

2007 National Recruitment and Retention Survey

An Employers Network Sponsored Survey

**Coordinated and Provided by:
MRA – The Management Association, Inc.**

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Call MRA's Survey Department at (800) 488-4845 for information.

Confidential Survey Report

This survey is provided that the information will:

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- *be restricted to authorized personnel only*
- *not be used in collective bargaining or grievance proceedings,*
- *protect, completely, organizational identity*

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Employers Network

Finding, hiring, training, and retaining qualified employees is an increasing challenge for many employers. Many organizations are looking for ways to select top talent and keep them engaged as productive employees. To assist in these endeavors, Employers Network designed and conducted this survey so that employers can have more information about current selection, training, and retention practices.

This survey was distributed in July 2007 to members of eight different Employer Association Groups (Employers Network). A total of 504 surveys were completed. The tables and charts included in this report display the responses of these 504 respondents in aggregate and by the following industry groups:

- **Manufacturing**
- **Service**
- **Other**

For some questions, the data is also broken down by the following positions:

More data about specific positions is included in the individual position reports.

Administrative Support Answers telephones, types/word processing, operates office machines and files.

Customer Service Confers with customers by telephone or in person in order to provide or receive information about products, services, orders or complaints.

Distribution and Shipping Ships merchandise or material; receives, unpacks, verifies and records incoming merchandise or material; and arranges for the transportation of products.

Engineer Builds or operates equipment, structures or systems using science and math. Examples include civil, electrical or mechanical engineer etc. (Professional position, normally with degree.)

Machine Operator and Assembler Sets up, operates, or tends machines/assembles an entire product or component of a product.

Maintenance and General Labor Unskilled or semi-skilled workers. Performs tasks involving physical labor. Maintenance Repairs and maintains machines, equipment and buildings.

Paraprofessional Serves under the direction of a professional who has ultimate responsibility for the design and implementation of programs and services.

Professional Service Provider Professional level employee who has expertise in a specific field, (accountant, attorney, healthcare, human resource, insurance, architect, etc.)

Sales and Marketing Prepares marketing plans and/or sells services/products to businesses or individuals.

Scientists An expert in at least one area of science such as biologists, chemists, geologists etc. (Professional position, normally with an advanced degree.)

Skilled Trades Workers requiring specialized training, certification, or licensing, such as plumbers, electricians, HVAC, etc.

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This survey provides data about the following by industry group and, in some cases, by position and/or level of difficulty retaining employees.

How organizations assess their ability to find and hire qualified employees	part 1 p. 1
Average number of days to fill open positions	part 1 p. 5
Effective recruiting sources	part 1 p. 6
Level of starting salaries (below, at, or above market)	part 1 p.9
Hiring incentives offered	part 1 p. 9
Selection methods used in addition to interviewing	part 1 p. 11
Financial and non-financial factors that employers believe influence applicants' decisions regarding accepting employment	part 1 p. 12
How organizations assess their ability to retain qualified employees	part 1 p. 19
Annual turnover rates	part 1 p. 20
Reasons given by employees for terminating	part 1 p. 20
How organizations assess their ability to train qualified employees	part 1 p. 25
Training methods used	part 1 p. 26
How employers evaluate the effectiveness of training	part 2 p. 1
Retention strategies	part 2 p. 3
Employee recognition practices	part 2 p. 5
Performance review practices	part 2 p. 7
Frequency of performance reviews	part 2 p. 8
Use of knowledge management practices	part 2 p. 8
Diversity practices	part 2 p. 9
Descriptors of organizational culture	part 2 p. 11

Also included are individual reports for the positions listed on the previous page and a separate report, part 3, which includes comments submitted by survey respondents.