



**PetTech Inc is a company that makes consumer products for household pets.**

### **Problem**

Lately, there have been a lot of complaints from employees who feel like they're struggling to do their jobs well and they're unhappy at the company. As a result, 85% of quotas are on track to be late or missed completely and attrition rates have increased by 45% since the year started.

### **Approach**

An independent researcher was asked to review HR data to uncover what the problem is and how to solve it.

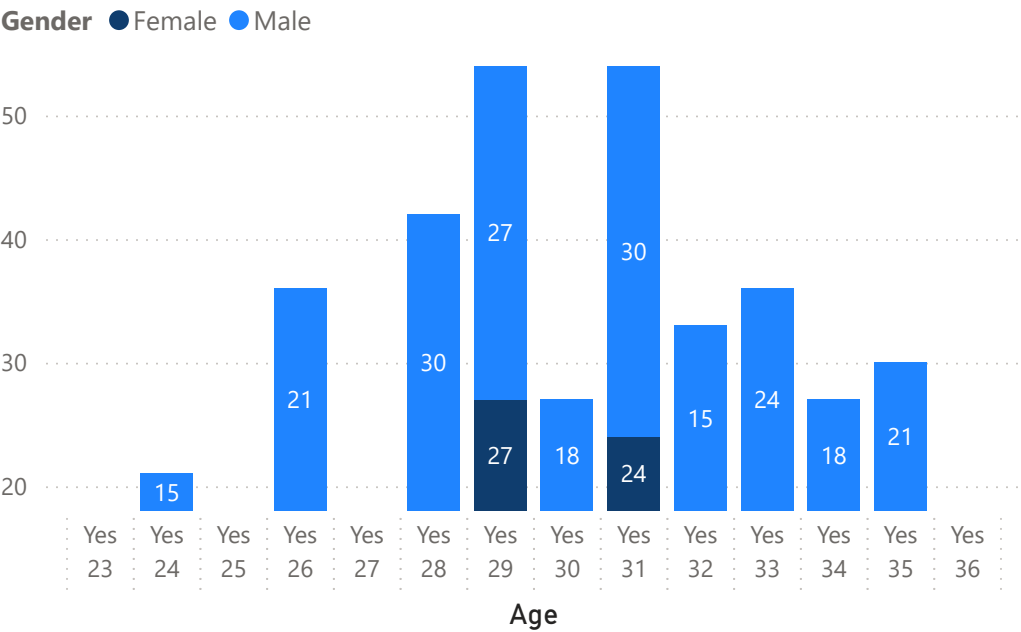
### **SMART Goal**

Decrease attrition rate to 10% or lower AND Improve 85% of completed-on-time quotas by December 31, 2025 through understanding worker barriers and intervening to remove them.

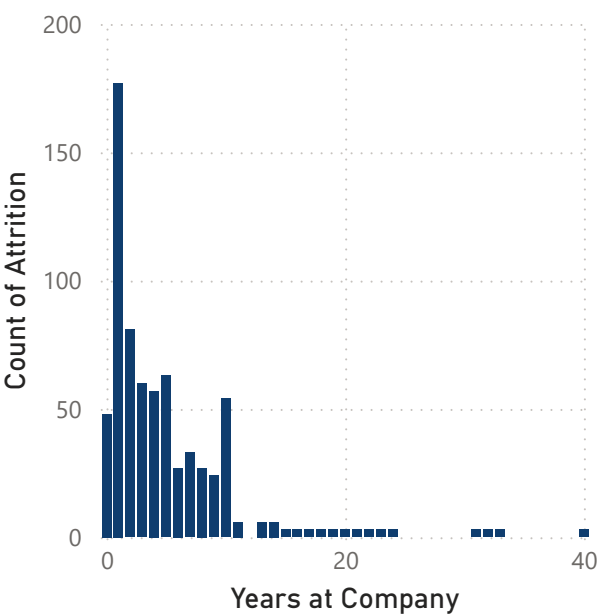
Demographics of Attrition

The majority of employees who've left the company are between ages 28 and 35, with the majority of employees leaving after being here for a year (177) and an 89% decline in employees who have left after their 10 year mark. 63% of attrition has come out of the Research and Development department, with their Bachelor- and Master-level separations making up 40% of all attrition.

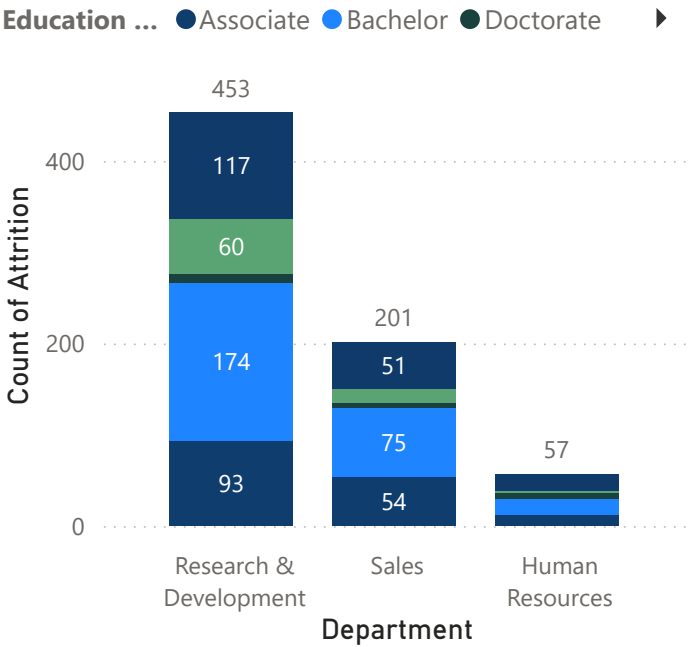
Attrition by Age & Gender



Attrition by Years at Company



Attrition by Education & Department

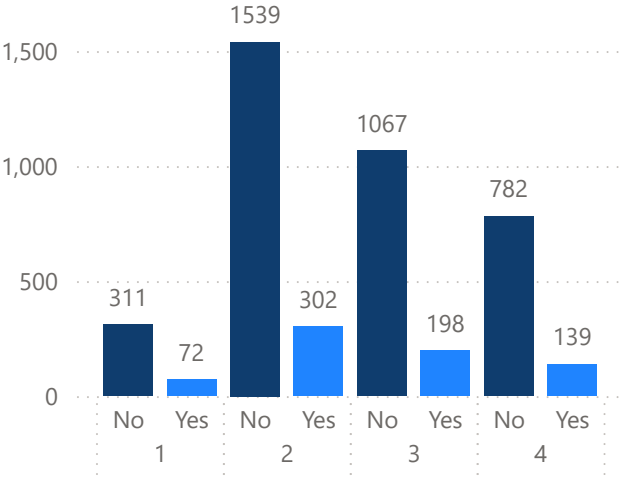


Overall Perception Scores

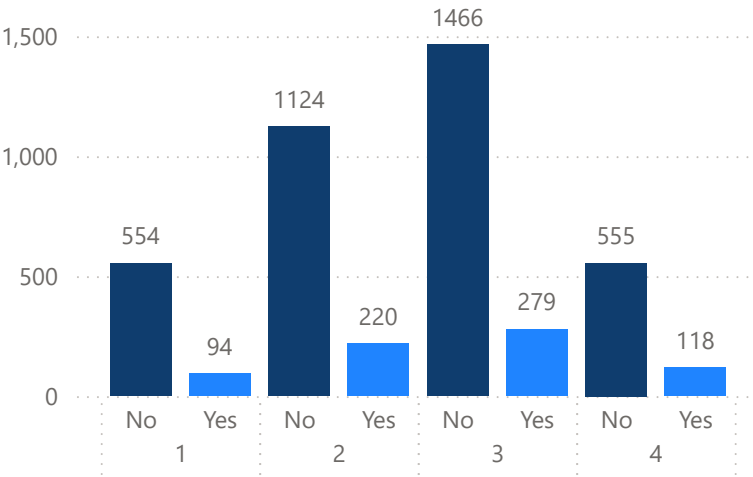
To understand the root of the complaints, related perception surveys were distributed to employees. The three lowest-scoring measures were Performance Rating with 50% of unsatisfactory scores, Support with 45%, and Communication with 71%. Separated employee input made up for 16% of the data and reflected the still-present employee consensus.

Overall Perceptions; 1= Poor, 2=Needs Improvement, 3=Satisfactory, 4= Above and Beyond  
Yes = Attrition, No = Still Employed

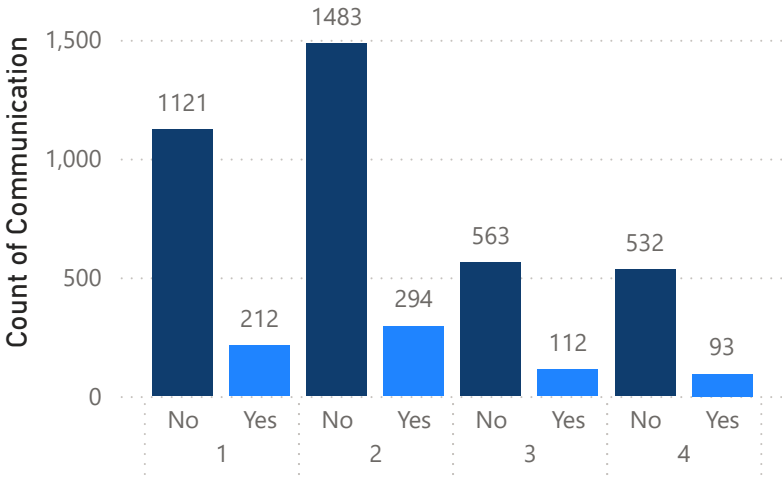
Performance Rating of Managers



Support from Management



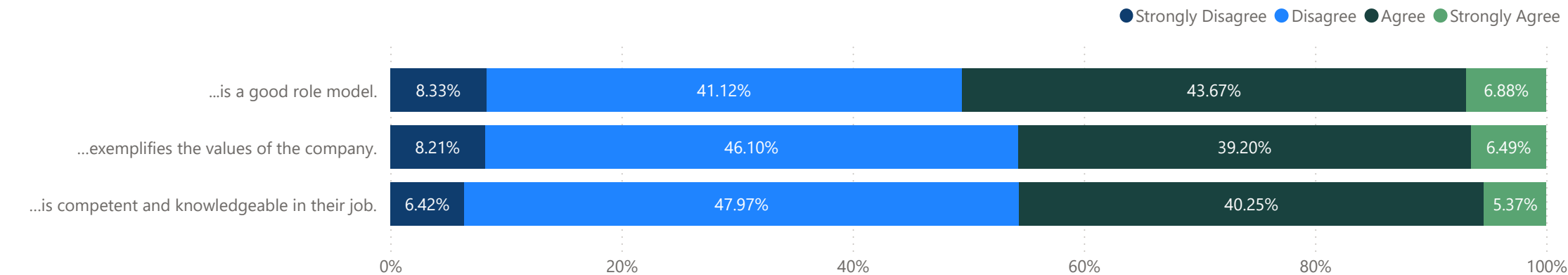
Communication from Leadership



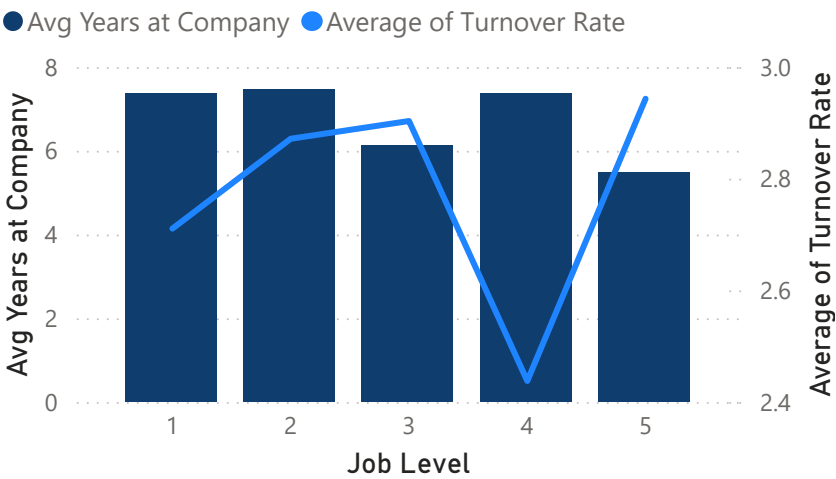
Performance Rating of Management by Former Employees

Former employees from the Research and Development department scored their managers the lowest in performance factors at 72% dissatisfaction. Drilling down into other influences for the R&D department, we see that turnover rate is high for the first 3 job levels in that department.

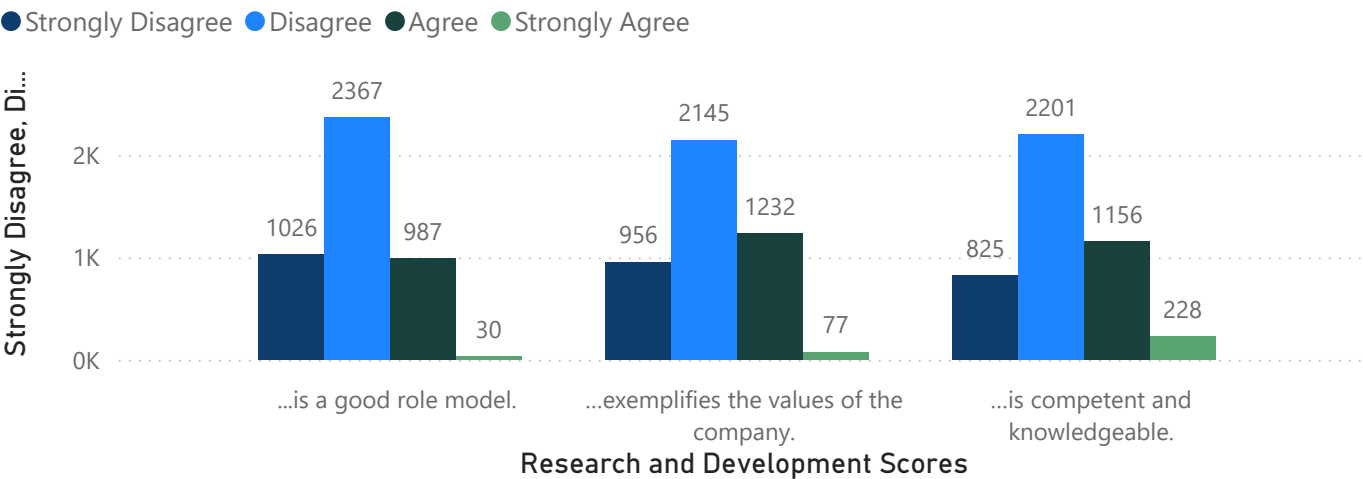
My Manager...



Attrition Over Time - R&D Dept Only



R&D Indicators

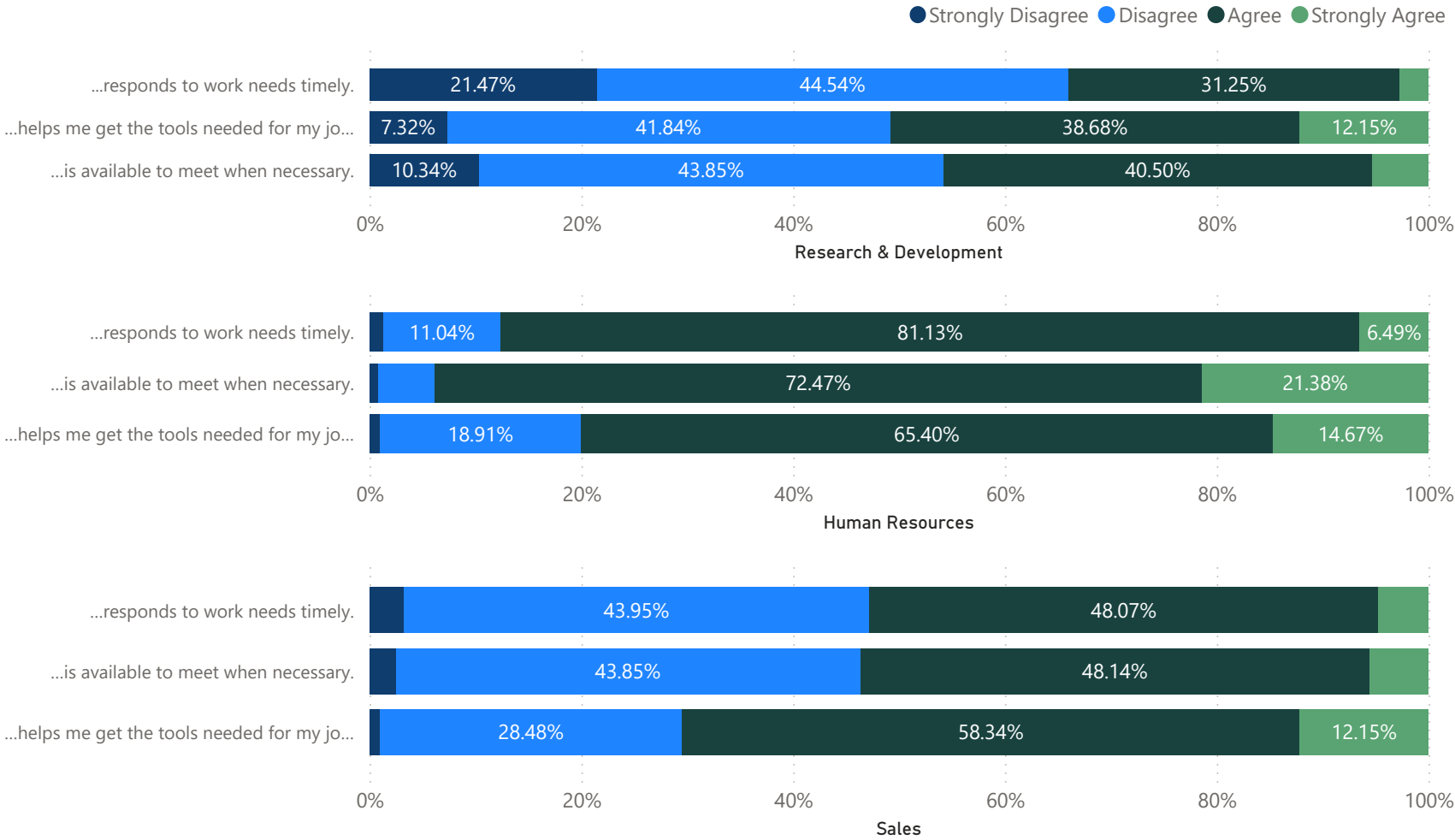


Support Rating of Management by Former Employees

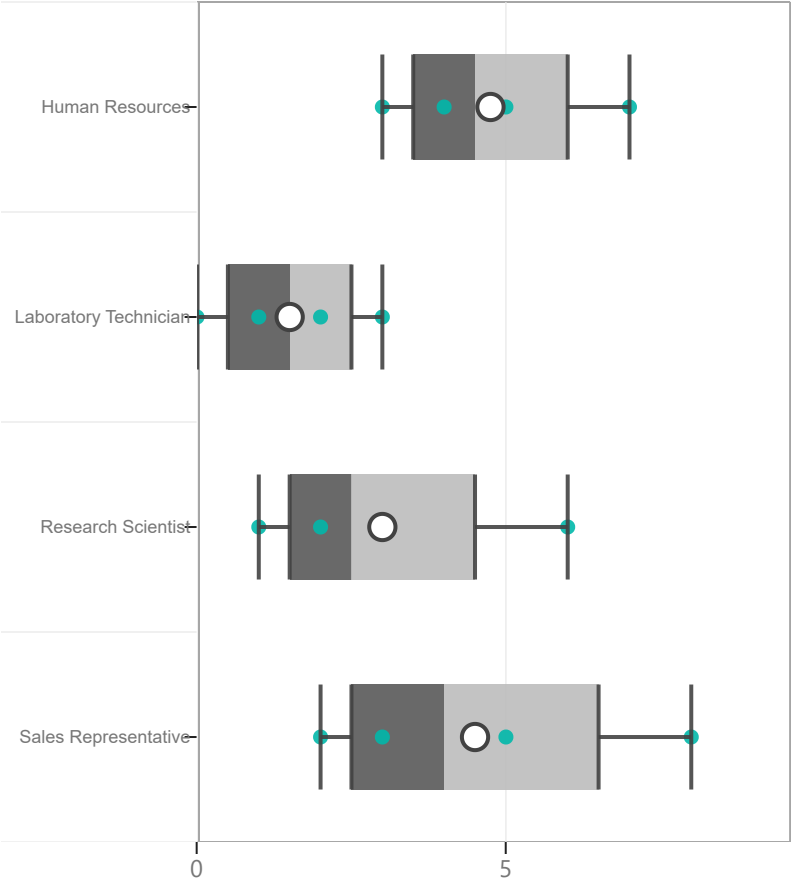
Again seeing low scores in R&D, but also a split between scores in the sales department as well. HR had higher scores than the others at an average 87% approval rate of manager support.

Looking at number of years with current manager, HR employees have the highest average time spent with the current manager whereas R&D employees have had much less time (especially Lab Techs at 1.5 years). Sales Reps have the widest range, from 2 to 8 years.

My Manager...



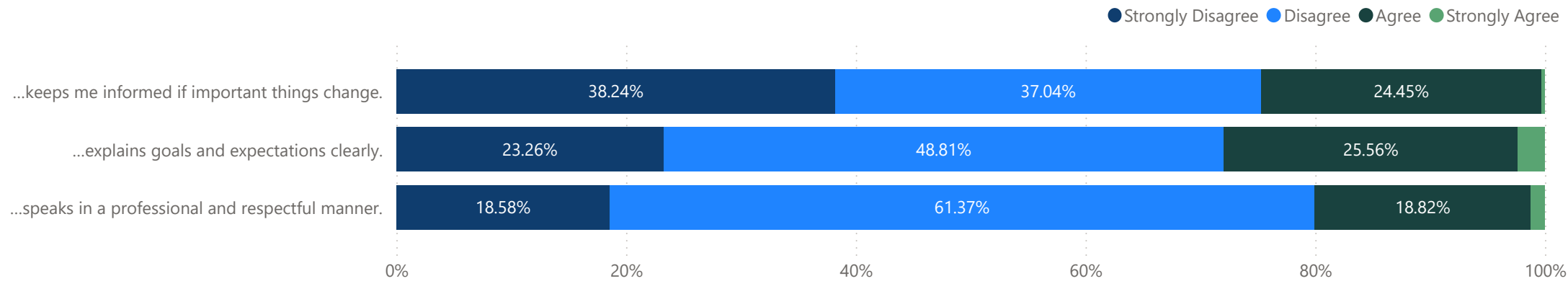
Years with Current Manager



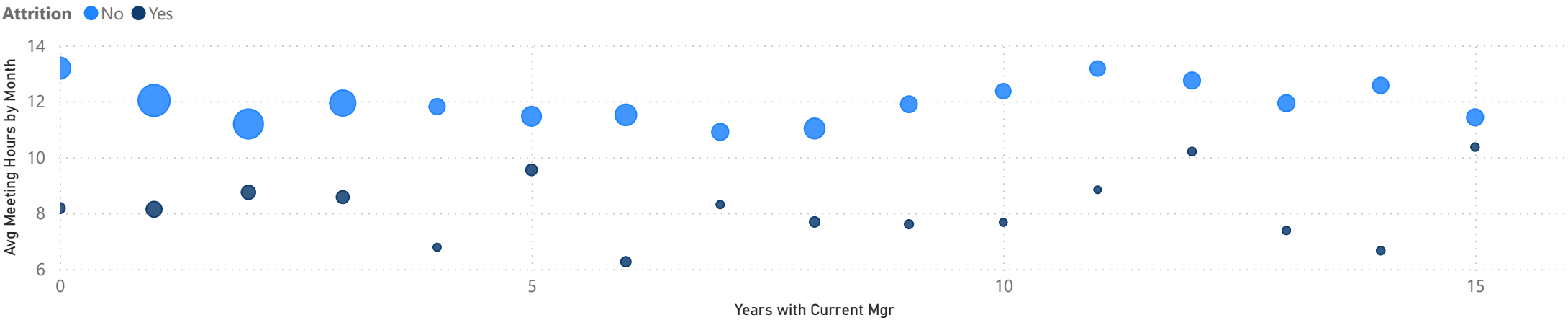
Communication Rating of Management by Former Employees

Communication ratings were the lowest, with an average 76% disapproval rating. 90% of sales department employees were particularly unsatisfied with how their bosses spoke to them, and roughly 85% felt like goals and expectations were not explained clearly. The largest dissatisfaction was from the sales employees feeling as though they were not informed of changes, with 59% choosing the lowest score possible. Employees who left had consistently less time on average in meetings than employees who stayed. While current employees typically have an average of 12 hours of meetings per month, whereas attrition employees met for an average of 8 hours per month.

My Manager...



Attrition by Years with Manager and Average Meeting Hours per Month



## Recommendations

PetTech Inc employees provided generally positive reviews of the company overall. From the negative scores associated with higher attrition rates, recommendations include enacting training and procedures which structure employee expectations. Areas of focus indicate pain points requiring more critical attention.

### Leadership Training

- Soft skills; leadership behavior and communication.

### Employee Training

- Problem-Solving Autonomously.

### Meeting Procedures

- Written structures and expectations



### Areas of Focus

- R&D Department;
- Job Level Responsibilities/ Structuring;
- Employees with under 10 years at the company;
- Employees with less than 4 years with current manager.

Education Level

All

Education Field

All

Job Role

All

Job Level

All

Income

10090199990

Years At Company

0

40

Percent Salary Hike

11

25

Yrs Since Last Promot...

0

15

Years W/Curr Mgr

0

15

Population by Age and Gender

Gender ●Female ●Male

