

## Petra Huszti - HR Analytics Evaluation

Our task is to create a Voluntary Attrition analysis, aiming to better understand why employees leave the company voluntarily and what factors influence this process, our main metric is the Voluntary Attrition Rate.

### The Company

Company ABC is a mid-sized international software company with roughly 30,000 employees across 8 countries. They are known for having a diverse workforce, creating reliable products, and providing excellent customer service.

### The Situation

Like many companies, Company ABC is finding it difficult to navigate the long-term effects of the COVID pandemic on its workforce. For the first year, overall employee satisfaction was high – most likely as a result of how transparent and thoughtful the company was being towards employee wellbeing. But now as things begin to settle, CHRO Nadine Cook is concerned the company is falling prey to the “Great Resignation” after receiving word of termination after termination.

#### What is Voluntary Attrition?

Voluntary Attrition refers to situations when an employee leaves the company by their own decision. This metric is important because it reflects how well the company retains its employees, and it usually provides feedback on employee satisfaction and the work environment.

#### What drives attrition?

- Work environment
- Salary and benefits
- Career development
- Work-life balance

#### Why do we filter by it?

Filtering attrition rates by different dimensions (e.g., division, location, position) helps identify where higher turnover occurs, giving us a clearer view of which groups may need intervention or improvements.

# HR ANALITYCS DASHBOARD FOR VOLUNTARY ATTRITION

2016

2017

2018

2019

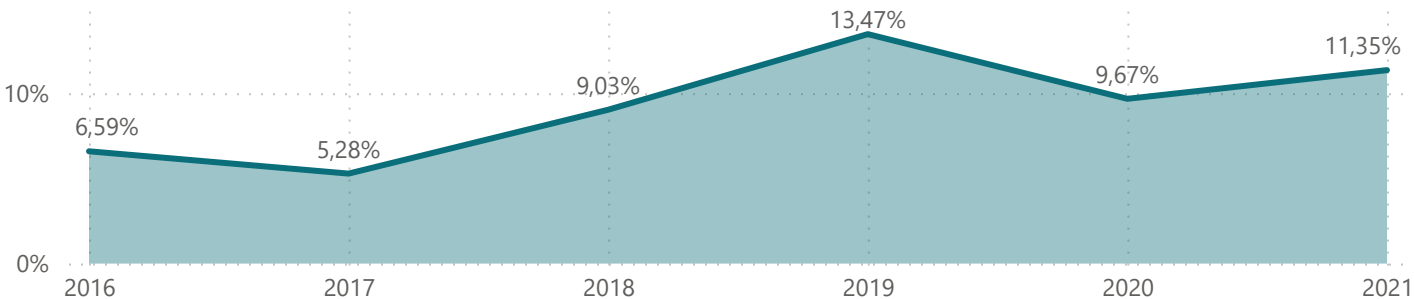
2020

2021

85,3%

Voluntary Terms Rate  
By Year

Voluntary Attrition Rate by Year



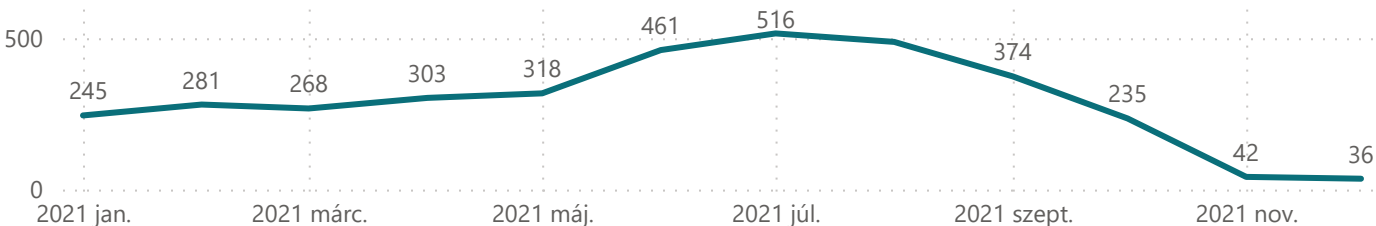
Voluntary Attrition Rate by Division

Division	2021
Creative	7,16%
Customer Service	20,16%
Events	5,21%
Information Technology	14,63%
Logistics	7,97%
People	9,48%
Product	9,47%
Real Estate	7,57%
Sales & Marketing	6,55%
Strategy	5,45%

3567

Voluntary Leavers

Voluntary Leavers by Year, Quarter and Month



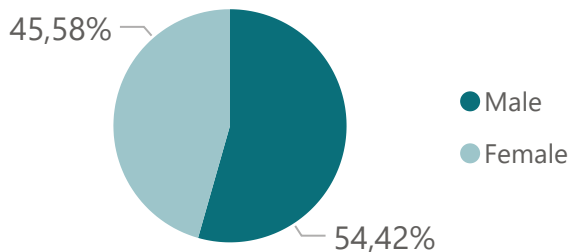
Voluntary Attrition Rate by Job City

Job City	2021
Bangkok	302
Cape Town	99
New Delhi	1256
Ottawa	74
Perth	687
Rome	189
Santiago	147
Total	3567

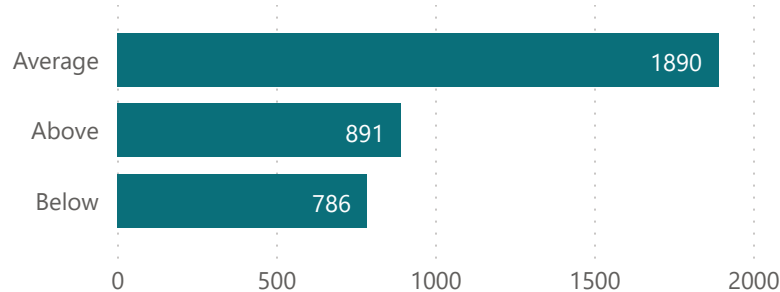
11,35%

Voluntary Attrition Rate

Voluntary Leavers by Gender



Voluntary Leavers by Comp Reward



Year To Date Attrition

9,4%

Voluntary Attrition Rate YTD

2949

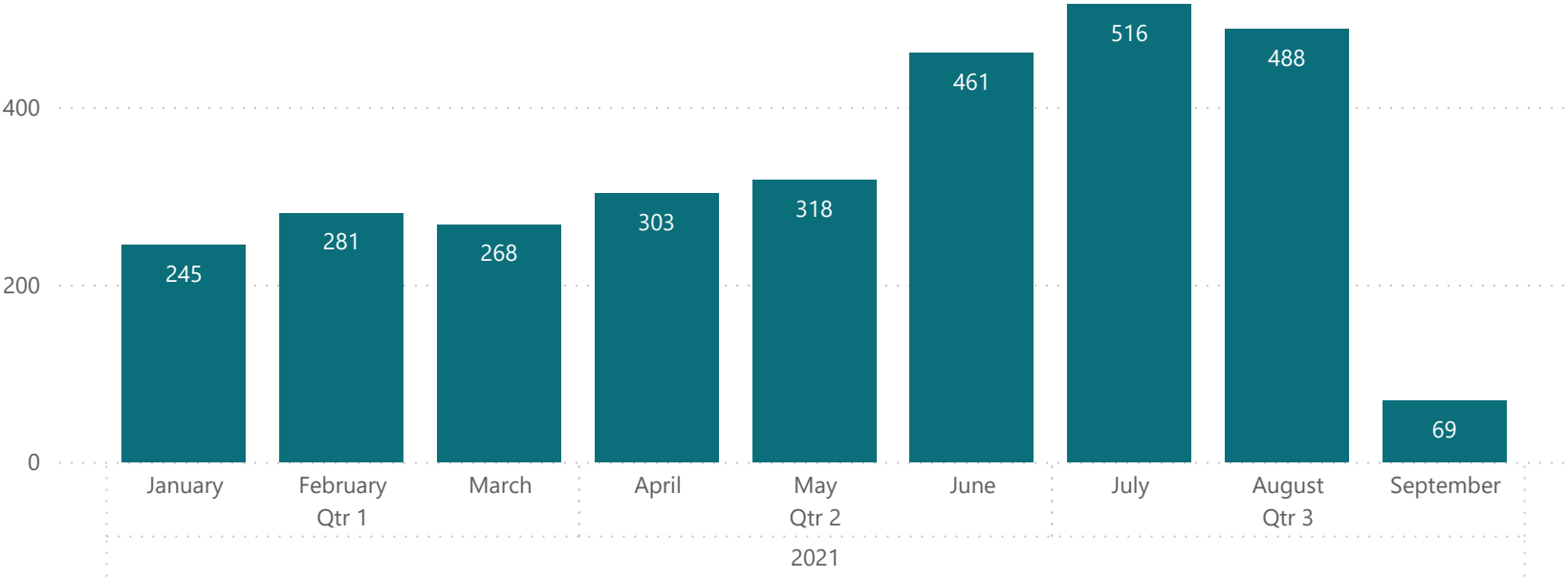
Voluntary Leavers YTD

85,4%

Vol\_Terms\_Rate\_YTD

Division	Job City	Manager Type	Performance Rank	Ethnicity
All	All	All	All	All

Voluntary Leavers YTD by Year, Quarter and Month



Voluntary Leavers YTD

Year	Voluntary Leavers YTD
2021	2949
Qtr 3	1073
September	69
August	488
July	516
Qtr 2	1082
June	461
May	318
April	303
Qtr 1	794
March	268
February	281
January	245
Total	2949

## Year To Date Calculate\_September 5th 2021

### General trends:

#### **Voluntary Attrition Rate: 9.388%, Voluntary Leavers: 2949 people**

- In the first nine months of the year, especially in June, July, and August, there was a significant increase in voluntary attrition. This rate is concerning because it indicates a high level of voluntary turnover.
- Based on the analysis of cities, divisions, and manager types, it is clear which key areas the company needs to focus on to improve employee retention.

### Division Analysis

#### **Customer Service:**

##### **16.534% Voluntary Attrition Rate**

This division stands out with the highest attrition rate. This indicates that employee dissatisfaction and retention challenges are particularly prominent in the Customer Service area.

#### **Information Technology:**

##### **12.022% Voluntary Attrition Rate**

- The IT sector is highly competitive, which may contribute to the turnover. June, July and August were the most critical months when the most employees left in this division.

### City Analysis

#### **New Delhi (3.307% Voluntary Attrition Rate, 1039 people):**

- New Delhi has the highest attrition rate, especially in June and July. As one of the company's key locations, this city should receive special attention in retention strategies.

#### **Washington (2.177% Voluntary Attrition Rate, 684 people):**

- also showing a high attrition rate, 684 employees left the company in this city, which also indicates a significant attrition rate.

### Manager Type Analysis

#### **Individual Contributor (6.373%):**

- There is also a high attrition rate among individual contributors, especially in July, when the highest number of departures occurred. A lack of career development opportunities may contribute to the turnover for individual contributors.

#### **Mid-Level Management (5.16%)**

- There is a significant attrition rate among mid-level managers, which is concerning because this level plays a critical role in team management and implementing company strategies.

## Year To Date Calculate\_September 5th 2021

### Compensation and Performance Analysis

#### **Compensation (average salary range):**

- Employees in the average salary range have the highest attrition rate. This may indicate that these employees do not feel adequately valued and are looking for better opportunities.

#### **Performance Rank:**

- Employees with mid-level performance evaluations also have a high attrition rate, suggesting that this group does not feel recognized or satisfied with their careers.

### Gender and Ethnicity

Based on the breakdown by gender and ethnicity, there are no significant differences in the Voluntary Leavers rates.

### Recommendations

#### **Targeted retention strategies**

- In cities like New Delhi, divisions like IT, and Customer Service, it would be beneficial to implement targeted retention strategies. For example, more competitive compensation packages, career development opportunities, and employee satisfaction programs could be introduced to improve retention rates and address the specific challenges faced in these areas.

#### **Yearly and monthly monitoring**

- It is important to continuously monitor the voluntary attrition rate and the number of leavers monthly in divisions such as IT, Customer Service, and other key areas. This will allow early identification of resignation trends and enable quick interventions to mitigate further employee turnover.

# VOLUNTARY ATTRITION TRENDS

## 2016 - 2021

2,95

Average Tenure of Voluntary Leavers (YEARS)

Job City

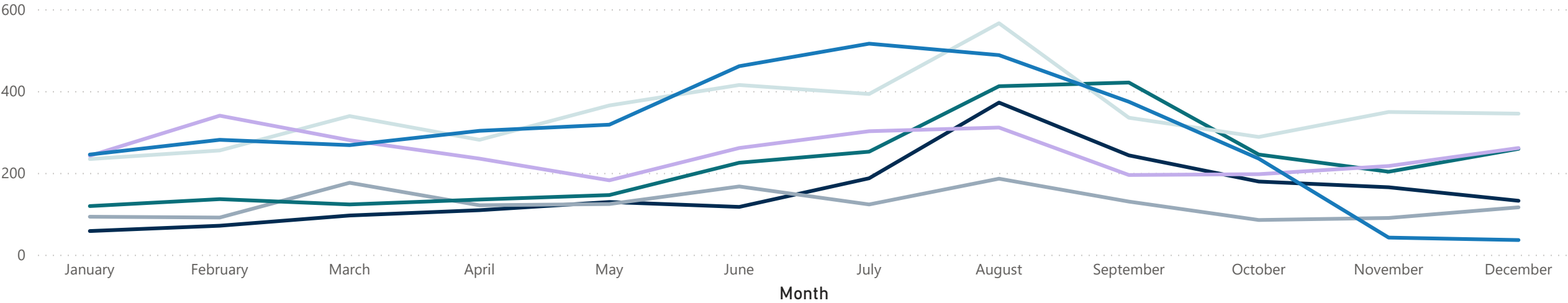
Bangkok	Cape Town	New Delhi	Ottawa	Perth	Rome	Santiago	Washington DC
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Division

Creative	Customer Service	Events	Information Technology	Logistics	People	Product	Real Estate	Sales & Marketing	Strategy
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Dynamic\_Voluntary\_Leavers\_Filtered by Month and Year

Year ● 2016 ● 2017 ● 2018 ● 2019 ● 2020 ● 2021



## Final Analysis and Recommendations

The analysis shows that the Voluntary Attrition Rate between 2016 and 2021 is concerning, especially during the middle months of the year, such as June, July, and August, when voluntary leavers increased significantly. The average tenure of employees is 2.95 years, which is relatively low, especially for a company that expects long-term commitment from its employees. In 2019, the voluntary attrition rate was the highest, likely due to the impact of COVID, which significantly influenced employee decisions to leave.

### Key Areas

**Customer Service:** This division has a very high voluntary attrition rate. Retaining employees here is particularly difficult, which requires stronger retention strategies.

**Information Technology:** The IT sector faces high competition for talent, which contributes to the high attrition rate. More attractive career development opportunities should be offered to IT employees.

**New Delhi:** These cities have the highest attrition rates, so focused retention programs are needed in these regions.

### Recommendations

#### **Targeted retention strategies:**

- It is important to introduce more competitive compensation packages and career development opportunities in critical areas like Customer Service, IT, and high attrition cities like New Delhi.

#### **Continuous monitoring:**

- It is recommended to monitor the voluntary attrition rate and the number of leavers monthly so that potential problems can be detected early, and quick interventions can be made.