# CASE STUDY

## CLIENT SCENARIO

This UK Financial Services client had grown considerably over time, with multiple step-changes in scale and operations.

A key challenge associated with the growth trajectory has been in hiring and retaining sufficient talent to staff the operational model.

With attrition rising, the client was keen to understand and mitigate underlying drivers of churn, with its related costs and inefficiencies.

## CONTACT

PHONE:
Office: 0115 671 7231
Direct:  07973 956225

WEBSITE:
www.valuentis.com
www.valbs.com

EMAIL:
info@valuentis.com

# TALENT LOSS/CHURN EVALUATION

Sector: Financial services, insurance
Type: Consulting/Managed service

## OUR APPROACH:

By tapping into our 'Talent Lifecycle' Playbook, the project collated and identified staff churn issues, most notably within 6-12 months' tenure cohort as a particular risk. A series of interventions were put in place to understand the underlying drivers:

- Rolling exit survey, reported monthly, for all staff. This covered perceptions on the immediate work environment and a variety of team and organisational factors (qualitative and quantitative).
- Longitudinal team intake surveys, administered at 1 week, 1 month, 6 months and 1 year by team. Through analysis of how responses evolved, an evidence-based understanding was formed on experience of the recruitment process and the expectations it formed; experiences in initial training; transition to the 'live' environment and a more steady-state experience.

## VALUE OF PROJECT:

Survey findings allowed the client to adapt their recruitment messages and make changes to how staff transitioned from onboarding and training to their team, including increased early contact and greater team leader involvement whilst 'in training'.

Turnover in the 6-12 month tenure cohort reduced over time and this was mirrored in the stronger and improving employee engagement scores as measured in the separate surveys.

## PROJECT PLAYBOOK COMPONENTS:

- EMPLOYEE LIFECYCLE ANALYSIS
- 5D ENGAGEMENT FRAMEWORK
- EXIT INTERVIEWS
- DATA VISUALISATION

## SIMILAR PROJECTS DELIVERED IN:

- Emergency services
- Facilities management