

People Analytics 101

# RETENTION

*Informational slides from the video course*



## Turnover rate

the rate at which employees **leave**

VS



## Retention rate

the rate of employees **staying**

# 4 turnover categories



## Voluntary

Employee's choice

- Resignation
- Retirement



## Involuntary

Employer's choice

- Reduction in force
- Firing
- Forced termination



## Functional

Poor performers  
leave



## Dysfunctional

High performers  
leave

“

**You can't manage what  
you don't measure.**

# Reasons for voluntary turnover



**Growth  
Opportunity**



**Compensation**



**Job Market**



**Occupational  
burnout**

# Factors that affect involuntary turnover



## BEHAVIORAL

- Poor performance
- Unethical actions
- Misconduct



## ECONOMIC

- Poor economy
- Recession
- Change in market



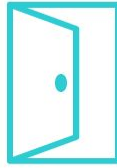
## OPERATIONAL

- Restructuring
- Merger
- Acquisition

# Advanced metrics to track retention



Estimated  
replacement cost



Risk of exit



Risk of  
turnover

————— PREDICTIVE AI CAPABILITES —————

# Direct costs in hiring an employee



Sourcing



Recruiting



Onboarding



# Difficult-to-quantify impacts of turnover



Loss of  
knowledge



Workplace  
disruption

“

**If we don't know the 'why' behind the 'what', it makes it very difficult to solve a retention problem, implement any solutions, or predict what will happen next.**



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