Voluntary Attrition Of High-Performing Employees

A data analytics project

Project Overview: The goal was to identify what impact the Great Resignation had on a top pharmaceutical company.

Client Instituted Workforce Analytics Framework

Project Methodology

1. Can we determine the profile of our best employees who are voluntarily quitting?

2. Determine what are the significant characteristics to measure

3. Identify the "right" data with Workday

4. Use Tableau as a data visualization tool to illustrate findings to stakeholders

5. Organize results to develop a voluntary attrition profile

6. Implement evaluative engagement strategies

7. Align engagement strategies to overall business performance

Project Methodology Deep Dive

Business Hypothesis

1. The business strategy pushed me to think about an even larger business question, "if we can determine why high performing employees are voluntary terminating, we can install stopgaps to retain top talent

2. Employee attrition data was filtered by geography, sector, function, grade, tenure, and performance. The goal was to capture an employee profile to determine "who" was voluntary resigning. Employees who excelled on their most recent 360° score card review were deemed high performing.

Data Synthesis & Results

3. The client filters data from Workday to Vizier, which was then exported and scrubbed in Excel, and lastly made ready for Tableau.

4. I built a Tableau dashboard that dynamically filtered the attrition metrics, and this allowed unique illustrations to create precise insights

5. From the Tableau dashboard, I built voluntary attrition profiles that detailed the most recent 3 years of where high performers exited from

Stakeholder Interest

6. I implied several recommendations that were HR related and wholistic. The recommendations were research-based assumptions that may are proven to engage employees.

7. The business or stakeholder impact connected my results to a current project that was in beta. A team of data scientist created an attrition forecasting tool, and my generated voluntary attrition profiles were used to evaluate current talent and their attrition risk.

Stakeholder Interest

Recommendations
❑ Pair high performing employees with effective mentors
❑ Share best practices
❑ Continuing education
❑ Needs assessment/stay assessment
❑ Evaluate workplace culture
❑ High visibility assignments
❑ Clear pathways for growth/promotion

Next Steps	
Align Narrative	Forecasting

❑ Continue External Research, monitor national and global trends
❑ Interview Site Leaders
   ❑ Deep dive into management and leadership practices to reinforce recommendations
	❑ Apply Beta Tool
	   ❑ As the data becomes even more refined, the attrition risk can be forecasted for pinpoint accuracy
	   ❑ Evaluate Recommendations
	      ❑ Determine the efficacy of the recommendations based on current best practices