

Overview of the Dataset

1. Mock Store Staff Listing:




- 5,032 active staff
- 18 regions (AU and NZ)
- 53 stores across 6 brands

2. Terminated Employee Listing:

- 1,837 terminated staff
- 7 brands
- 15 position titles
- 26 reasons for termination

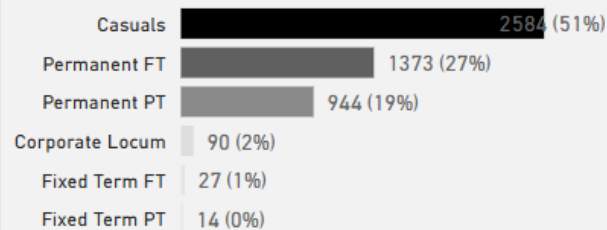
1. Identify key trends in headcount movement, turnover, and workforce composition
2. Provide insights and/or potential issues facing the business (2-3)

1. Workforce is Highly Casual and Short-Term

- **Casual staff = 51%** of total workforce (2,584 of 5,032)
 - **88%** of total staff have **less than 12 months of service**
 - **57%** of staff work **less than 3 hours/day** and **<10 hours/week**
-  **Insight:** This is a highly casual, flexible workforce — likely supporting seasonal and retail demands.
-  **Opportunity:** Continue leveraging flexibility for cost-efficiency and peak season agility.
-  **Risk:** High casual ratio may affect engagement, training consistency, and long-term retention.

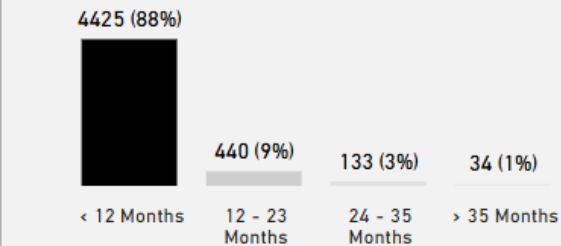
Staff Contract Types

Casual staff represent over half the workforce.



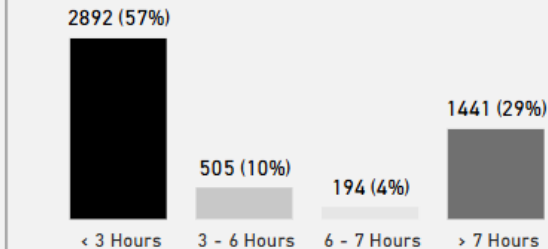
Staff Tenure by Service Length

Most staff have less than 12 months' service.



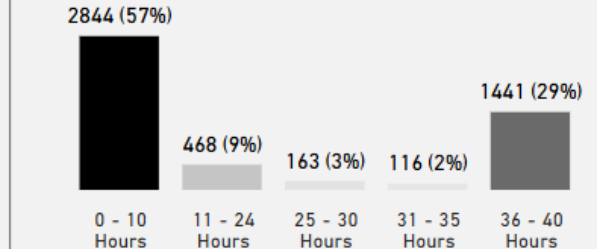
Daily Working Hours per Staff

Majority work less than 3 hours daily.






Weekly Working Hours per Staff

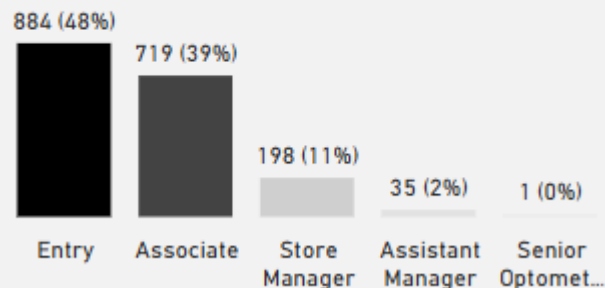
Most work fewer than 10 hours weekly.



2. Termination is Highly Concentrated in Entry & Associate Levels

- **87% of terminations** occurred at **Entry (48%)** and **Associate (39%)** levels
 - **95% of terminated staff** had **<12 months of service**
-  **Insight:** Retention in the first year is a key challenge.
-  **Opportunity:** Improve early-stage onboarding, mentorship, and scheduling flexibility.
-  **Risk:** High early exits increase cost-to-hire and disrupt store performance.

Terminated Employees by Position Level
Entry and Associate level account for majority of terminations.



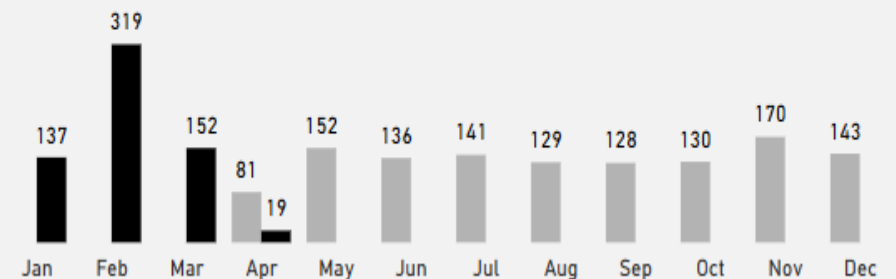
Terminated Employees by Service Length
95% of terminated staff had less than 12 months of service.



Terminated Employees by Month

Year ● 2024 ● 2025

Year
All

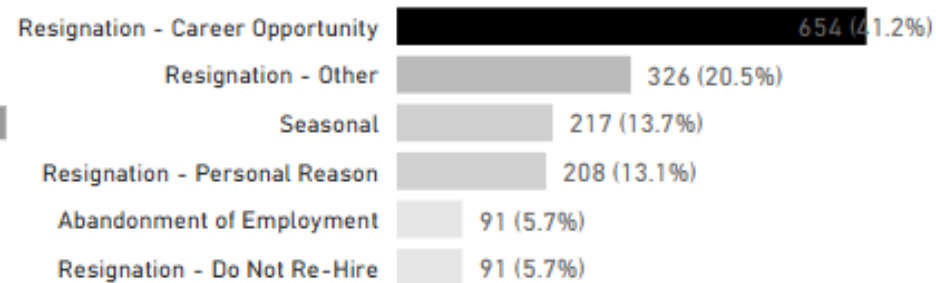


3. Exit Reasons Show Voluntary Resignation is the Main Driver

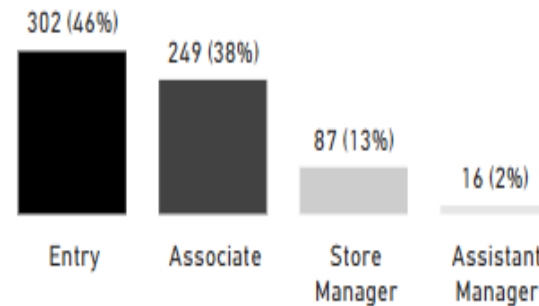
- **78%** of all exits were **Voluntary Resignations**
 - **7.3%** were **Involuntary**, and **13%** were **Redundancies**
 - Top reason: **Career Opportunity (41.2%)**
- 🎯 **Insight:** Most employees are leaving by choice, with career growth as the primary driver.
- 🔴 **Risk:** Staff may not see long-term growth or promotion potential.
- 🟢 **Action:** Improve internal career pathways and conduct stay interviews to address career-related concerns.

Filter visuals by Career Opportunity (reason)

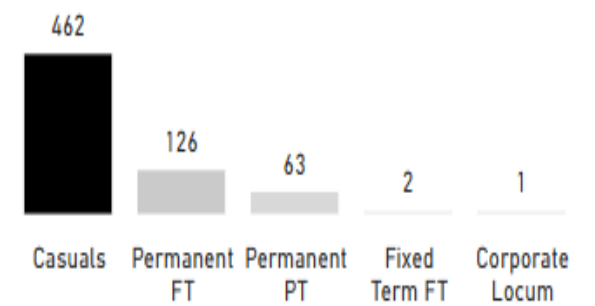
Top 5 Terminated Employees by Reason



Terminated Employees by Position Level



Terminated Employees by Contract types



Turnover rate calculation

$$\text{Turnover Rate} = \frac{\text{Terminated Staff}}{\text{New Staff within 1 Year}} \times 100$$

4. SGH & OPSM Show High Turnover Volume and Store-Level Pressure

Store-Level Pressure :


- OPSM = 63% of staff, SGH = 23%

- Highest terminations: OPSM (807), SGH (687)
- **Terminations per store:** OPSM = 44.8, SGH = 45.8
- Lower in: SGH MYER (24.4), Oakley (13.9), Laubman & Pank (11.8)

New hire turnover rate:

- SGH = 61.9% | SGH MYER = 55.3% | OPSM = 30.7%

 **Insight:** SGH and OPSM show the highest staff exits both by brand size and store-level intensity.

 **Risk:** Possible burnout, leadership gaps, or onboarding inconsistencies.

 **Action:**

- Review exit feedback and store conditions
- Benchmark low-turnover brands
- Rebalance staffing in high-pressure stores


Termination Pressure per Store

Brand	Stores	Terminated Staff	Terminations per Store
OPSM	18	807	44.80
SGH	15	687	45.80
SGH MYER	7	171	24.40
OAKLEY	7	97	13.90
LAUBMAN & PANK	5	59	11.80
RAYBAN	1	15	15 ⚠

Turnover Volume by Brand

Brand	New Staffs (Service < 12M)	Terminated Staff	Turnover Rate
OPSM	2626	807	30.70%
SGH	1110	687	61.90%
SGH MYER	309	171	55.30%
OAKLEY	201	97	48.30%
LAUBMAN & PANK	170	59	34.70%
RAYBAN	9	15	166.7% ⚠

Staff Turnover by Contract & Position

- **Casual staff** and **Entry-level roles** have the highest turnover rates (**53–56%**), indicating early-stage retention is a key challenge.
 - **Permanent roles** (full-time and part-time) and **mid-level positions** (Associate, Assistant Manager, Store Manager) show more moderate turnover (**27–40%**).
 - **Senior Optometrists** have the lowest turnover (**10%**), reflecting strong stability in senior professional roles.
-  **Insight:** Most staff turnover happens in casual and entry-level roles. Focus on early engagement, onboarding, and career pathways can help reduce churn.

Turnover Rate by Contract Type

Contract Type	New Staff (<12M)	Terminated	Turnover Rate
Casual	2475	1317	53.20%
Permanent FT	1145	307	26.80%
Permanent PT	686	186	27.10%
Corporate Locum	85	23	27.10%
Fixed Term FT	24	4	16.70%
Fixed Term PT	10	–	– (not provided)

Turnover Rate by Position Level

Position Level	New Staff (<12M)	Terminated	Turnover Rate
Entry	1579	884	56%
Associate	2236	719	32%
Store Manager	496	198	40%
Assistant Manager	104	35	34%
Senior Optometrist	10	1	10%