People Analytics - Job Terminations

Organizations use analytics to support a data-driven decision-making culture.For talent management, they compare multiple dimensions of talent data and organizational data to see the impact talent solutions have on the organization. It is critical to understand how to collect meaningful information, drill down into critical data, and summarize findings to support to next talent decisions. Methods that worked to attract, acquire and retain talent a few years ago may not work today.

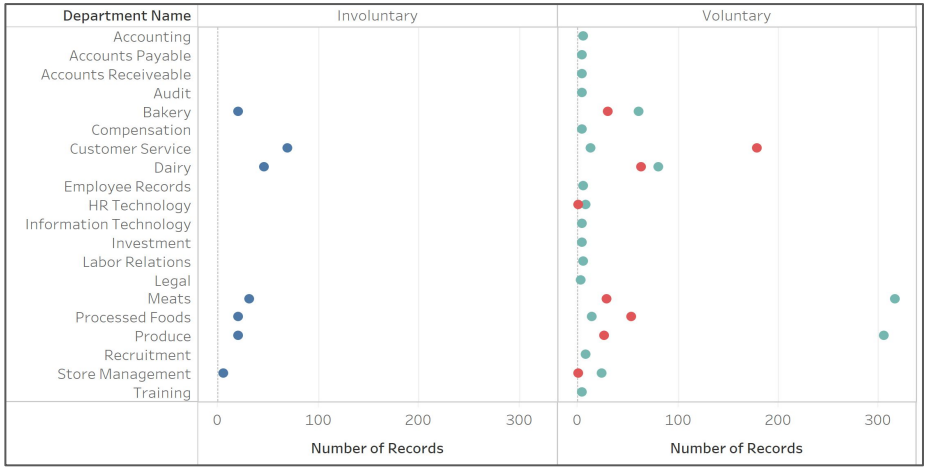

Figure 1

Dataset Information

We've taken a dataset[1] which contains information about job terminations that have occurred in the last 10 years across various departments/teams within a firm. The dataset was run through Tableau to compute the following results at this stage.

Inferences & Results - Level 1

By running exploratory analysis on the dataset, we see in figure 1, the departments names and their number of terminations (voluntary & involuntary) that have occured in the 10 year period. We can make the following observations

- Customer service department has seen the highest attrition in the 10 year period with most number of voluntary resignations. Based on the industry that the organization competes in, it may be important for the managers to investigate the large number of voluntary resignations and ways to mitigate that for business continuity.
- The customer service department also has the highest number of layoff. Line manager may need to investigate reasons behind the layoffs.

Relevance

Talent teams can perform similar analysis to identify teams and departments that have the highest attrition and uncover details similar to ones done on slide 2 to find segments of employees affected and find ways to mitigate it.

[1]https://www.kaggle.com/HRAnalyticRepository/employee-attrition-data

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As a next step we wanted to understand the profile of employees that were leaving the organization. For this, we looked at the age, location and gender of the employees get more insights.

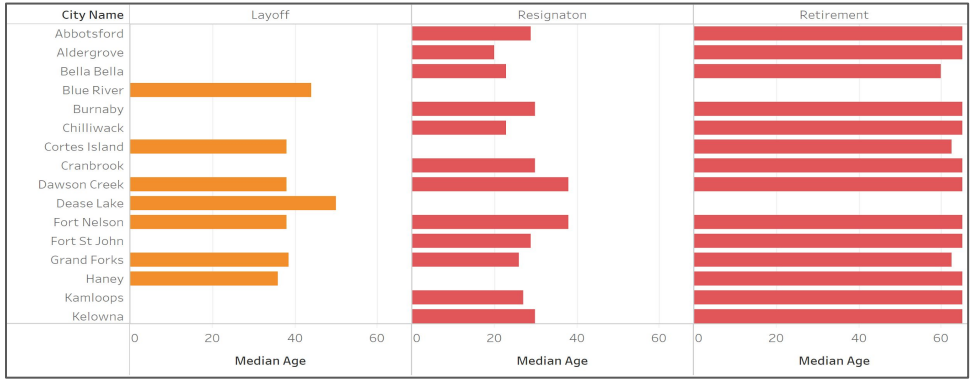

Figure 2

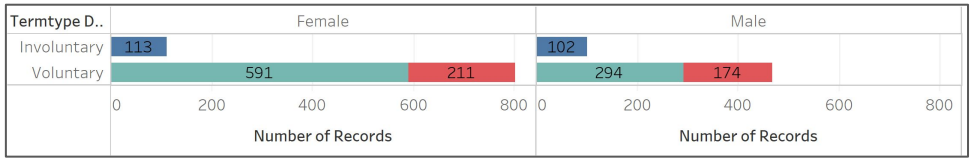

Figure 3

Inferences & Results - Level 2

By running predictive analysis on the dataset, we see in figure 2, the median age of the employees that were laid off, voluntarily resigned or retired. For employees who resigned, we observe age range of 20-38. On further examination based on gender we observe higher attrition rates in females than males. Using this information we can make the following inferences

- We observe employees in the age group of 20-38 with the most number of resignations across cities. This could be attributed to factors like stagnation of role, change in situation at home requiring attention, change in ambitions. To retain this segment of employees, organizations can offer change of role, flexibility at work aimed at this group to enable them to continue work with the firm. Further investigation of performance and skills data can be done to facilitate.
- We observe a higher attrition among females from this firm. Talent teams can investigate to find out the reasons behind such exits by analyzing data from exit interviews to find factors that led to the exit of large number of female employees from the firm.

Relevance

Like other firms, also faces attrition across all age groups and genders. By performing similar analysis we can identify employee groups that need special attention and can take measures to retained the highly skilled talent.