Using Analytics to Build and Sustain a Great Workplace

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Deloitte Services LP

Boston College Center for Work and Family Fall Roundtable

October 2013
Get started! You already have the data you need for new insights.
Combining data in new ways leads to new insights

**Talent Survey Data**

- My job makes good use of my talents and abilities.
- I am confident that I can make my future work-life fit work for me at Deloitte.
- I am paid fairly for the work I do.
Combining data in new ways leads to new insights

Talent Survey Data

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- I am paid fairly for the work I do.

Turnover Data

- Graph showing turnover trends from January to December.
Combining data in new ways leads to new insights

Talent Survey Data

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Turnover Data

New Insights

Addressing concerns about work-life fit would have six times the impact on voluntary turnover that addressing concerns about fair pay would.
Telling the story is even more important than uncovering the insights.
The output of your statistical analysis is all Greek to your leaders

<table>
<thead>
<tr>
<th>Survey Item</th>
<th>B</th>
<th>Sig.</th>
<th>Exp(B)</th>
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<tr>
<td>My job makes good use of my talents and abilities.</td>
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<td>I am involved when considering the types of assignments available.</td>
<td>.071</td>
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Logistic Regression Analysis Identifying Drivers of Voluntary Turnover

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**What sense would your leaders make of this?**

**What action would they take?**
**Engage & Connect**

I am confident that I can make my future work-life fit work for me at Deloitte.

**Challenge & Deliver**

I am involved when considering the types of assignments available.

My job makes good use of my talents and abilities.

**Recognize & Reward**

Deloitte appreciates and values its people.

I am paid fairly for the work I do.

Dots show the proportionate effect size of each factor as a driver of voluntary turnover.

In other words, the effect of work-life fit on voluntary turnover is twice that of making use of talents and abilities and more than six times that of fair pay.
SHOW want you want them to know

Engage & Connect

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Percentages indicate the extent to which turnover could be reduced by improving the corresponding driver by 1-point on a 5-point scale.
SHOW want you want them to know

Engage & Connect

I am confident that I can make my future work-life fit work for me at Deloitte.

- Gen Y: 19%
- Gen X: 31%
- Baby Boomers: 37%

At Deloitte, I am cared about as a person.

- Gen Y: 8%

Challenge & Deliver

My ideas and suggestions count.

- Gen Y: 11%

My job makes good use of my talents and abilities.

- Gen Y: 16%
- Gen X: 12%
- Baby Boomers: 27%

Recognize & Reward

Deloitte appreciates and values its people.

- Gen Y: 14%

I am paid fairly for the work I do.

- Gen Y: 8%
Speak their language.
Tell them what it means...

- Improvement in Survey Score
  - Work-life Fit +1
  - Talents & Abilities +1
  - Pay +1
Tell them what it means...

<table>
<thead>
<tr>
<th>Work-life Fit</th>
<th>Improvement in Survey Score Score</th>
<th>Reduction of Voluntary Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>+1</td>
<td></td>
<td>-28%</td>
</tr>
</tbody>
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<table>
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<tr>
<th>Talents &amp; Abilities</th>
<th>Improvement in Survey Score Score</th>
<th>Reduction of Voluntary Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>+1</td>
<td></td>
<td>-14%</td>
</tr>
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<tr>
<th>Pay</th>
<th>Improvement in Survey Score Score</th>
<th>Reduction of Voluntary Turnover</th>
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<tbody>
<tr>
<td>+1</td>
<td></td>
<td>-5%</td>
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Note: The remainder of this example uses mock data, for illustration purposes only.

Assume:

- Organization of 10,000 professionals
- Current voluntary turnover rate of 10%
- Average annual salary of $80,000
### Tell them what it means…

<table>
<thead>
<tr>
<th></th>
<th>Improvement in Survey Score Score</th>
<th>Reduction of Voluntary Turnover</th>
<th>Annual # of Professionals Retained</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Work-life Fit</strong></td>
<td>+1</td>
<td>-28%</td>
<td>280 Professionals</td>
</tr>
<tr>
<td><strong>Talents &amp; Abilities</strong></td>
<td>+1</td>
<td>-14%</td>
<td>140 Professionals</td>
</tr>
<tr>
<td><strong>Pay</strong></td>
<td>+1</td>
<td>-5%</td>
<td>50 Professionals</td>
</tr>
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Mock data for illustration purposes only.
**Conclusion based on mock data:** Holding everything else constant, a 1 point improvement in confidence in future work-life fit could reduce turnover by 28%, retaining an additional 280 professionals, resulting in a cost-savings related to voluntary turnover of $33.6 million.
Understand the business.
Our goal was to understand how workload affects our people...
But first we needed to understand workload itself.
Anchor your recommendations in reality.
We could advise our leaders to reduce workload, but that’s one of the most difficult factors for them to adjust, due to client demands and resource constraints…

I am satisfied with my current work-life fit.

Not surprisingly, those working 40-45 hours a week have greater satisfaction with work-life fit than those working 55 or more hours per week.
...So we proposed another solution—flexibility.

Not surprisingly, those working 40-45 hours a week have greater satisfaction with work-life fit than those working 55 or more hours per week.

But flexibility is even more important than hours worked—those working 55 or more hours a week who have flexibility in when or where they work have far greater satisfaction than those working 40-45 hours with no flexibility.
The data doesn’t always tell the story you (or others) want to tell—that’s okay.
Talent leaders suspected the members of one team were experiencing issues with work-life fit...

![Bar chart showing engagement levels for Team A and Not Team A.](chart.png)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Team A</th>
<th>Not Team A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall, I am extremely satisfied with Deloitte as a place to work.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I would gladly refer a good friend or family member to Deloitte for employment.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am proud to be an employee of Deloitte.</td>
<td></td>
<td></td>
</tr>
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Talent leaders suspected the members of one team were experiencing issues with work-life fit... and that lower engagement was the result.
Recap: Guidelines for using analytics

• Get started! You already have the data you need for new insights.

• Telling the story is even more important than uncovering the insights.

• Speak their language.

• Understand the business.

• Anchor your recommendations in reality.

• The data won’t always tell the story you (or others) want to tell— that’s okay.