

QE = Quitting Employee

The Systems Approach

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Hierarchy of Objectives
(Ends/Means Chain)

Measure of Performance

Target

Strategic Planning System

To retain valued employees
% of employees actually quitting/year
February 1989: $\leq \frac{1}{2} \%$

Why?

How?

Tactical Planning System

To change the minds of valued QE
% of QE changing their minds
February 1989: $\geq 90\%$

Why?

How?

To create a work environment conducive to not quitting
% of employees considering quitting
Feb 1989: $\leq 5\%$

Assumptions

- Quick response makes QE feel wanted
- Higher-level managers will not spread the word
- % QE changing mind ≤ 90

Causal Assumption

Factual Assumption

Structured

Semi-Structured

Unstructured

Decision Support System

Revise

Negative Feedback

No

Management Reporting System

Desired % of QE changing minds=90
Actual % of QE changing minds=10

$10\% \geq 90\%$

yes

Positive Feedback

Maintain

Database Management System

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SYSTEM

Transaction Processing System

Record the success/failure of each instance of changing the mind of a valued QE

Operational System

Implement the system for a year

