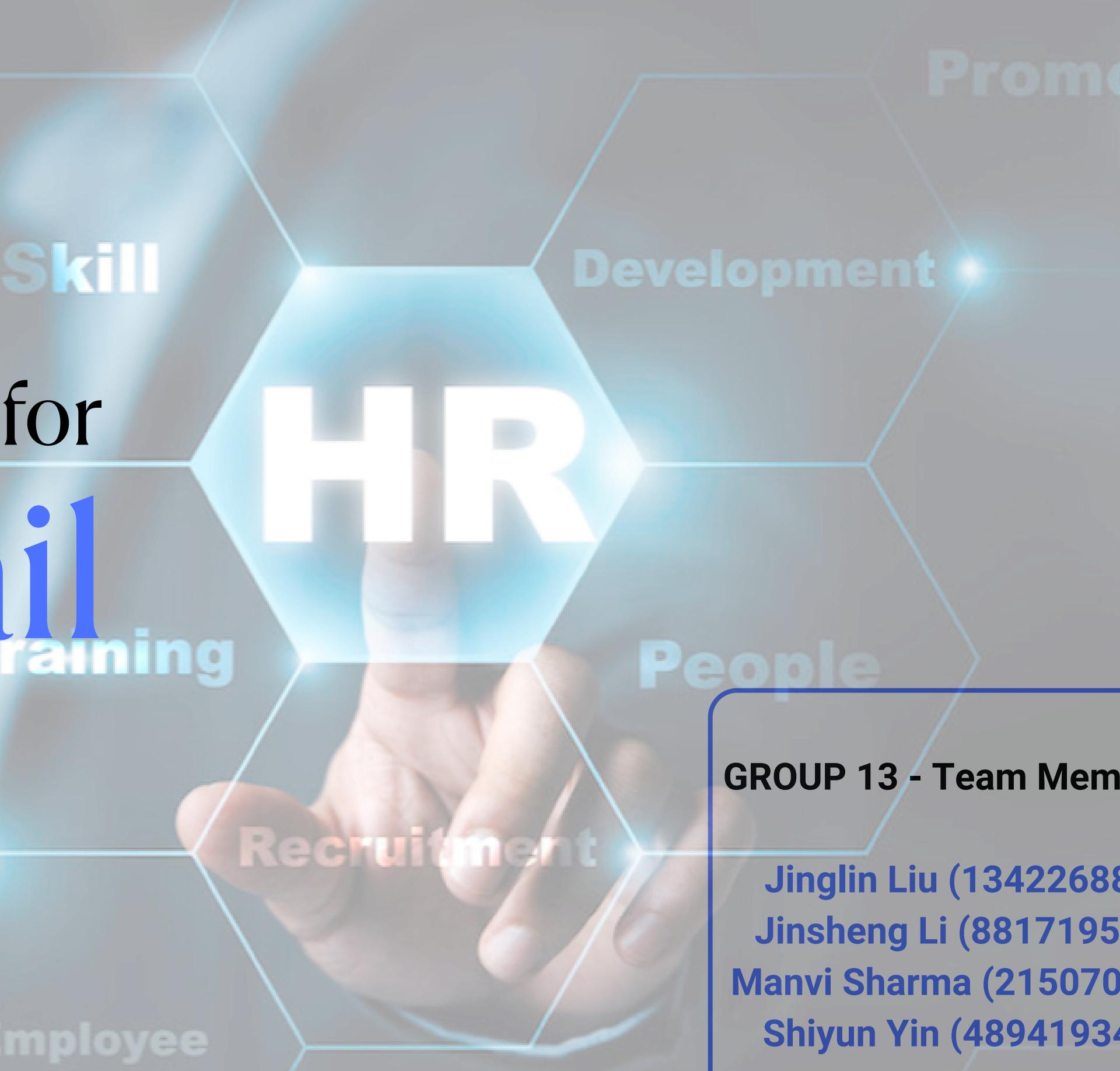




Data-Driven HR Strategy for CanadaRetail



HR

Business

Employee

Strategy

Leader

Management

Skill

Training

Promote

Development

People

Recruitment

GROUP 13 - Team Members

Jinglin Liu (13422688)

Jinsheng Li (88171954)

Manvi Sharma (21507025)

Shiyun Yin (48941934)

Our Mission is to:

Empower Workforce at CanadaRetail

Struggling to attract and retain ***top talent*** due to increased competition

Human capital strategies are not aligned with their business needs

Limited budget requires targeted, high-impact people initiatives

Opportunity to build stronger ***employer brand*** & hire talent that performs & stays

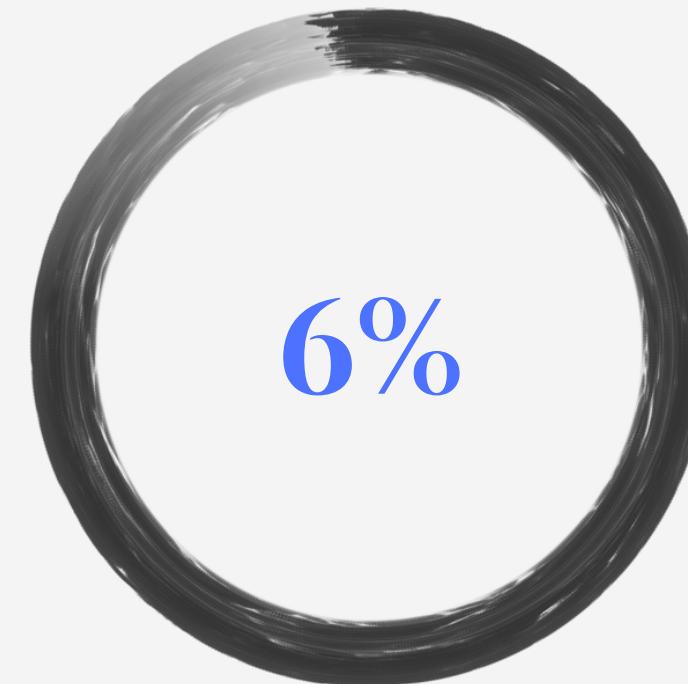


Industry Context: Canadian Tire as Benchmark



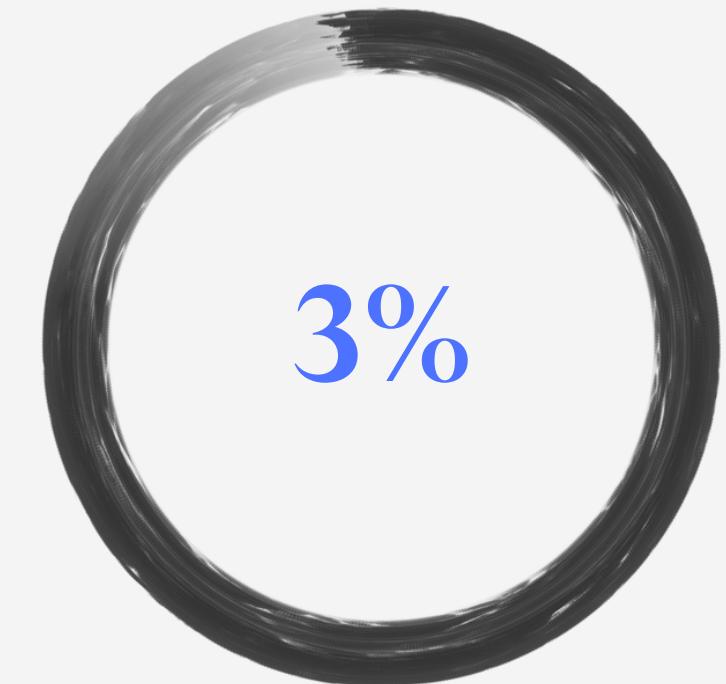
2023 Revenue

Referring Canadian Tire's annual Revenue to demonstrate market scale



Historical Margin

Net profit margin before Industry pressure



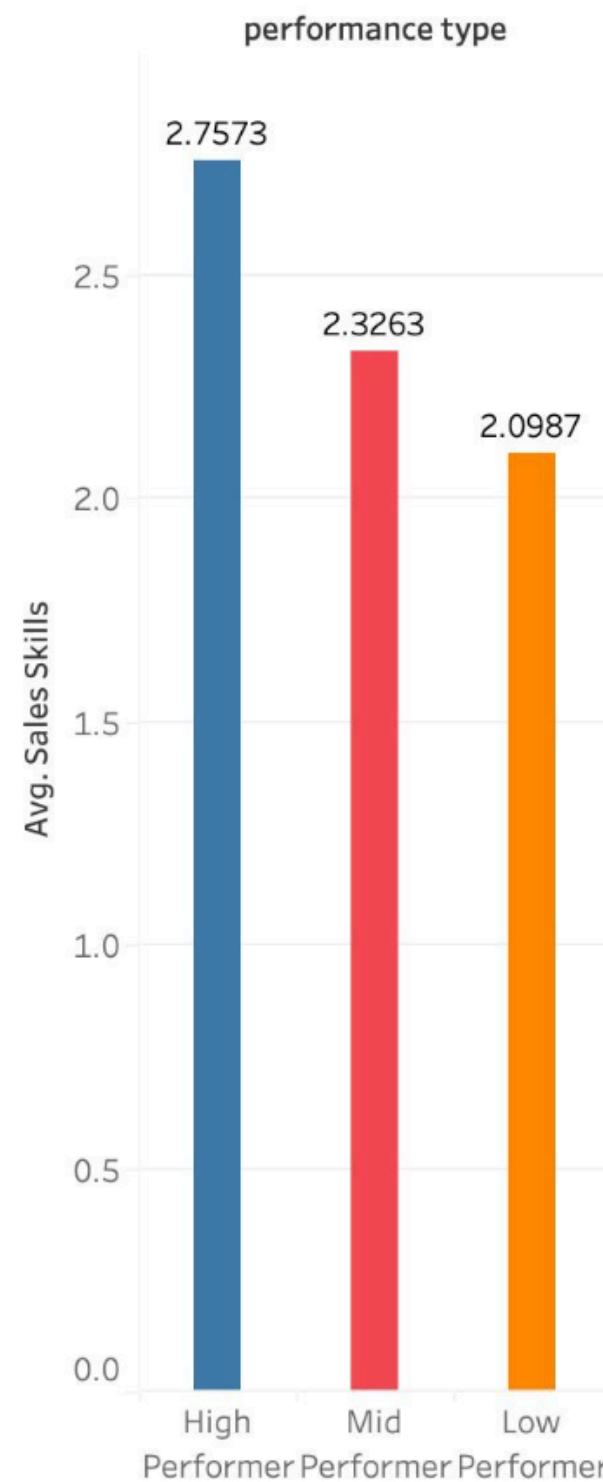
Current Margin

Profit margin dropped reflecting retail challenges

The retail industry operates on narrow margins of 3-6%. It has been observed that financial reports are directly affected if there are any issues related to cost or efficiency in Talent Management. Therefore, having robust strategic HR planning is crucial for branding and retaining top performers.

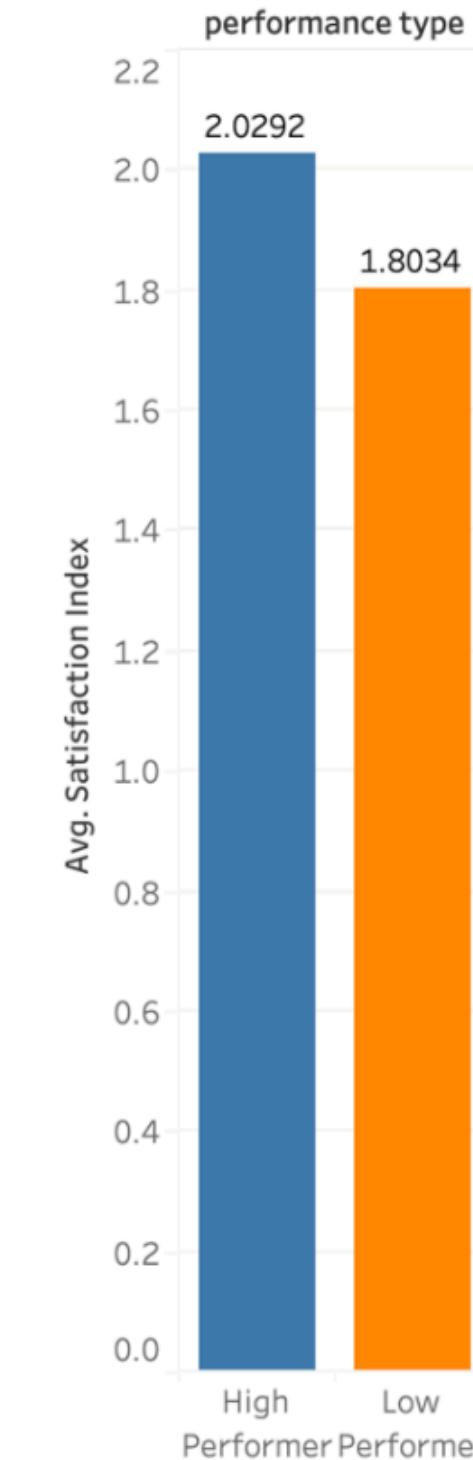
Performance Gaps Impact on Efficiency & Cost

Average Sales Skills by Performer Type



Performance gaps impact Revenue growth, as it creates significant productivity gap between high, medium & low performers.

Average Satisfaction Score: High vs Low Performers



Dissatisfaction drives retention risk, which leads to increase in Operating cost.

Training and Development

Analysis between Employee Tenure and Turnover Rate

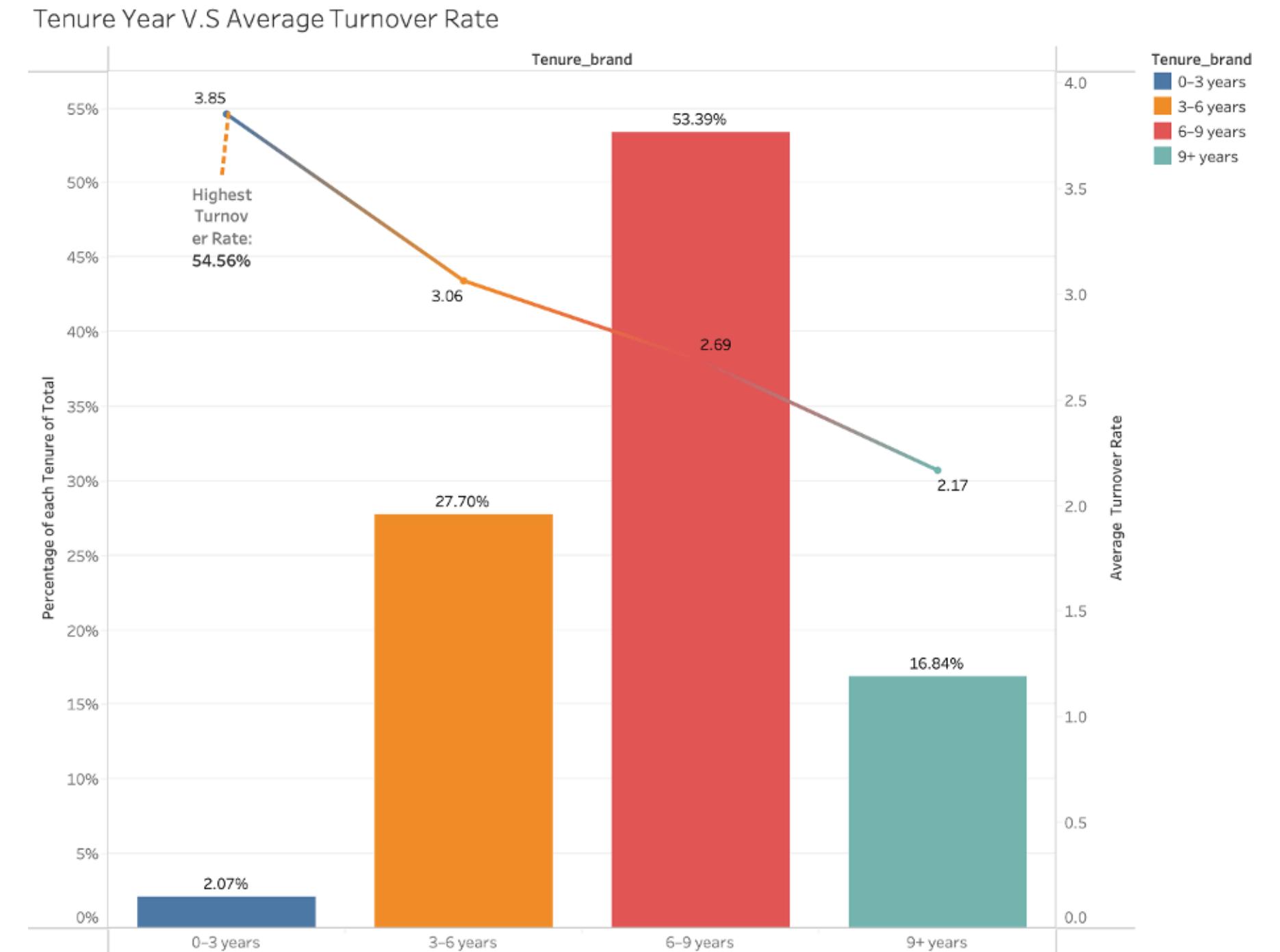
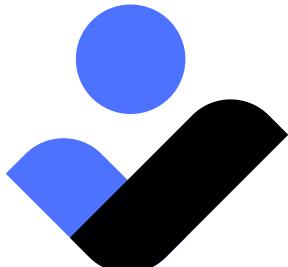


Conclusion

Turnover intention drops steadily as tenure increases.

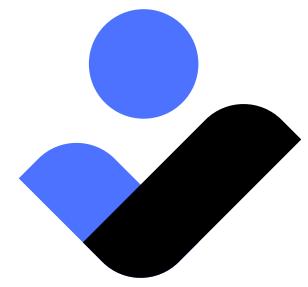
Key Insights

- Very new employees (0-3 years) are much more likely to think about leaving than long-tenure employees
- Employees with 9+ years of tenure show the lowest average turnover intention



The trends of % of Total Row_Count and average of Turnover for Tenure_brand. Color shows details about Tenure_brand. For pane % of Total Row_Count: The marks are labeled by % of Total Row_Count. For pane Average of Turnover: The marks are labeled by average of Turnover.

Training and Development Analysis between Division and Training Status

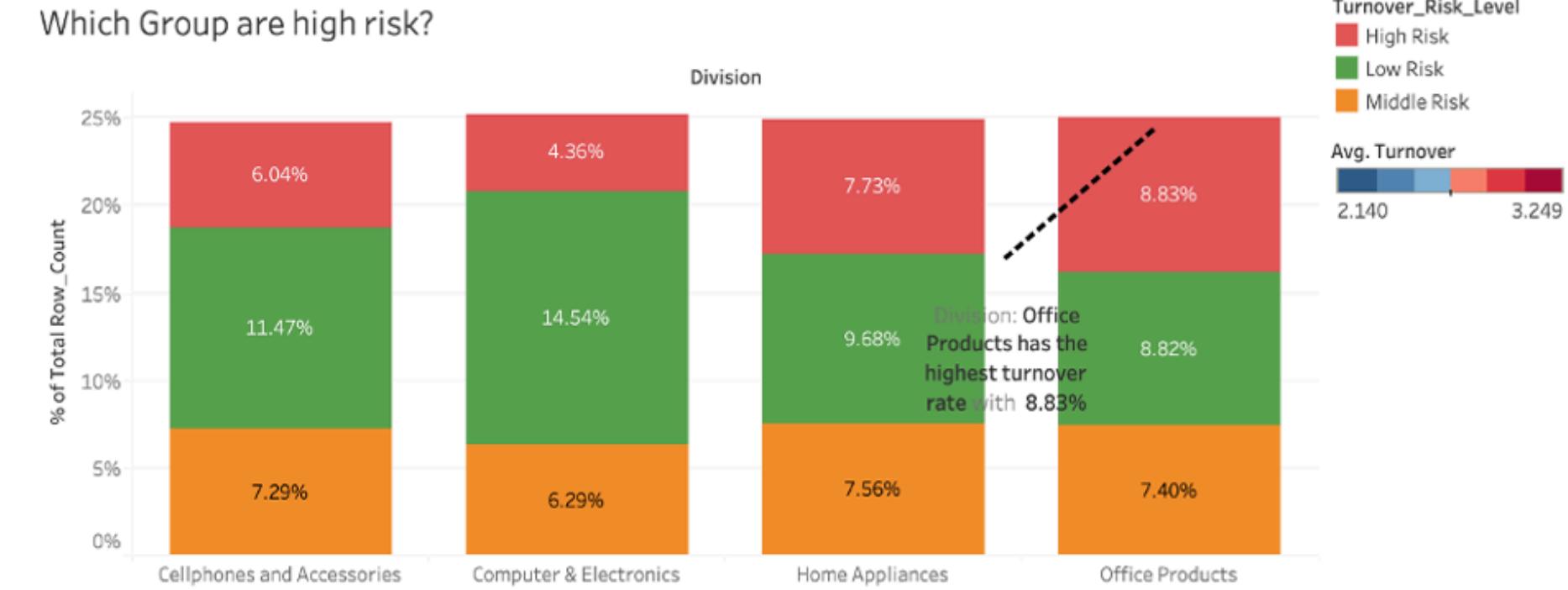


Conclusion

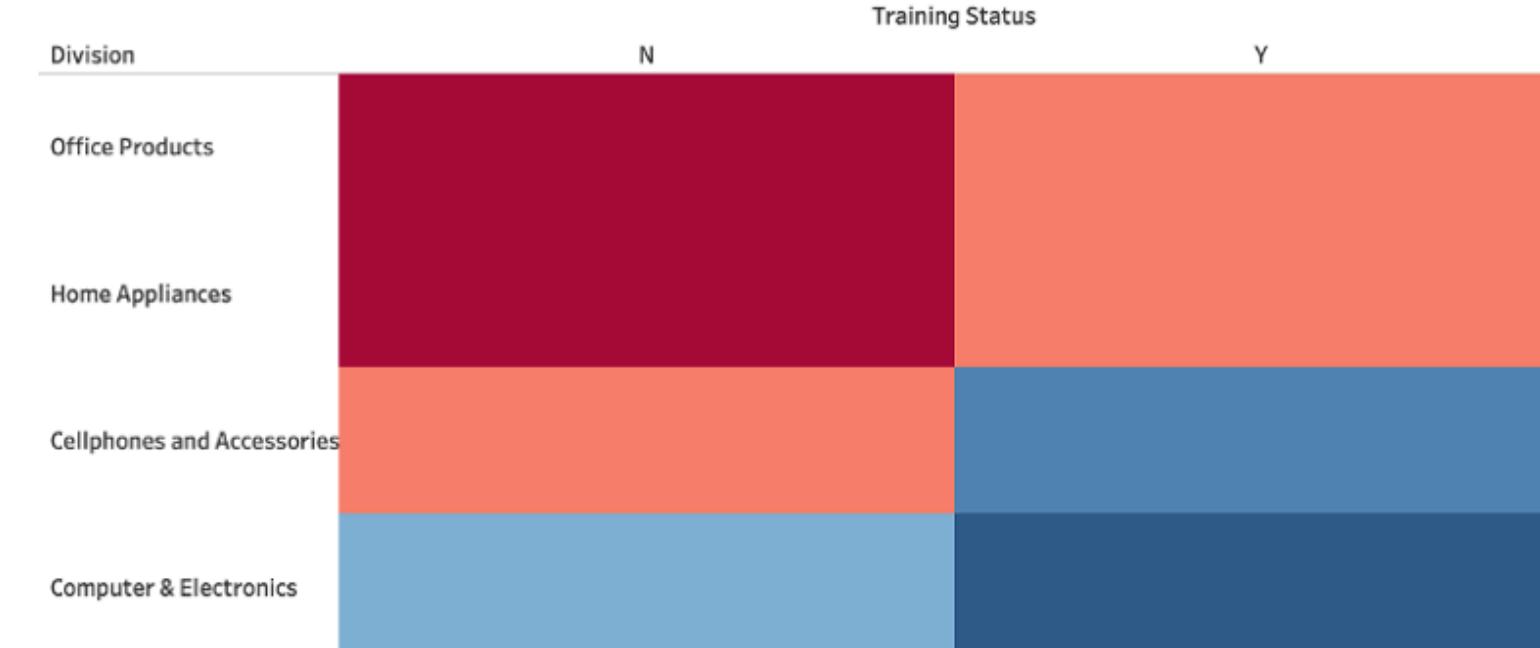
- Office Products has the highest share of high-risk employees, followed by Home Appliances
- Turnover risk: No Training > Training Employee

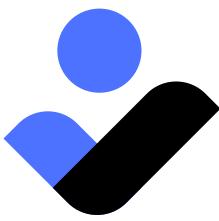
Key Insights

- Within the same divisions, employees who have received training (Y) are noticeably less risky.
- Computer and Cellphones divisions have lower overall risk, especially among trained employees.



Division X Traning Status Risk Heat Map

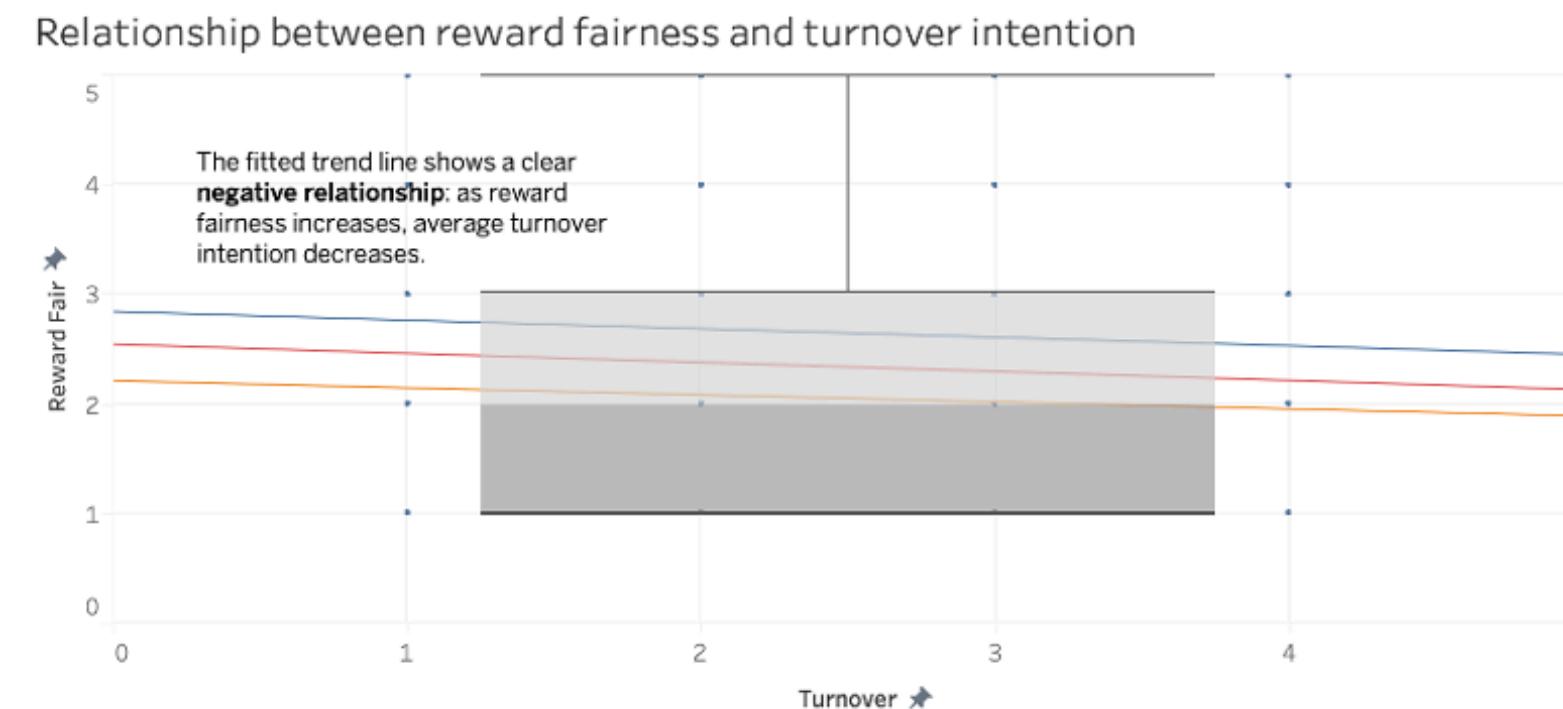
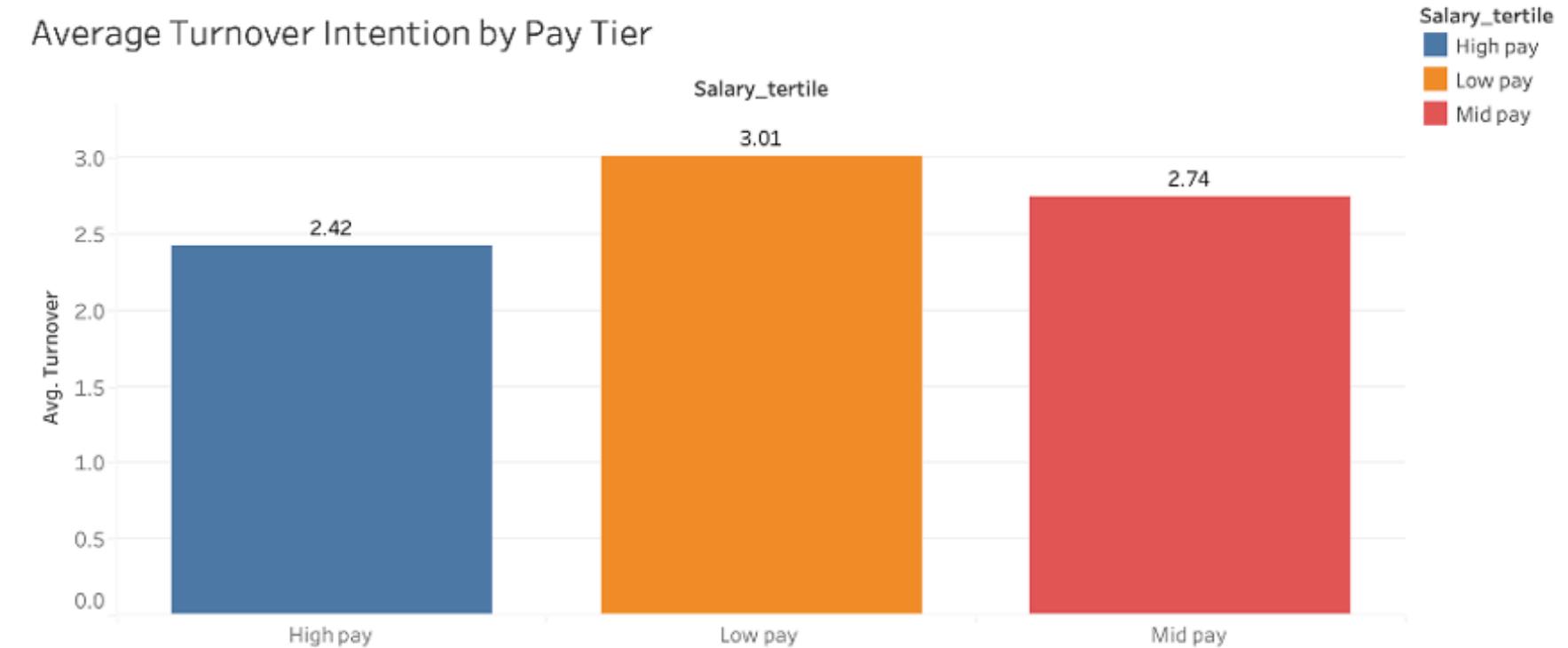




Compensation Turnover Rate among Salary and Reward Fairness

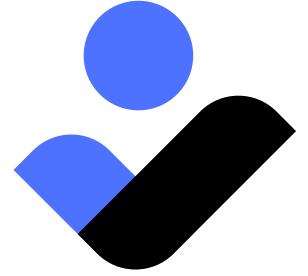
Key Insights

- Employees in the low pay tier report the highest average turnover intention (3.01), compared with 2.74 in the mid pay tier and 2.42 in the high pay tier.
- The trend line shows a clear negative relationship between reward fairness and turnover intention à Employees who feel rewards are fairly are less likely to think about leaving.



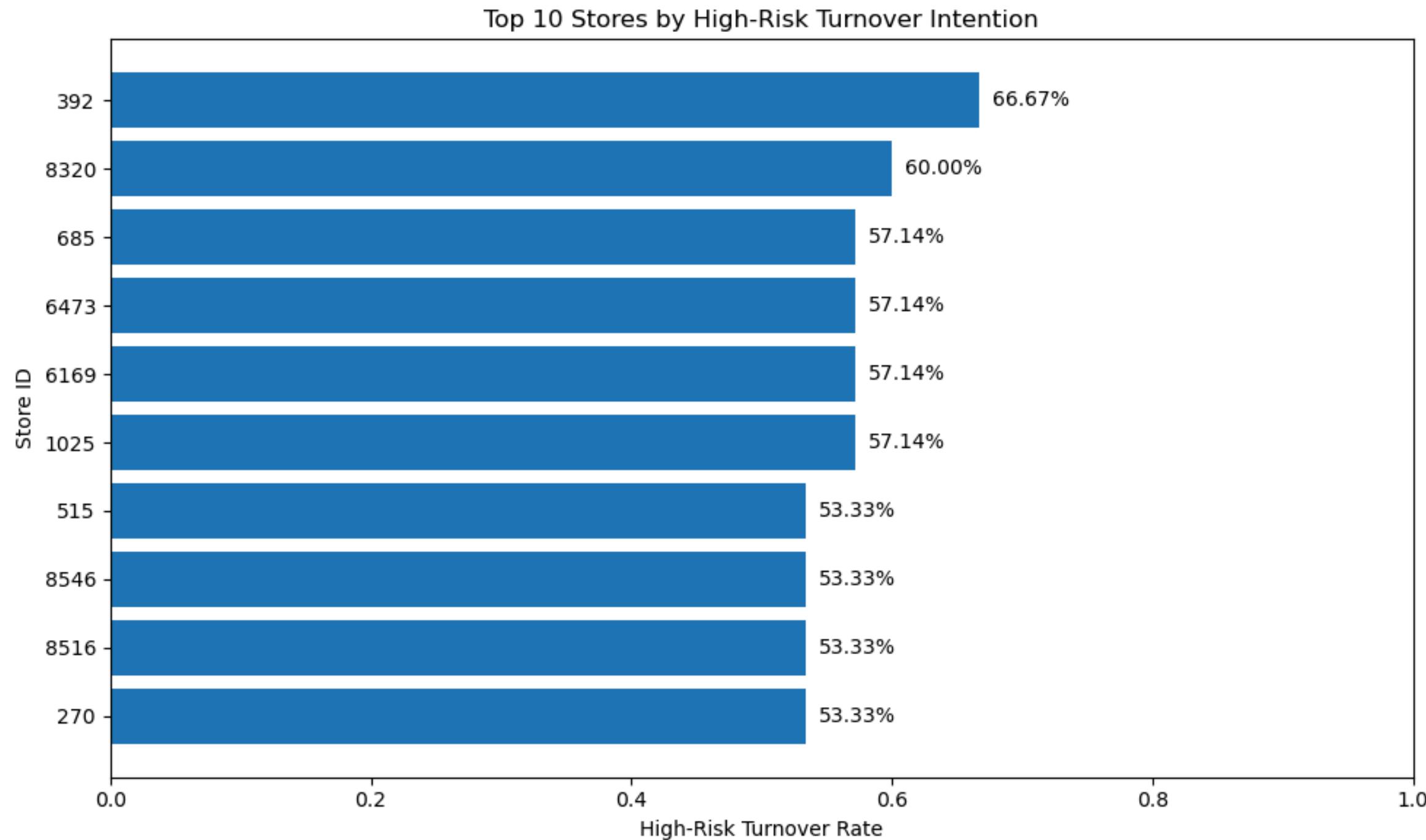


Top 10 High-Risk Stores to Prioritize for Retention



Key Insights

- High risk: turnover intention ≥ 4
- These **10 stores** have the highest share of high-risk employees (53-67% vs ~27% company average).
- Turnover risk is concentrated in a few locations, not evenly spread across the network.



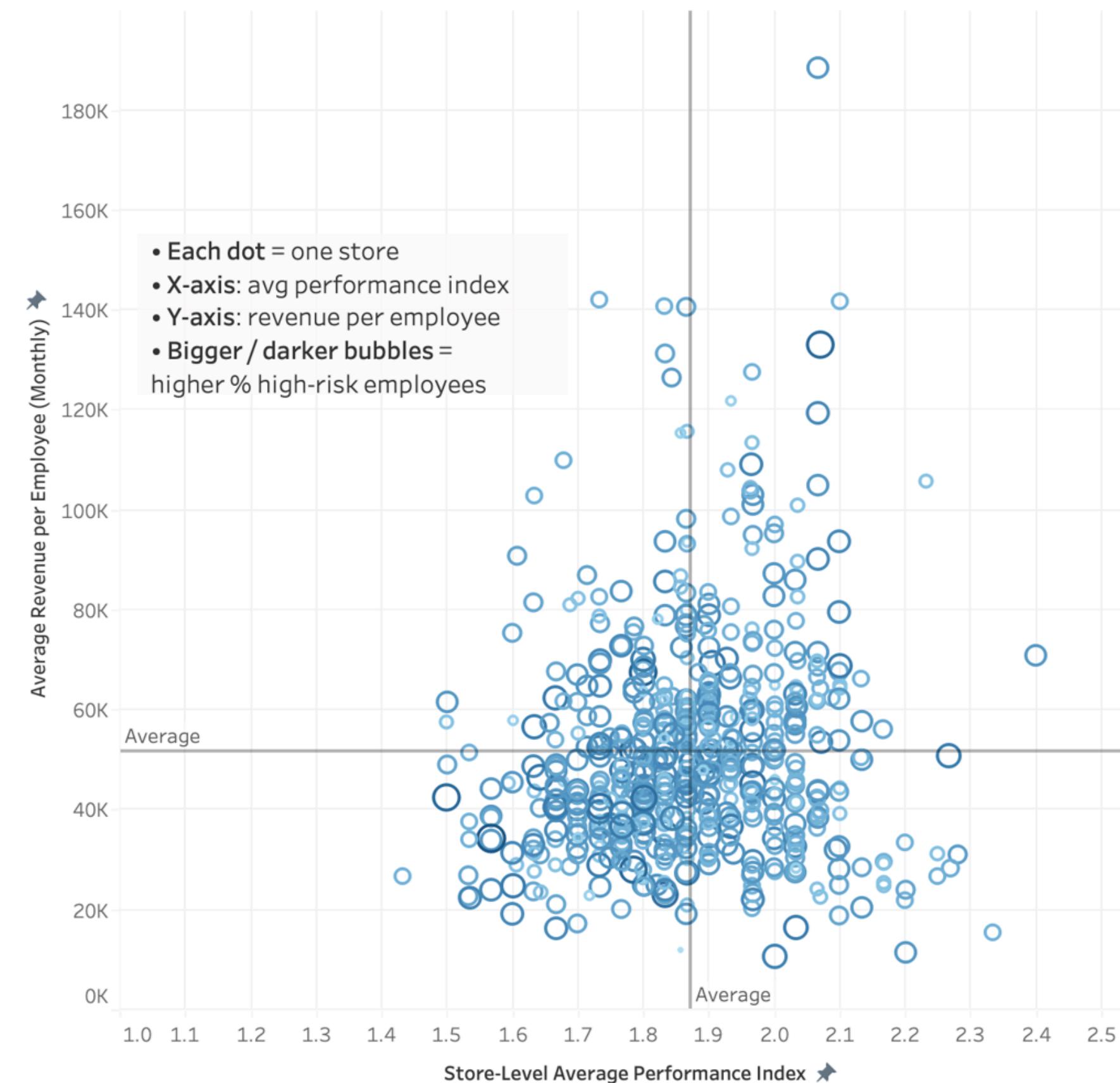
Performance Management

Store Productivity vs Employee Quality

Key Insights

- Most stores sit near the average: performance index **1.7–2.0** and revenue per employee **\$40–60K**.
- Stores in the **bottom-left quadrant** (low performance, low revenue, high share of high-risk employees) are **first-priority targets** for performance management and retention.
- Stores in the **top-right quadrant** (high performance, high revenue, lower risk) are **benchmark stores** whose practices can be copied to support weaker stores.

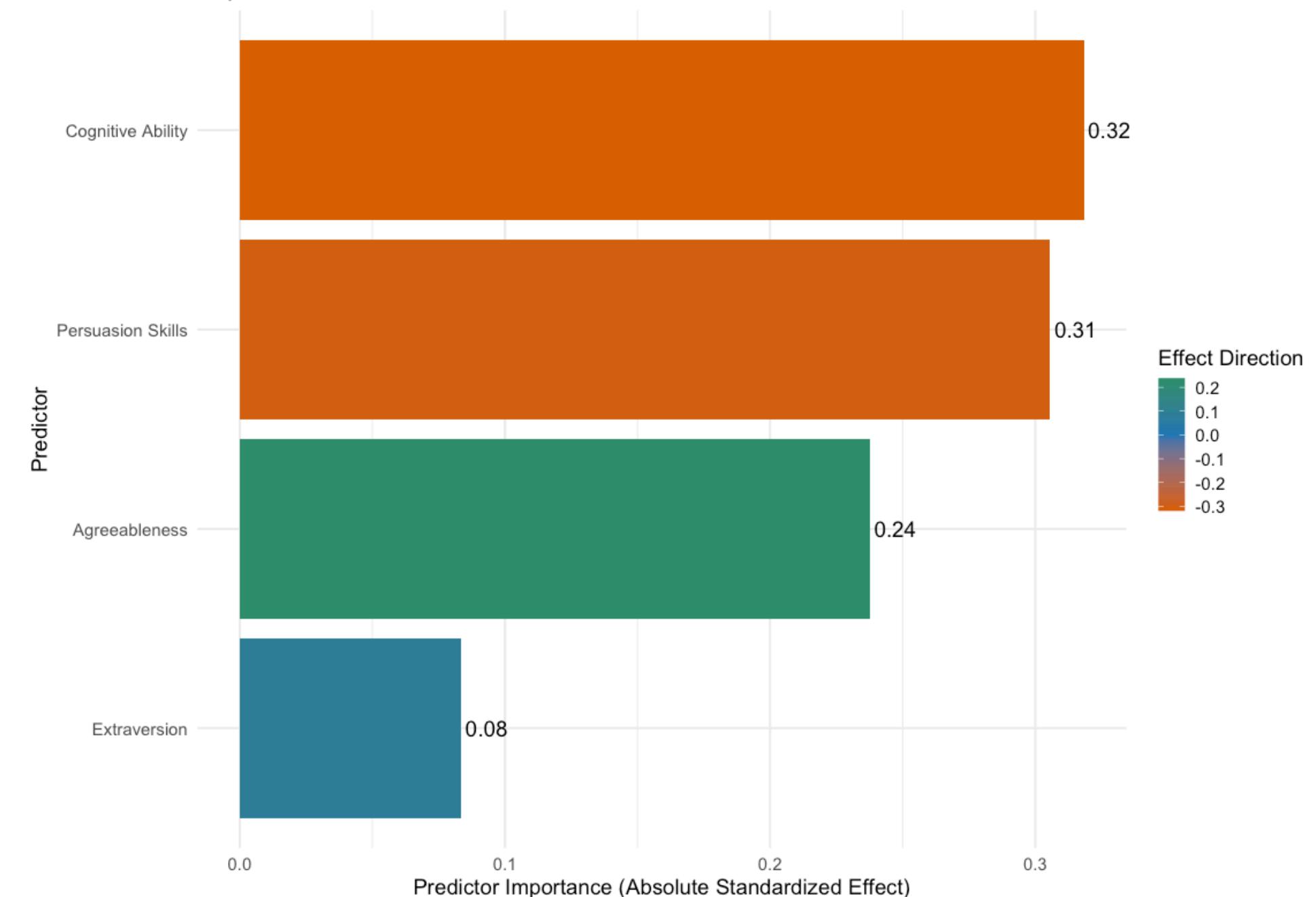
Performance Management: Store Productivity vs Employee Quality



Predictive Traits for Sales Performance



Top Drivers of Sales Skills



Standardized **Regression Model** is used to identify top traits to predict applicants sales performance.

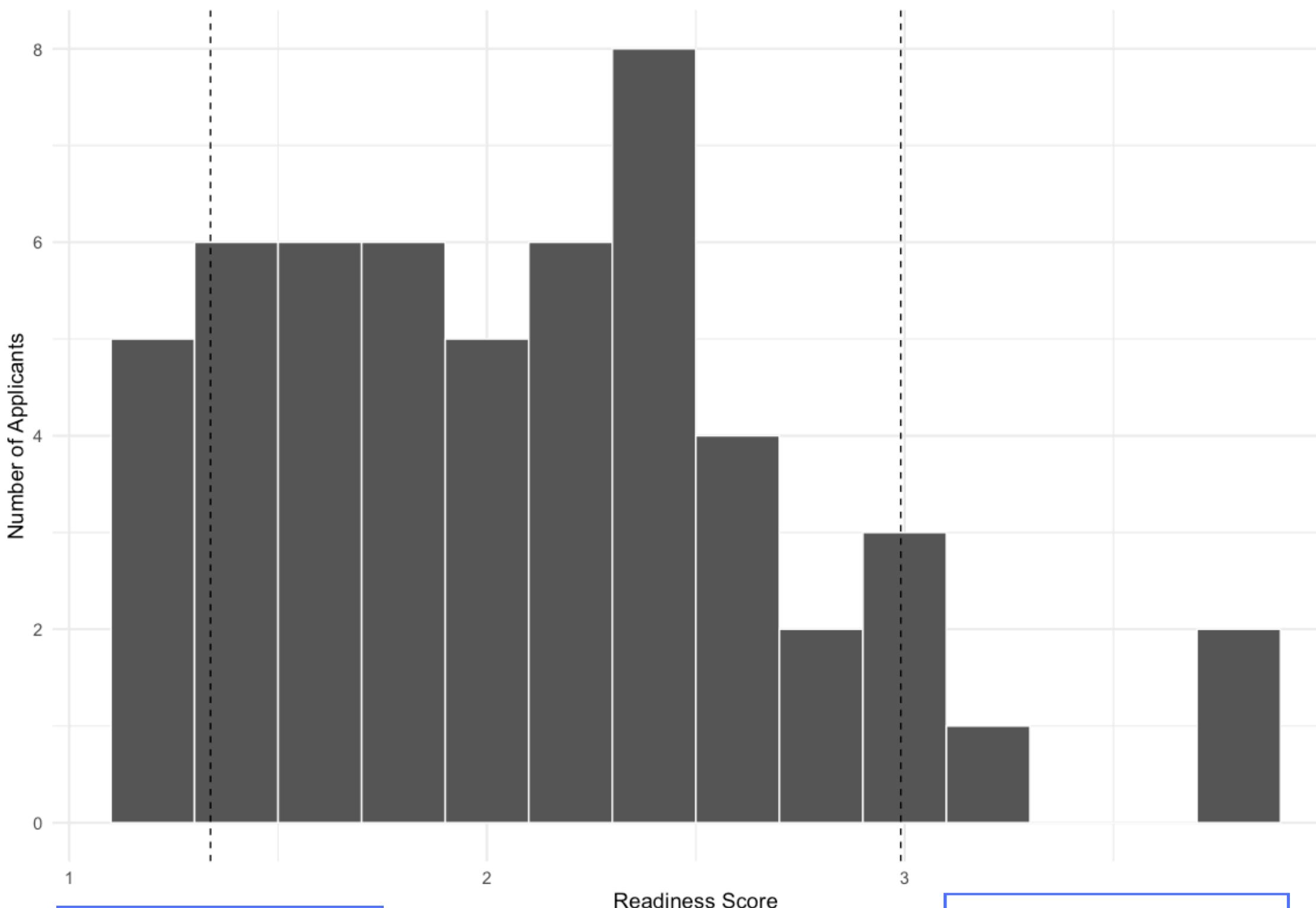
Sales Performance is calculated using multiple regression on applicant traits.

Predictor values are standardized for fair evaluation.



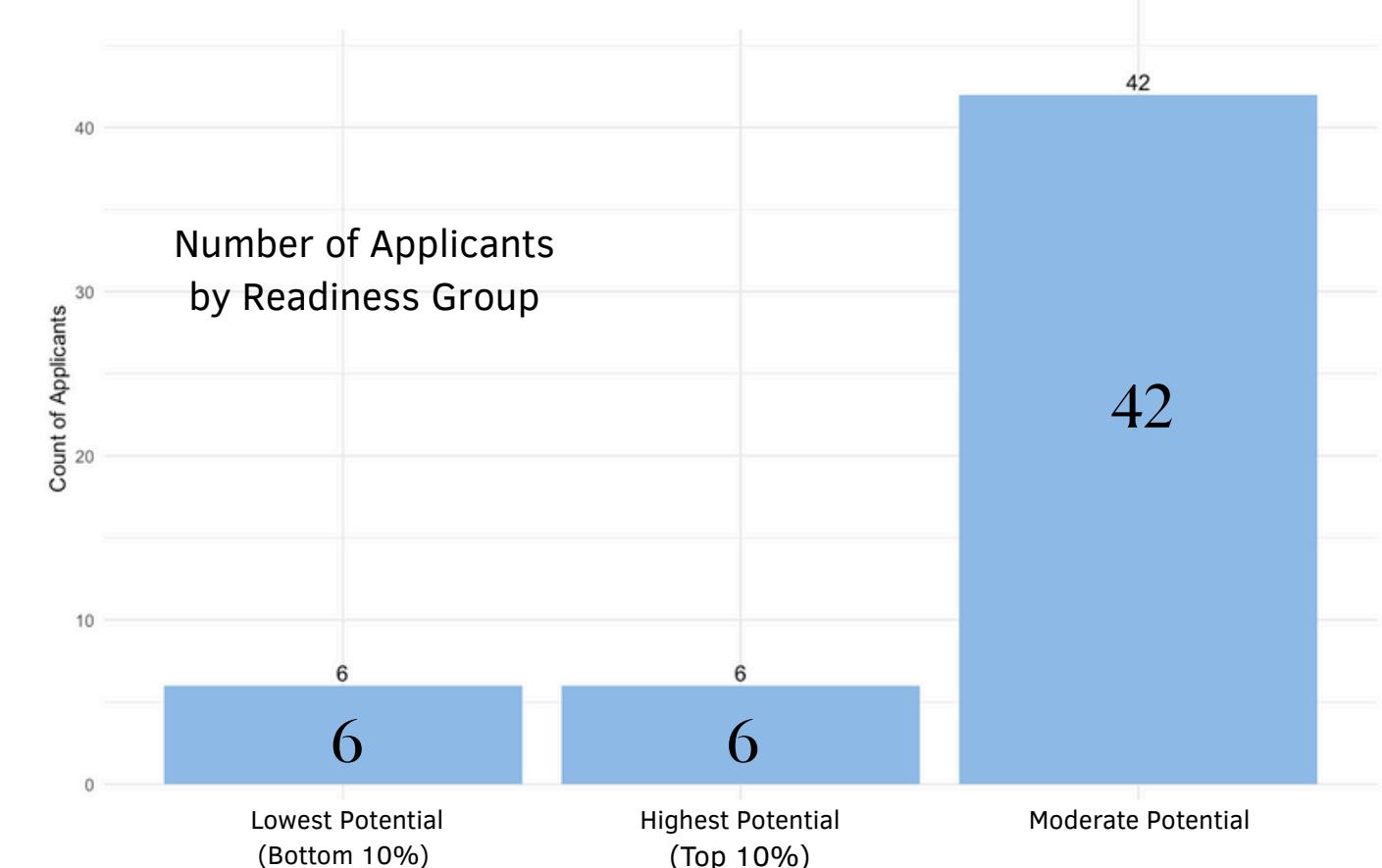
Distribution of Candidate Readiness Score

Distribution of Candidate Readiness Scores



Lowest Potential applicants (Bottom 10%) have readiness score below 1.338120

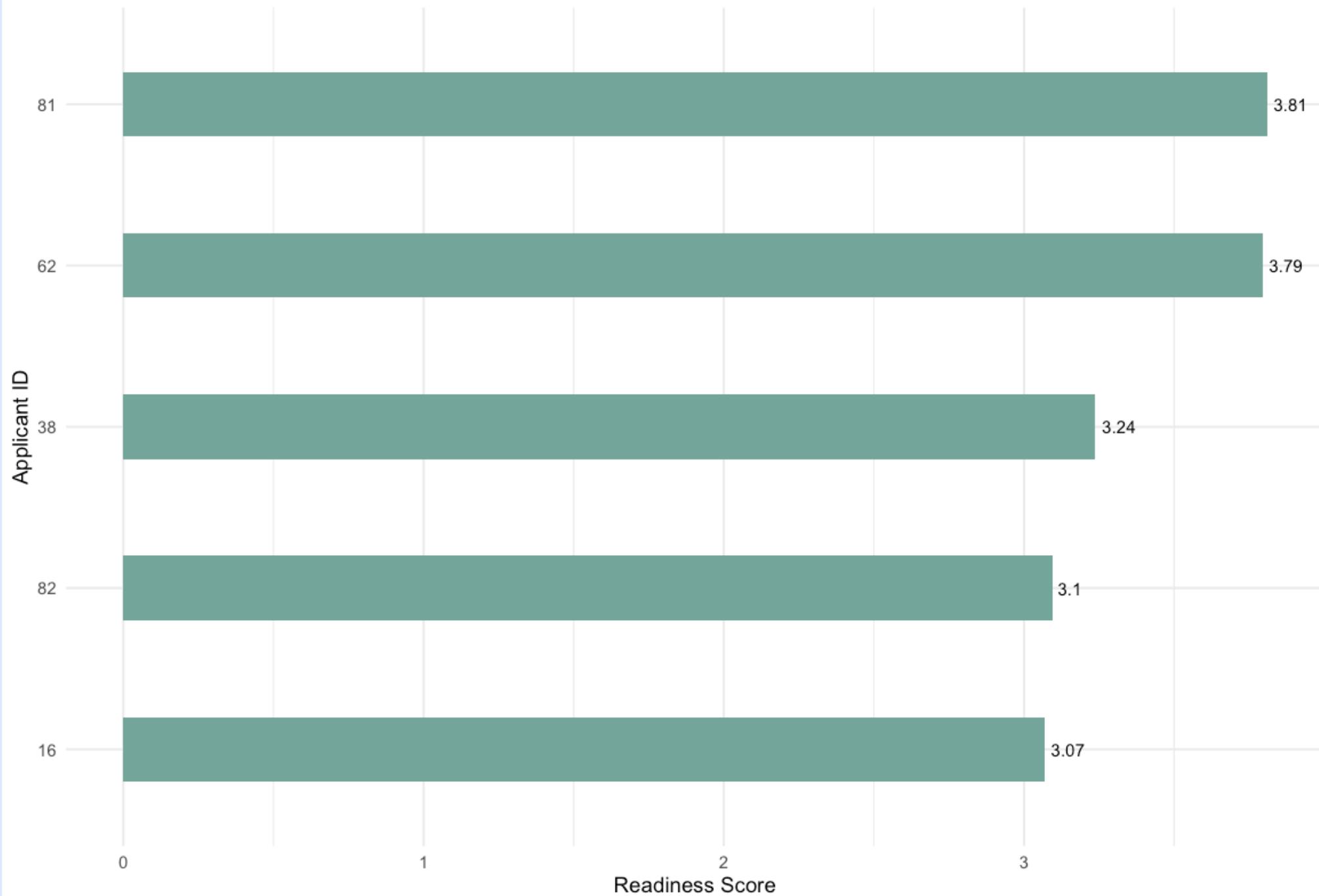
Highest Potential applicants (Top 10%) have readiness score above 2.990839



Identify Top 5 High-Potential Applicants



Top 5 Applicants Ranked by Readiness



Applicant# 81 is leading with Readiness score of 3.81, demonstrating excellent potential.

Followed by Applicant# 62, 38, 82, 16

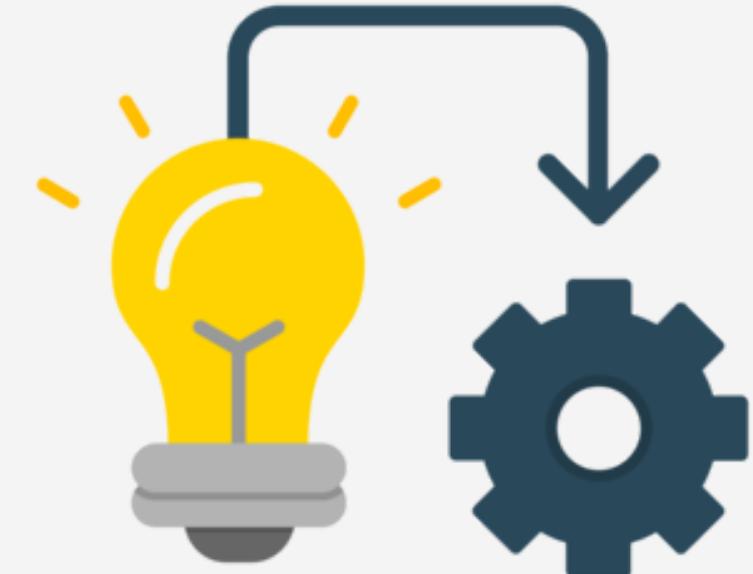


-STRATEGIC

Recommendations

Aligning People & Strategic HR recommendations for Success

Translating Analysis into Actionable HR Strategy



Build data-driven **Hiring Model** for Sales Associates

Establish a strong High Performer **Retention Program**

Constitute **Transparency** and structured **Early-Transformation**

Setup **Monitoring and Retention pilot** for the high-risk store

Build a Data-Driven Hiring Model for Sales Associates

What to do:

- Introduce Applicant Readiness Score to help and support Sales hiring decision.

Why (Evidence):

- Based on Regression analysis, cognitive ability & persuasion skills are the strongest predictors of sales high performance.
- We can calculate Top n applicants, who falls in top readiness group.

How to implement:

- During the interview, use cognitive assessments, and persuasion focused questions.
- Calculate each applicant's traits weight using model-derived scores.
- Instead of intuition-based decision making, rank candidates based on the simple readiness scores.

Expected Impact:

- Faster & data-driven Hiring process to hire high-performance candidates, which leads to faster onboarding.

Establish a strong High Performer Retention Program

High performers drive sales,
sustain customer experience, and
keep store operations efficient

Core elements

- Clear recognition and reward mechanisms
- Career growth and development pathways
- Flexible scheduling or work arrangements



Targeted HR Actions to Reduce Turnover Rate

Traning & Development

Focus early-tenure's onboarding, coaching and risky division Such as Office Products and Home Appliances

Compensation

Focus on the low salary group and improve transparency and communication around reward decisions

Performance Management

Setup retention pilot and extra monitoring policies in the high-risk stores,especially among the store with high-risk and low salary employee

Tools Used

R Studio (Data Analysis)



Tableau (Visualizations)



ChatGPT (coding assistance and drafting support)





Thank you.

Questions?

