HR TECHNOLOGY REDUCES PART-TIME TURNOVER
Large Retailer

SMD

Large retailer with high part-time turnover (86%)

THE ISSUE

A large retailer's struggle with high levels of part-time turnover (86%) had been going on for more than 20 years and had shown little, if any, improvement. Their approach had been to conduct exit interviews for all employees that quit and run a monthly turnover report that was sent to all managers. The prevailing thought amongst the leadership team was to acquiesce and believe that turnover would always be high in the retail industry. Ultimately, they had just been hiring employees more quickly.

Brought together all employee data to identify drivers of turnover

SMD'S SOLUTION

The existing exit interviews were not working, so SMD introduced their tools and process to uncover why part-time turnover was so high. Using SMD Link, which brought together all the retailer's employee data (e.g. survey data, demographics, training participation), the organization discovered that four key areas were most responsible for part-time turnover. Those drivers were: 1) Benefits; 2) Teamwork (with full-time employees); 3) Store Manager Turnover; and 4) Senior Leadership Communication. Senior leaders from operations and HR worked with SMD to create strong initiatives to impact each of these key areas.

Part-time turnover dropped 24% and yielded savings $8.4+ million

THE RESULTS

- Part-time turnover reduced from 86% to 64% in one year
- Opportunity cost savings (recruiting, hiring, and training part-time employees) of $8.4 million
- HR team began utilizing SMD Link to tackle other organizational issues

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