapshots, while Employee data represents the internal roster.

2. Dashboard Overview

The dashboard includes three main pages:

Page 1: Executive Summary

- KPI Panel (6 cards)
- Headcount Trend (Year to Date)
- Headcount by Department
- Gender Distribution (Year to Date)
- Tenure Distribution
- Performance Rating Distribution by Gender

Page 2: Recruitment Analysis

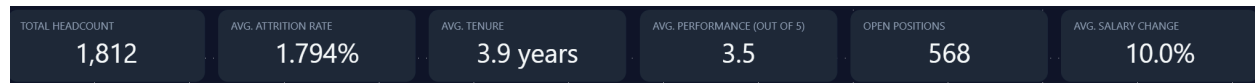
- KPI Panel (6 cards)
- Candidate Progression Through Recruitment Funnel
- Avg Days in Process by Stage
- Attrition Trend Over Time (Year-to-Date)
- Monthly Applications Trend
- Applications by Source
- Applications by Job Title

Page 3: Performance & Promotions

- KPI Panel (6 cards)
- Promotion Trend Over Time
- Salary vs Tenure
- Top 5 High-Performance Departments
- Performance Across Salary Bands
- Promotion Reasons Breakdown
- Promotion Count by Department
- Decomposition Tree: Promotion Events by Department, Gender, Seniority Level, and Performance

Each visual is explained below with Insights and commentary.

3. Executive Summary - KPI Panel



Visual: Cards showing Total Headcount, Avg Attrition Rate, Avg Tenure, Avg Performance Rating, Open Positions, Avg Salary Change

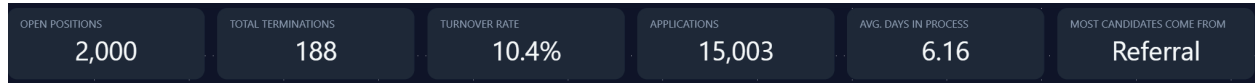
Insights:

- **Total Headcount:** 1,812 - includes employees and contractors from official monthly snapshots
- **Avg Attrition Rate:** 1.79% - average monthly turnover rate
- **Avg Tenure:** 3.9 years - mean years of service for active employees
- **Avg Performance Rating:** 3.5 out of 5 - overall workforce performance level
- **Open Positions:** 568 - active job requisitions currently unfilled
- **Avg Salary Change:** 10% - average compensation increase across all salary change events

Comment: This panel reflects a stable and healthy workforce. The low attrition rate (1.79%) suggests strong retention, while an average tenure of 3.9 years indicates a balanced mix of early-career and experienced employees.

A performance rating of 3.5 out of 5 points to a high-performing culture, and the 10% average salary change shows competitive compensation practices. The 568 open positions signal ongoing growth or backfill needs, which should be monitored to ensure hiring capacity aligns with demand.

4. Recruitment Analysis - KPI Panel



Visual: Cards showing Open Positions, Total Terminations, Turnover Rate, Applications, Avg Days in Process, and Most Candidates Come From

Insights:

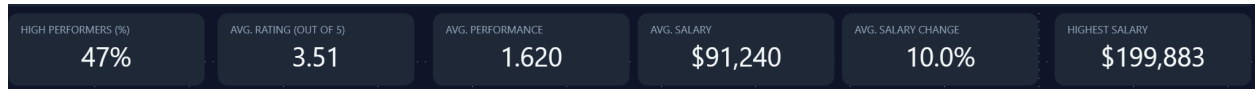
- Open Positions: 2,000
- Total Terminations: 188
- Turnover Rate: 10.4%
- Applications: 15,003
- Avg Days in Process: 6.16 days
- Most Candidates Come From: Referral

Comment: This panel highlights an efficient and high-volume recruitment engine. With 15,003 applications processed in under 7 days on average, the hiring pipeline is both active and responsive.

The 10.4% turnover rate is within acceptable bounds but should be tracked against department-level trends. Referrals as the top source are a strength - they typically yield better cultural fit and retention.

The high number of open positions (2,000) may reflect aggressive growth or backlog; prioritizing requisition aging and recruiter bandwidth is key.

5. Performance & Promotions - KPI Panel



Visual: Cards showing High Performance %, Avg Rating, Avg Performance, Avg Salary, Avg Salary Change, Highest Salary

Insights:

- High Performance %:47% - percentage of employees rated 4 (Outstanding)
- Avg Rating: 3.5 out of 4
- Avg Performance:1.62
- Avg Salary: \$ 91,240
- Avg Salary Change: 10%
- Highest Salary: \$199,883

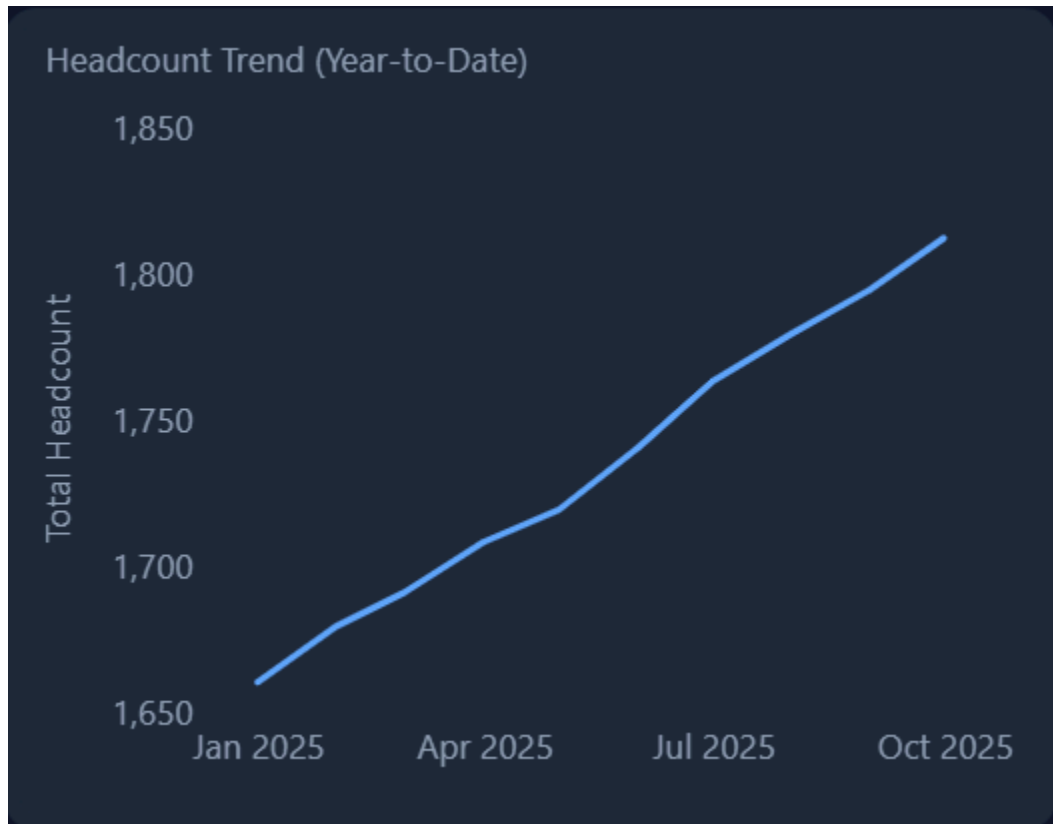
Comment: This panel showcases a high-performing workforce with strong compensation alignment. Nearly half of employees are rated at the top level, and the average rating of 3.5 out of 4 confirms consistent excellence.

The average salary of \$91,240 and a 10% salary change suggest market-aligned pay practices, while the highest salary provides context for executive or specialized roles.

These metrics support a merit-driven culture, but it's important to ensure performance ratings are calibrated and promotions are equitably distributed across teams.

6. EXECUTIVE SUMMARY

Headcount Trend (Year-to-Date)



Visual: *Line chart*

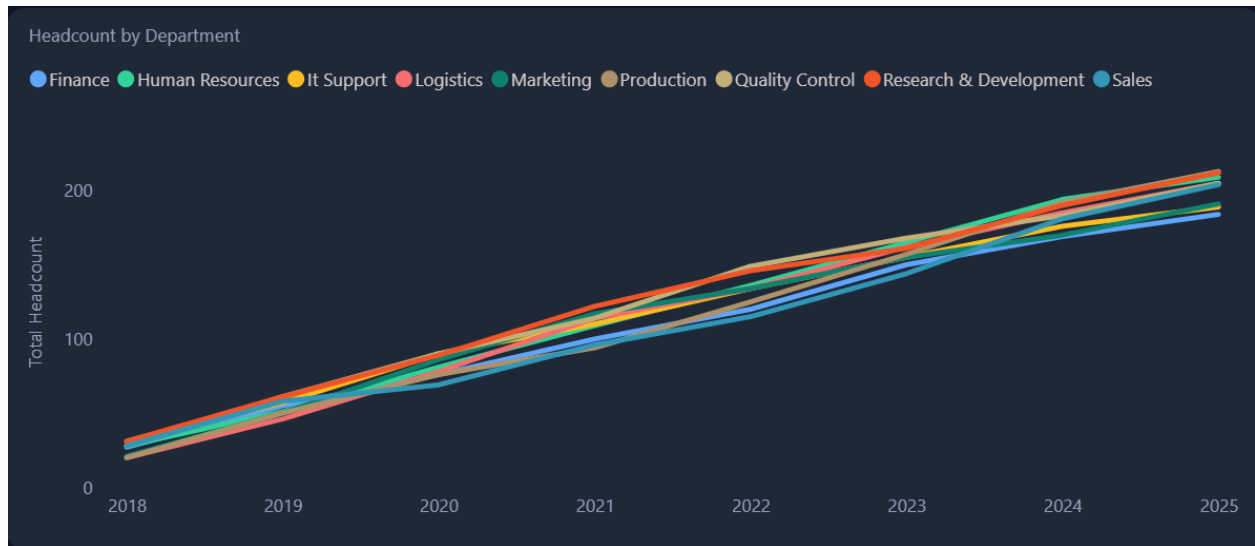
Insights:

- Headcount increased from approximately **1,650 in January** to over **1,800 by October 2025**.
- Growth was **consistent month-over-month**, with no declines or plateaus.
- Indicates **sustained hiring momentum** and organizational expansion.

Comment: This upward trend reflects successful workforce planning and execution. The steady increase suggests that hiring efforts are aligned with strategic growth.

HR teams should ensure that onboarding, training, and infrastructure scale with headcount. If this pace continues, leadership may need to assess long-term capacity and retention strategies to support the expanding team.

Headcount by Department (2018-2025)



Visual: *Multi-line chart*

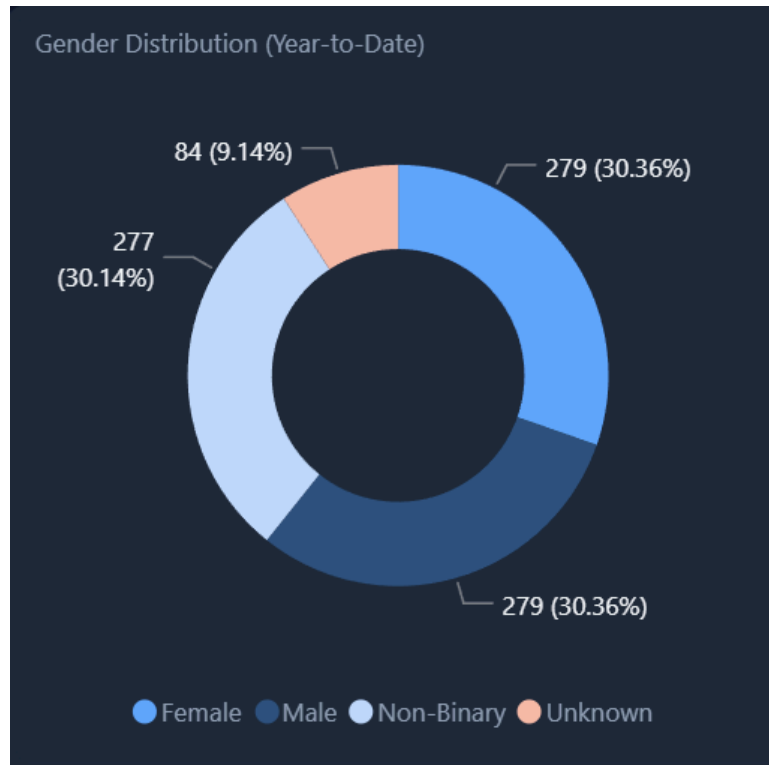
Insights:

- **All departments show steady headcount growth** from 2018 to 2025.
- **Sales, Production, and R&D** lead in total headcount by 2025.
- Growth appears **balanced across functions**, with no major drop-offs or stagnation.

Comment: This chart reflects broad organizational expansion across all departments. The consistent upward trend suggests strategic scaling rather than isolated growth. Departments like Sales and Production likely align with revenue-driving roles, while R&D growth signals investment in innovation.

HR should ensure that support functions (e.g., IT, HR, Logistics) scale proportionally to maintain operational efficiency and avoid bottlenecks.

Gender Distribution (Year-to-Date)



Visual: *Donut chart*

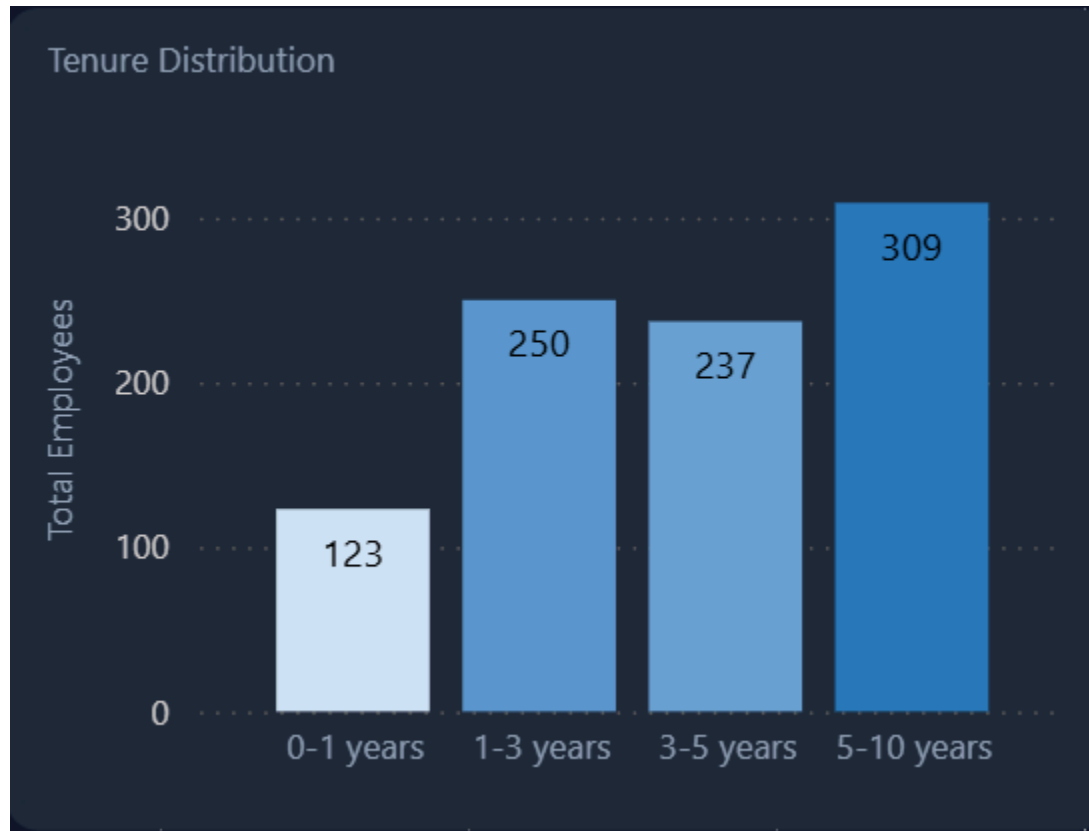
Insights:

- **Female:** 279 individuals (30.36%)
- **Male:** 279 individuals (30.36%)
- **Non-Binary:** 277 individuals (30.14%)
- **Unknown:** 84 individuals (9.14%)
- Gender representation is nearly equal across Female, Male, and Non-Binary categories.
- A small portion of records (9.14%) is marked as Unknown, indicating incomplete or undisclosed data.

Comment: This chart reflects a highly inclusive and balanced gender distribution, with near-equal representation across three identified categories. The presence of a Non-Binary category at parity with Male and Female suggests progressive data practices and inclusive hiring. The 9%

The unknown segment should be reviewed to ensure data completeness and accuracy, especially for diversity reporting and compliance. HR teams may consider improving self-identification options and communication during onboarding.

Tenure Distribution



Visual: Bar chart

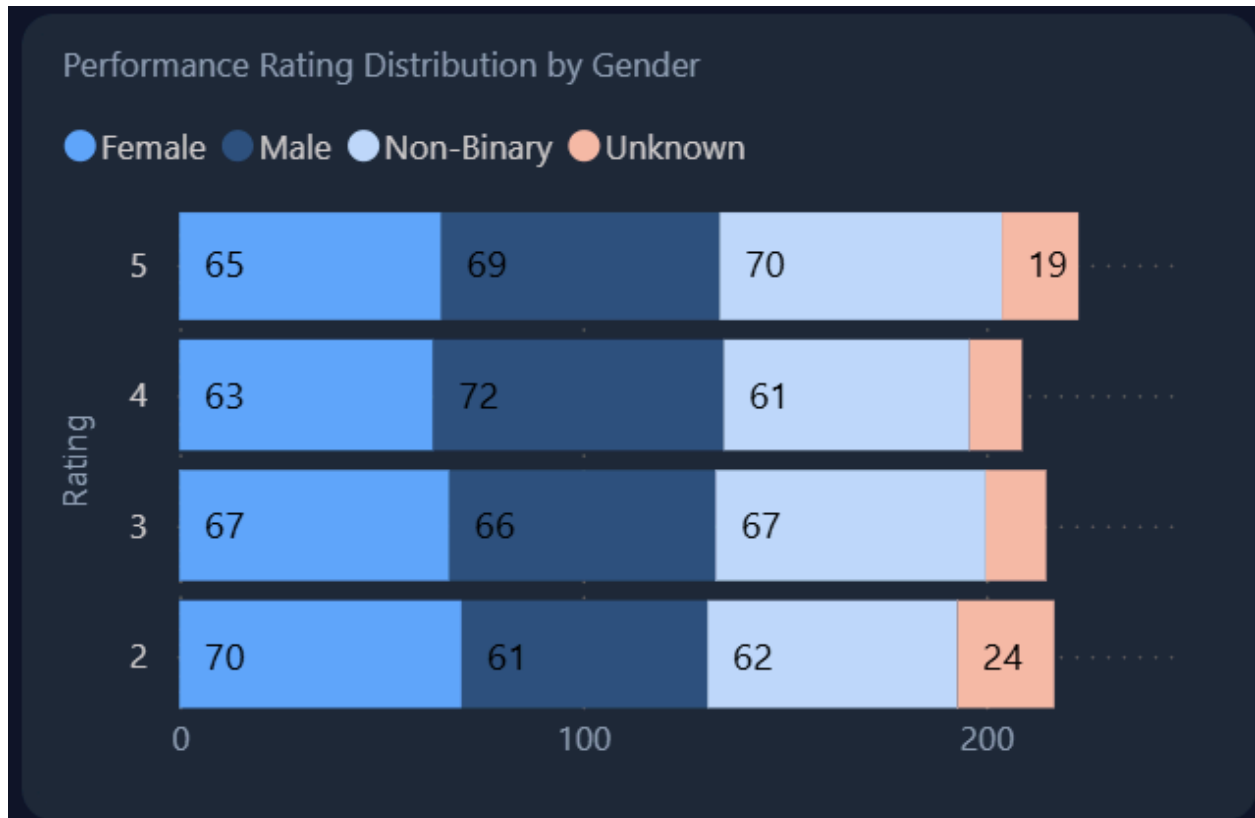
Insights:

- **5-10 years** is the largest tenure group, with **309 employees**, indicating strong long-term retention.
- **1-3 years** and **3-5 years** are also well represented, with **250** and **237** employees, respectively.
- **0-1 year** tenure group is the smallest, with **123 employees**, suggesting lower recent hiring or early attrition.

Comment: This distribution reflects a mature workforce with a solid retention foundation. The strong presence in the 5-10 year band suggests institutional knowledge and loyalty. However, the relatively low count in the 0-1 year group may signal slowed hiring or onboarding challenges.

HR should monitor early-tenure engagement and ensure that new hires are supported to avoid first-year attrition. A balanced pipeline across tenure bands is key to sustaining growth and succession planning.

Performance Rating Distribution by Gender



Visual: Horizontal bar chart

Insights:

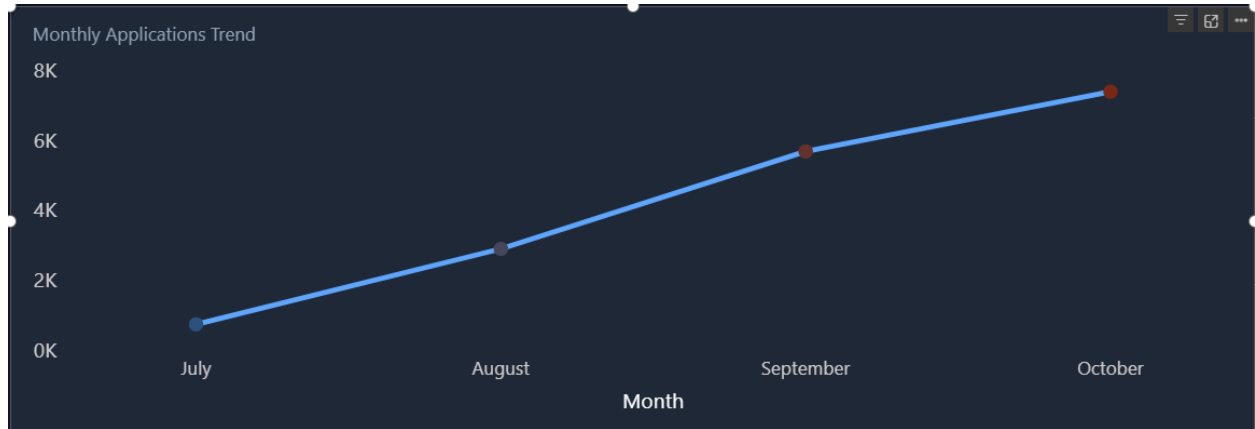
- **Ratings are evenly distributed across genders**, with no major disparities in access to high scores.
- **Rating 5 (Outstanding):** Non-Binary (70), Male (69), Female (65), Unknown (19)
- **Rating 4:** Male leads slightly (72), followed by Female (63), Non-Binary (61), Unknown (20)
- **Rating 2 and 3:** Fairly balanced across all groups, with slightly higher counts in Female and Non-Binary categories
- **The unknown category** shows consistent representation across all ratings, suggesting incomplete or unclassified data

Comment: This chart reflects equitable performance evaluation across gender identities. The near-parity in Ratings 4 and 5 suggests fair access to recognition and advancement opportunities. The consistent presence of Non-Binary employees in top ratings is a positive signal for inclusion.

HR should continue to monitor rating calibration across managers and ensure that evaluation criteria remain unbiased and transparent. The “Unknown” group may benefit from improved data collection during onboarding or performance reviews.

7. RECRUITMENT ANALYSIS

Monthly Applications Trend



Visual: *Line chart*

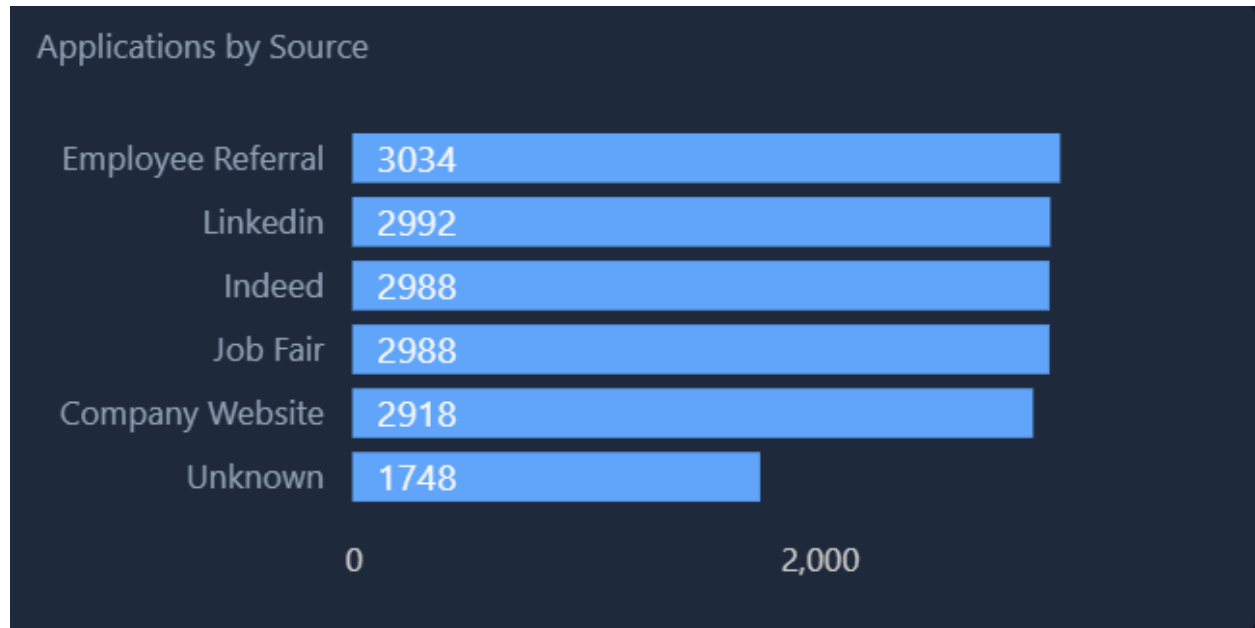
Insights:

- **Applications increased steadily** from July to October 2025.
- Volume rose from just above **0K in July** to nearly **8K in October**.
- The sharpest growth occurred between **August and September**, suggesting a surge in candidate interest or campaign effectiveness.

Comment: This trend reflects strong momentum in talent attraction. The consistent rise in applications may be driven by seasonal hiring, improved employer branding, or expanded sourcing efforts.

HR should analyze conversion rates to ensure quality matches volume and prepare recruiters for peak periods. If October marks the start of a new hiring cycle, proactive planning will be key to maintaining candidate experience and throughput.

Application by Source



Visual: *Horizontal bar chart*

Insight:

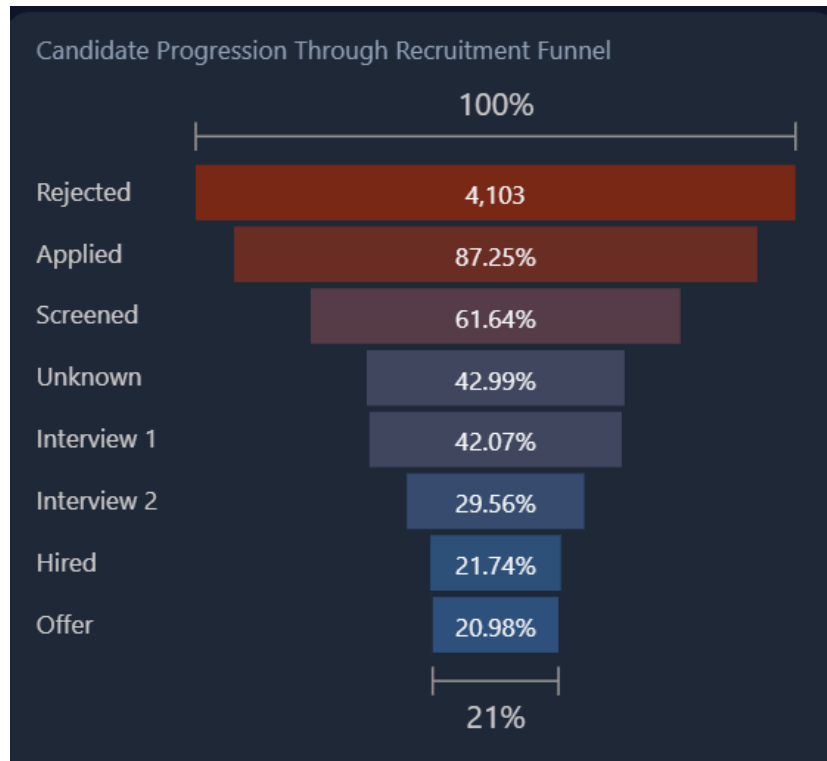
- **Employee Referral** leads with **3,034 applications**, followed closely by:
 - **LinkedIn (2,992)**
 - **Indeed (2,988)**
 - **Job Fair (2,988)**
 - **Company Website (2,918)**
- **Unknown source** trails with **1,748 applications**, indicating potential tracking gaps.

Comment: This refined breakdown confirms a **well-balanced sourcing strategy**, with strong performance across both digital and interpersonal channels.

Employee Referrals remain the top contributor, reinforcing the value of internal networks. The near-equal counts from LinkedIn, Indeed, and Job Fairs suggest diversified outreach is working.

The “Unknown” category should be addressed through improved source tagging to enhance future attribution and ROI analysis.

Candidate Progression Through Recruitment Funnel



Visual: *Horizontal funnel chart*

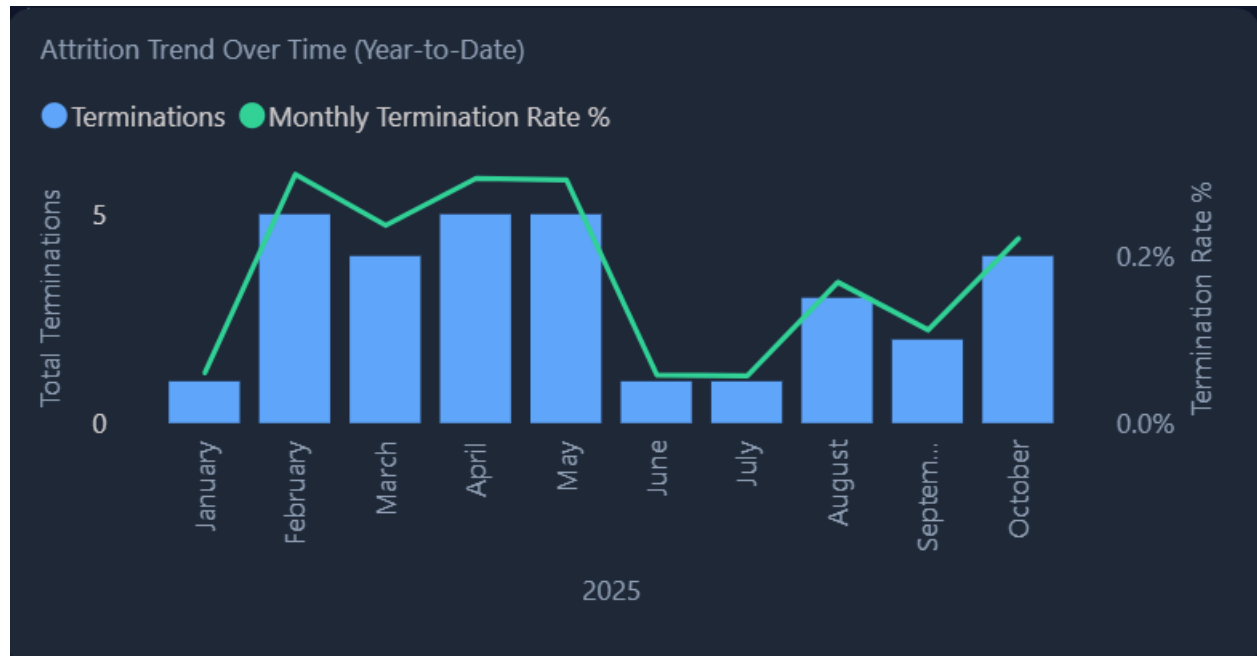
Insights:

- **87.25% of candidates reach the screening stage**, but only **21.74% are ultimately hired**.
- The largest drop-off occurs between **Screened (61.64%)** and **Interview 2 (29.56%)**.
- **Offer stage (20.98%)** is slightly lower than Hired, suggesting some candidates decline or are rejected post-offer.
- **4,103 candidates were rejected**, indicating high volume but selective hiring.

Comment: This funnel reveals strong initial interest and a rigorous selection process. The sharp drop-offs between screening and interviews may indicate misalignment in candidate quality, job expectations, or internal bottlenecks.

HR should review screening criteria and interview conversion rates to ensure efficiency and fairness. The close match between the Offer and Hired stages is encouraging, but optimizing earlier stages could improve overall conversion and reduce recruiter workload.

Attrition Trend Over Time (Year-to-Date)



Visual: Bar and line chart

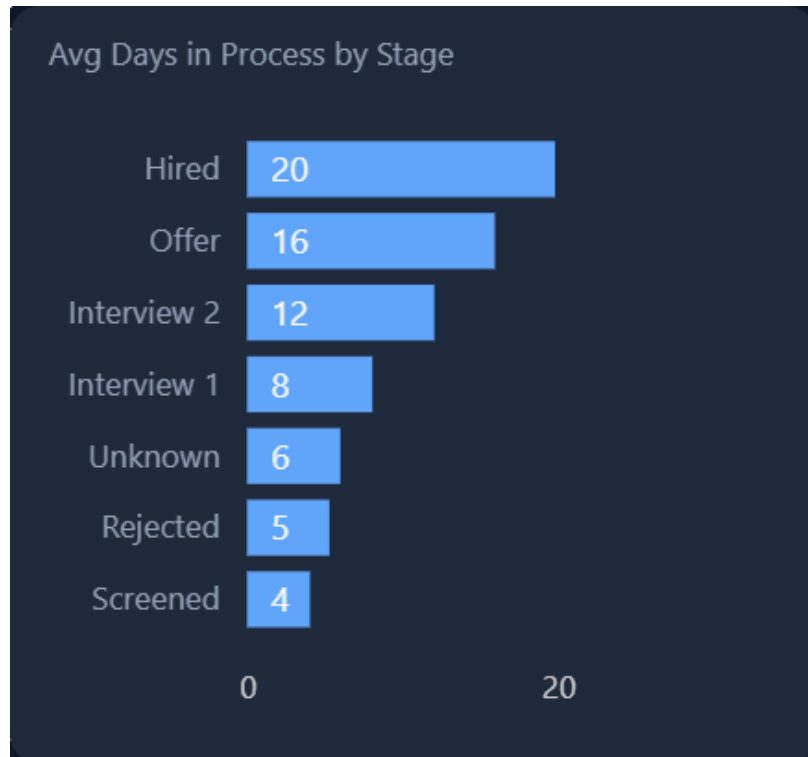
Insights:

- **February** shows the highest attrition, with **6 terminations** and the peak **termination rate**.
- **June and July** had the lowest attrition, with only **1 termination** each.
- **Termination rate fluctuates**, with a slight rise again in **October**, suggesting seasonal or cyclical patterns.

Comment: This chart reveals moderate but variable turnover throughout the year. The February spike may be linked to post-holiday exits or contract cycles, while the summer dip suggests stability.

HR should investigate the drivers behind peak months and assess whether they reflect voluntary exits, performance actions, or external factors. Proactive retention strategies and exit interviews during high-risk periods can help reduce future spikes.

Average Days in Process by Stage



Visual: *Horizontal bar chart*

Insights:

- **Hired stage** takes the longest, averaging **20 days**, followed by:
 - **Offer (16 days)**
 - **Interview 2 (12 days)**
 - **Interview 1 (8 days)**
- Earlier stages, like **Screened (4 days)** and **Rejected (5 days)**, are processed quickly.
- The **Unknown stage (6 days)** suggests some ambiguity or unclassified transitions.

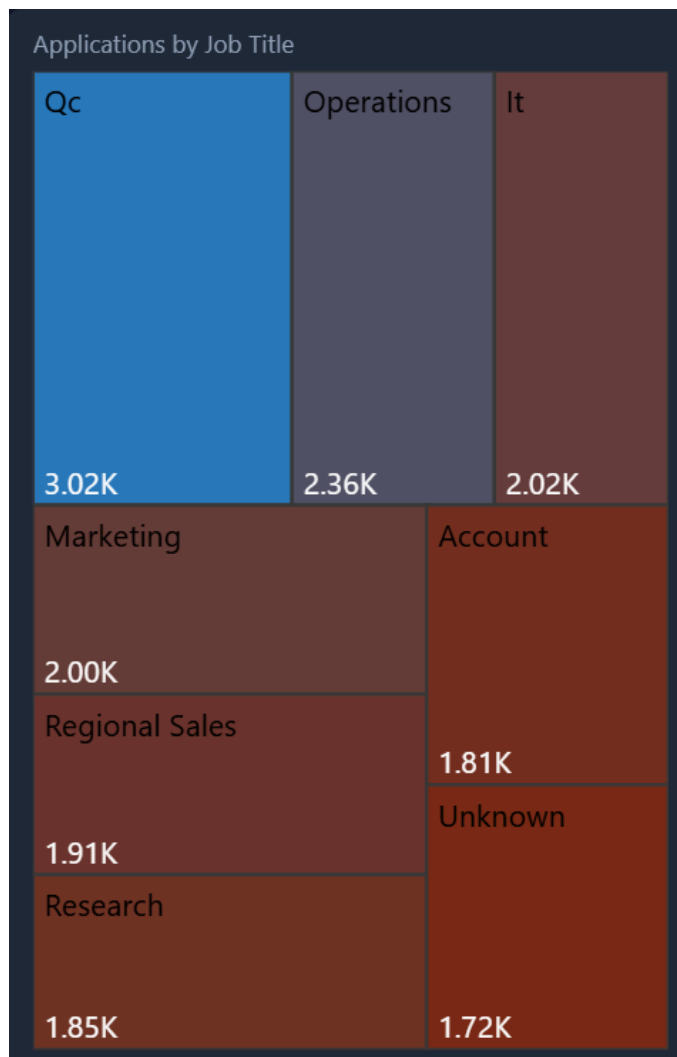
Comment: This chart highlights where time is spent in the recruitment pipeline.

The extended duration at the Hired and Offer stages may reflect negotiation, approvals, or onboarding prep.

Interview stages are relatively efficient, but still present opportunities for streamlining.

HR should assess whether delays at the final stages impact candidate experience or offer acceptance rates. Reducing time-to-hire without compromising quality could improve conversion and employer brand.

Applications by Job Title



Visual: *Treemap*

Insights:

- **Qc** received the highest number of applications (**3.02K**), followed by **Operations** (**2.36K**) and **IT** (**2.02K**).
- Other roles like **Marketing**, **Research**, **Regional Sales**, and **Account** all received between **1.8K-2K** applications.
- **Unknown job titles** still attracted **1.72K** applications, suggesting possible data entry gaps or generic submissions.

Comment: This chart highlights concentrated interest in technical and operational roles, with QC and IT leading the pack.

The strong volume across diverse titles suggests broad hiring appeal, but the presence of “Unknown” applications points to a need for cleaner job categorization.

HR should prioritize high-volume roles for recruiter bandwidth and assess whether job descriptions for lower-volume titles need refinement to attract more targeted applicants.

8. PERFORMANCE & PROMOTIONS

Promotion Trend Over Time



Visual: *Line chart with trend line*

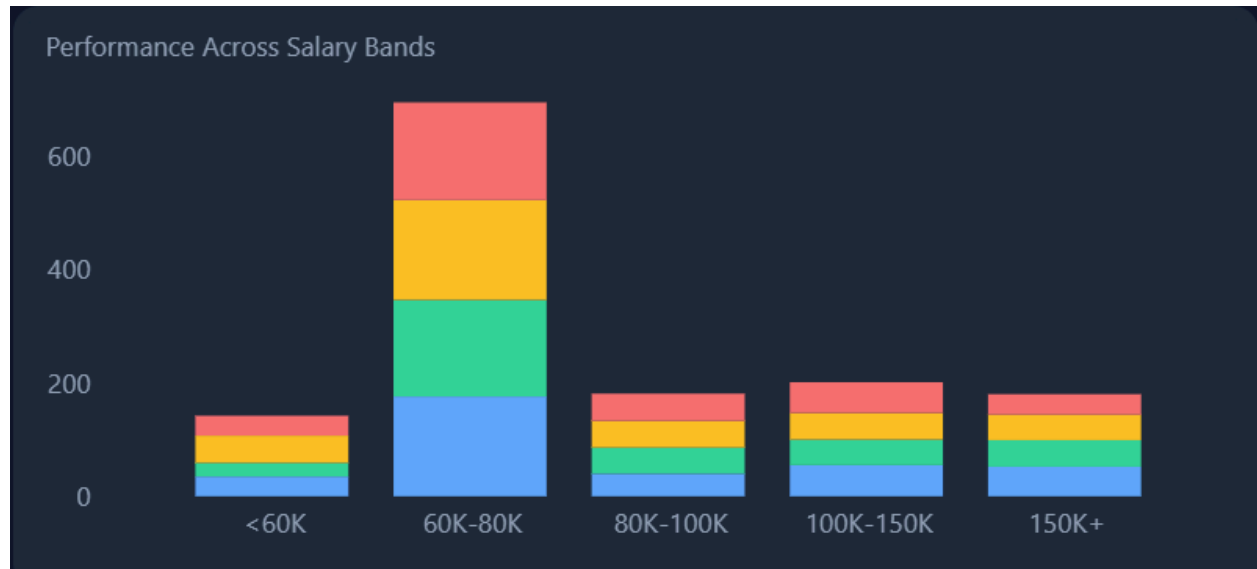
Insights:

- Promotions show **fluctuations year-over-year**, but the overall trend is **positive** from 2019 to 2025.
- **2022** appears to be a peak year, followed by a slight dip and stabilization.
- The **dashed trend line** confirms a steady increase in promotion activity over time.

Comment: This chart reflects a long-term investment in internal mobility. Despite short-term fluctuations, the upward trajectory suggests that promotion policies are becoming more consistent and possibly more inclusive.

HR should analyze peak years to identify successful practices and ensure that promotion criteria remain transparent and equitable. Continued growth in promotions supports retention and career development goals.

Performance Across Salary Bands



Visual: *Stacked bar chart*

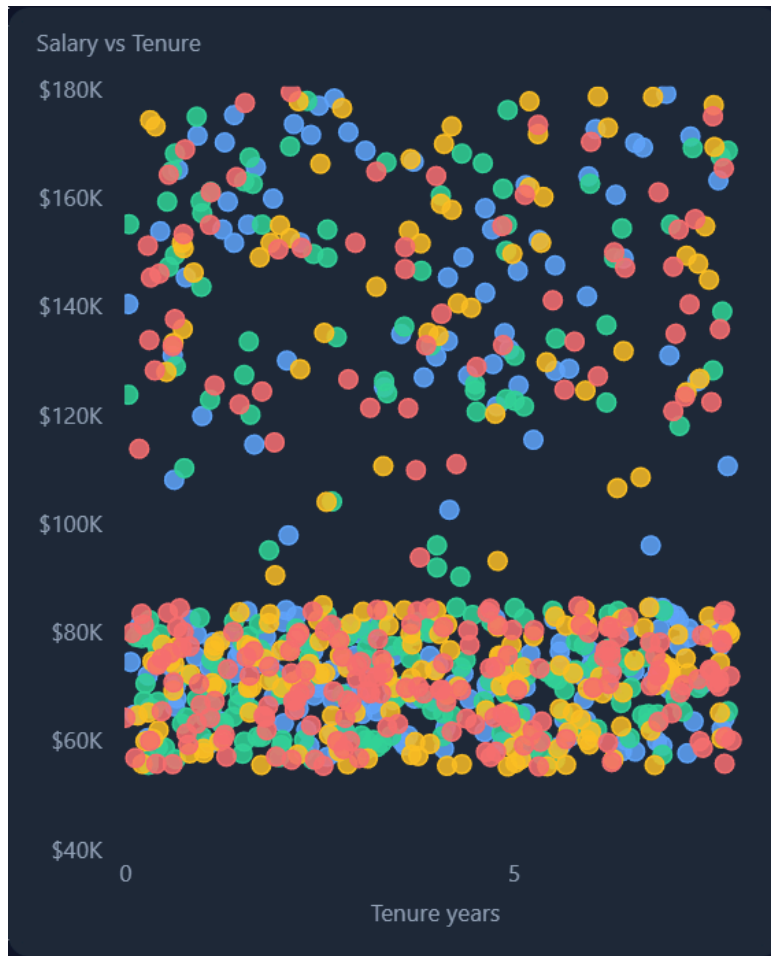
Insights:

- The **60K-80K salary band** shows the highest overall performance, exceeding **600 units**.
- All other bands — including **<60K**, **80K-100K**, **100K-150K**, and **150K+** — fall below **200**, with relatively similar performance levels.
- Performance is **not directly proportional to salary**, suggesting other factors may drive output.

Comment: This chart challenges assumptions about compensation and productivity. The standout performance in the 60K-80K range may reflect optimal role alignment, motivation, or tenure.

Higher salary bands show flatter performance, which could indicate leadership roles with less quantifiable output or misalignment in expectations. HR and leadership should explore whether performance metrics are role-appropriate and whether top earners are being leveraged effectively.

Salary vs Tenure



Visual: *Scatter plot*

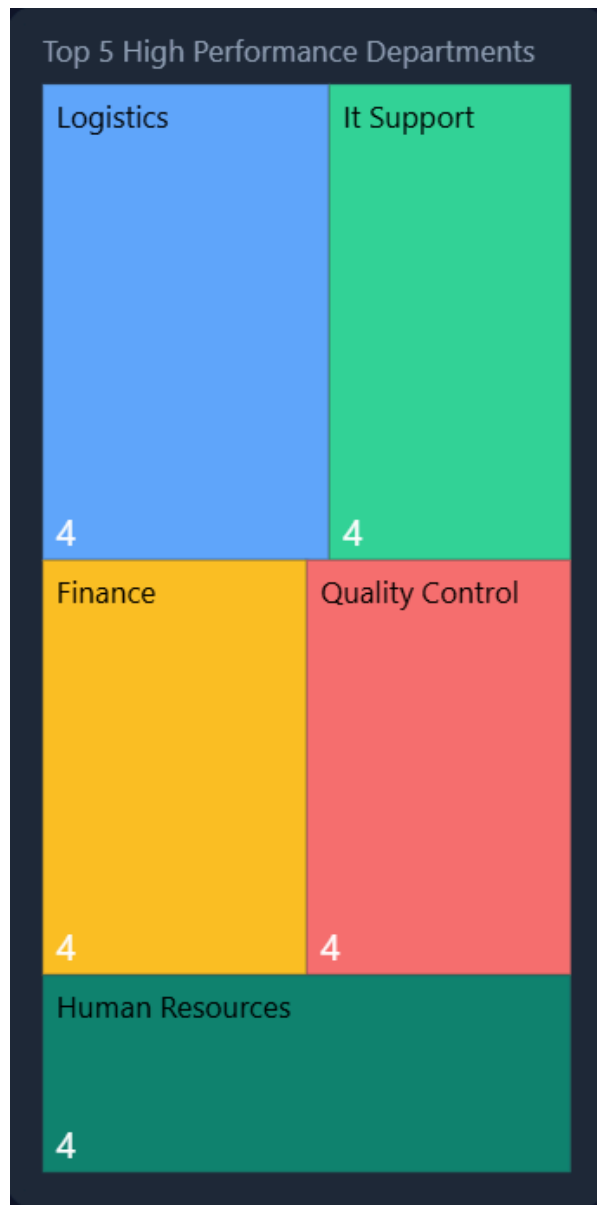
Insights:

- Most salaries cluster between **\$60K-\$80K**, regardless of tenure length.
- **Tenure does not strongly correlate with salary**, as high-tenure employees are spread across all salary levels.
- A subset of employees earn **\$100K+**, but these are scattered across tenure bands, suggesting promotions or specialized roles rather than tenure-based increases.

Comment: This chart suggests that salary progression is not strictly tenure-driven. The dense mid-range cluster may reflect standardized pay bands or capped growth within certain roles. Outliers above \$100K likely represent leadership, niche expertise, or negotiated compensation.

HR should assess whether compensation frameworks reward experience appropriately and ensure transparency in salary progression to support retention and motivation.

Top 5 High-Performance Departments



Visual: *Tree map*

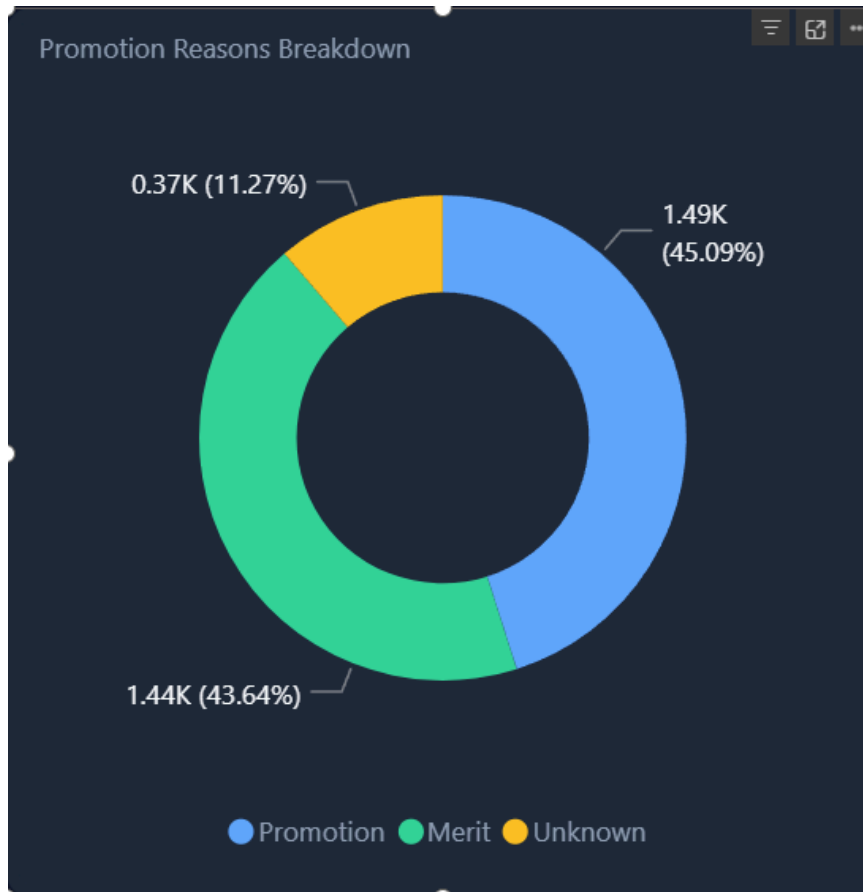
Insights:

- The following departments all received a **performance score of 4**:
 - **Logistics**
 - **IT Support**
 - **Finance**
 - **Quality Control**
 - **Human Resources**
- Performance is **evenly distributed**, with no single department outperforming the others.

Comment: This chart highlights a strong cross-functional performance culture. The equal scores suggest consistent standards and effective leadership across diverse operational areas.

HR and management may explore what shared practices or support systems contribute to this alignment. Recognizing and replicating these success factors across other departments could elevate overall organizational performance.

Promotion Reasons Breakdown



Visual: *Donut chart*

Insights:

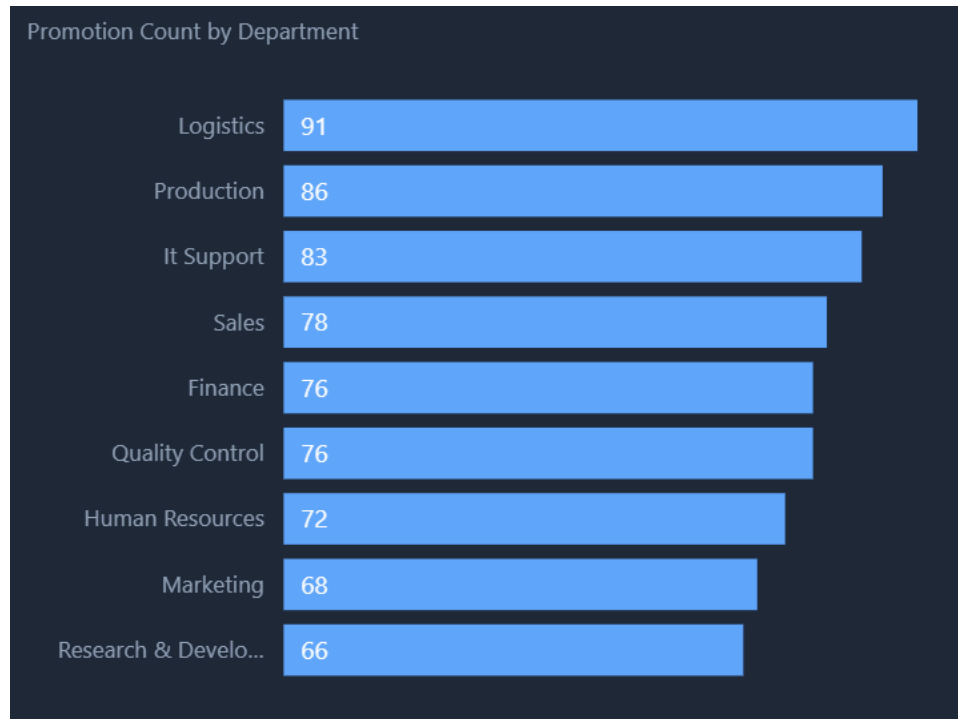
- **Promotion (45.09%)** and **Merit (43.64%)** are nearly equal drivers of advancement.
- A smaller portion (**11.27%**) falls under **Unknown**, indicating incomplete or unclear documentation.
- The balance between Promotion and Merit suggests a mix of **role-based advancement** and **performance-based recognition**.

Comment: This chart reflects a healthy blend of structural and meritocratic promotion practices. The near-parity between Promotion and Merit implies that both career progression and individual contribution are valued.

The “Unknown” category should be reviewed to improve transparency and ensure that promotion decisions are well-documented.

HR may consider standardizing promotion reason tracking to support fairness and future analytics.

Promotion Count by Department



Visual: *Horizontal bar chart*

Insights:

- **Logistics** leads with **91 promotions**, followed by **Production (86)** and **IT Support (83)**.
- **Sales, Finance, and Quality Control** are closely grouped, each with **76-78 promotions**.
- **Research & Development** has the lowest count among the top departments, with **66 promotions**.

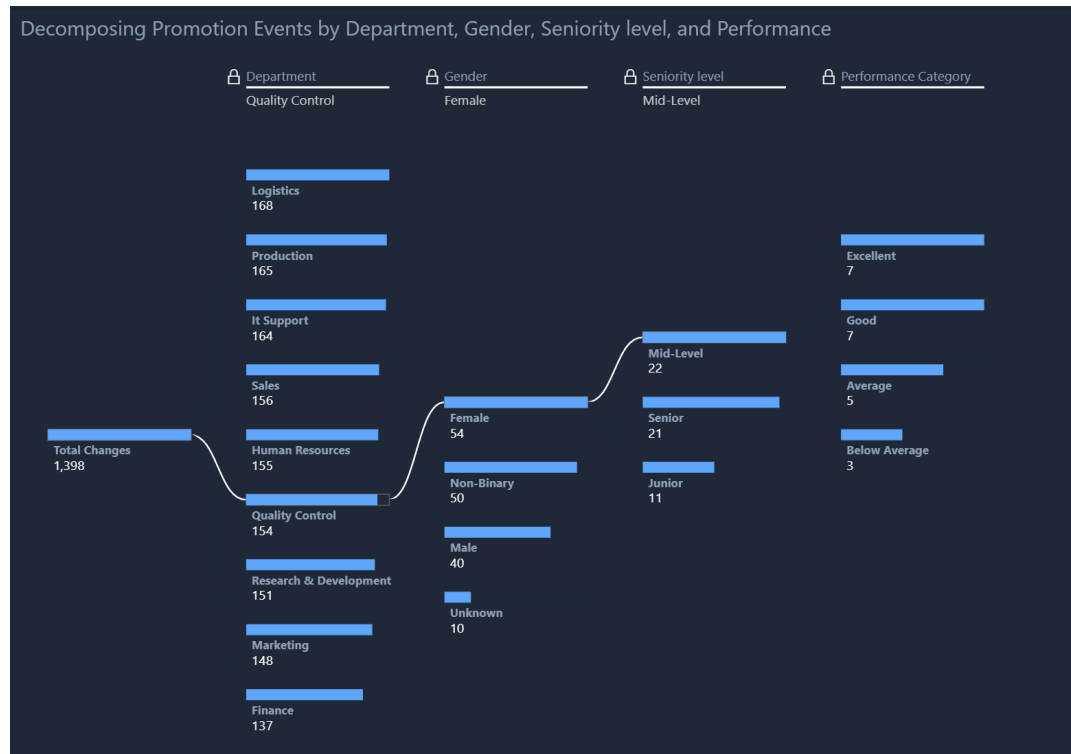
Comment: This chart highlights where internal mobility is most active. The high promotion volume in Logistics and Production suggests operational roles offer clear advancement pathways.

IT Support's strong showing may reflect technical skill development and internal demand.

Departments with lower counts may benefit from clearer career ladders or more structured development programs.

HR should assess whether promotion opportunities are equitably distributed and aligned with performance and growth potential.

Decomposing Promotion Events by Department, Gender, Seniority Level, and Performance



This decomposition reveals a **broad and balanced promotion landscape**, with strong representation across operational and support departments.

For deeper Insights, the PBIX file can be used to:

- Filter by department to assess internal promotion equity
- Cross-analyze gender and performance to identify potential biases
- Explore tenure and salary overlays for context on career progression

9. Conclusions

- **Recruitment is accelerating**, with application volumes rising month-over-month and strong performance across multiple sourcing channels (Referrals, LinkedIn, Job Fairs).
- **Candidate funnel efficiency** shows healthy conversion but notable drop-offs post-screening, suggesting room for refinement in qualification or interview processes.
- **Gender and tenure distributions** reflect inclusivity and workforce maturity, with balanced representation and strong mid-to-long-term retention.
- **Performance ratings are equitably distributed** across gender identities and salary bands, though salary does not strongly correlate with tenure or output.
- **Promotions are trending upward**, with a mix of merit-based and structural advancement. Operational departments lead in promotion volume, and decomposition reveals consistent patterns across seniority and performance.
- **Process timing** highlights bottlenecks at the final hiring stages (Offer and Hired), which may impact candidate experience and acceptance rates.

10. Recommendations

- **Optimize screening criteria and interview calibration** to reduce funnel drop-offs and improve candidate quality early in the process.
- **Refine promotion documentation and tracking**, especially for “Unknown” categories, to support transparency and future analytics.
- **Review compensation frameworks** to ensure salary progression aligns with tenure and performance, especially in higher bands.
- **Streamline late-stage hiring workflows** (Offer → Hired) to reduce time-to-hire and improve conversion.
- **Standardize commentary and insight formatting** across dashboards using bullet points and section headers for executive clarity.
- **Build reusable templates** for decomposition visuals, SOPs, and dashboard commentary to accelerate future reporting cycles.

Final Note

This dashboard reflects the kind of HR ecosystem I believe in: structured, data-driven, and designed for clarity and action. Every chart was selected and formatted with purpose - not just to show data, but to tell a story that executives can act on instantly.

I've prioritized clean layout, space-efficient visuals, and commentary that's formatted for decision-makers. With a few targeted refinements, this framework can serve as a blueprint for future analytics projects - whether in HR, IT, or beyond.