

PEBA

Retention Report – January 2004

The survey data was collected through PEBA's web based survey software. 54 companies participated. An executive summary of the results can be found on the PEBA web site. The information below is a question by question analysis.

Questions

Q1. What is the nature of your company's business?

Responses	Count	Percent
Chemical	0	0.0%
Consulting	1	1.9%
Computer/Data Services	3	5.7%
Education	4	7.5%
Financial Services	7	13.2%
Professional/Consultancy	0	0.0%
Healthcare	7	13.2%
Manufacturing	5	9.4%
Law	2	3.8%
Pharmaceutical	2	3.8%
Other	22	41.5%

Q2. Is your company:

Responses	Count	Percent
Publicly held	15	27.8%
Privately owned	19	35.2%
Nonprofit	20	37.0%

Q3. What is the total number of employees at all locations?

Responses	Count	Percent
Fewer than 100	6	11.1%
100-499	14	25.9%
500-999	9	16.7%
1000-2499	10	18.5%
2500-4999	5	9.3%
5000 or more	10	18.5%

Q4. How many employees does your company have in the Delaware Valley?

Responses	Count	Percent
Fewer than 100	15	27.8%
100-499	15	27.8%
500-999	10	18.5%
1000-2499	8	14.8%
2500-4999	2	3.7%
5000 or more	4	7.4%

Q5. Do you measure turnover?

Responses	Count	Percent
Yes	44	81.5%
No	10	18.5%

Q6. What is the current turnover rate in your organization?

Responses	Count	Percent
0%	0	0.0%
1-5%	9	20.9%
6-10%	10	23.3%
11-15%	5	11.6%
16-20%	11	25.6%
21-25%	2	4.7%
26-30%	2	4.7%
More than 30%	4	9.3%

Q7. Is employee retention a problem at your company?

Responses	Count	Percent
Yes	21	38.9%
No	33	61.1%

Q8. How often do you measure turnover?

Responses	Count	Percent
Monthly	21	38.9%
Every 6 months	7	13.0%
Annually	14	25.9%
Bi-annually	1	1.9%
Other	11	20.4%

Q9. Of the employees who leave your company, which population experiences the highest turnover? Those employed:

Responses	Count	Percent
Less than 1 year	12	22.2%
1 - 2 years	21	38.9%
3 - 5 years	13	24.1%
5 - 10 years	1	1.9%
10 or more years	0	0.0%
Don't know	7	13.0%

Q10. In the past two years, how has the number of voluntary resignations changed?

Responses	Count	Percent
Increased	6	11.1%
Stayed the same	25	46.3%
Decreased	17	31.5%
Don't know	6	11.1%

Q11. What group of employees has the highest voluntary resignation rate?

Responses	Count	Percent
Executives	0	0.0%
Management	1	1.9%
Professionals	16	29.6%
Technicians	4	7.4%
Sales	4	7.4%
Office and clerical	13	24.1%
Laborers (unskilled)	6	11.1%
Service workers	6	11.1%
Other	0	0.0%
Don't know	4	7.4%

Q12. What resources does your company use to learn why employees leave?

Responses	Count	Percent
Conduct verbal exit interviews	46	85.2%
Written questionnaire to employees who leave	25	46.3%
Computer-based survey	2	3.7%
Other	1	1.9%
Nothing	2	3.7%

Q13. Check the top three reasons for voluntary employee turnover:

Responses	Count	Percent
Better career opportunities	40	74.1%
Unhappy with job duties	11	20.4%
Low performance rating	5	9.3%
Dissatisfied with salary	16	29.6%
Dissatisfied with benefits	1	1.9%
Dissatisfied with immediate supervisor	11	20.4%
Dissatisfied with culture/corporate philosophy	3	5.6%
Dissatisfied with senior leadership	2	3.7%
Relocation	9	16.7%
Career change	8	14.8%
Family/personal issues	22	40.7%
Retirement	2	3.7%
Return to school	5	9.3%
Job stress	5	9.3%
Other	3	5.6%
Don't know	3	5.6%

Q14. Does your company have any formal retention strategies/initiatives?

Responses	Count	Percent
Yes	17	31.5%
No	37	68.5%

Q15. What are the reason(s) for focusing on retention strategies?

Responses	Count	Percent
Changes in business strategy	6	35.3%
Business results/expense constraints (layoffs)	5	29.4%
Changes in the economy	4	23.5%
Merger/acquisition	4	23.5%
Cost of turnover	10	58.8%

Q16. How do you identify which employees to retain?

Responses	Count	Percent
High performance	9	52.9%
High potentials	9	52.9%
Essential skill for business operations	10	58.8%
"Hot" skill in the marketplace	6	35.3%
Amount of interaction with the customer	1	5.9%
After merger/acquisition	3	17.6%
Efforts focused on retaining all employees	7	41.2%
Other	2	11.8%

Q17. Where do you focus your retention strategy?

Responses	Count	Percent
Compensation	9	52.9%
Benefits	9	52.9%
Work environment	13	76.5%
Other	0	0.0%
Succession planning	2	11.8%
Individual development	9	52.9%

Q18. If you have a formal retention strategy/initiative to retain employees, what type of measures does your company take?

Responses	Count	Percent
Offer competitive benefits package	28	51.9%
Learning/development opportunities	23	42.6%
Competitive base salary	25	46.3%
Cash bonuses	12	22.2%
Management training	12	22.2%
Mentoring program	10	18.5%
Work/life balance programs	15	27.8%
Other	1	1.9%
We don't take a proactive approach	19	35.2%

Q19. Which of the following financial benefits does your company consider to be retention tools?

Responses	Count	Percent
Matching funds in a 401(k) / 403(b)	35	64.8%
Stock options	12	22.2%
Stock purchase plans	7	13.0%
Pension plans	24	44.4%
Above-market base pay	14	25.9%
Cash bonuses based on company performance	25	46.3%
Cash bonuses based on individual performance (may include commissions)	19	35.2%
Cash bonus not affected by company or individual performance	3	5.6%
None of the above	6	11.1%

Q20. Which of the following benefits does your company consider to be retention tools?

Responses	Count	Percent
Paid time off (includes vacation, holidays, personal days)	37	68.5%
Fully paid health insurance for employee	11	20.4%
Fully paid health insurance for family	7	13.0%
Subsidized health insurance for employee	29	53.7%
Subsidized health insurance for family	30	55.6%

Tuition reimbursement	39	72.2%
Subsidized meals	4	7.4%
Child care (on-site or company subsidized)	6	11.1%
Stress management programs	9	16.7%
Employee Assistance Programs (EAP)	30	55.6%
Health care spending accounts	32	59.3%
Dependent Care Spending Accounts	30	55.6%
Pre-natal/parenting programs	3	5.6%
Resources/referral program	11	20.4%
Domestic partner benefits	12	22.2%
Personal assistance (i.e. financial education, legal assistance, employee discount programs)	9	16.7%
Flexible work arrangement	20	37.0%
Above-market benefits programs	15	27.8%
None of the above	4	7.4%

Q21. What types of flexible work arrangements do you provide?

Responses	Count	Percent
Vacation carryover	30	55.6%
Telecommuting	17	31.5%
Part-time employment	36	66.7%
Flex time programs	19	35.2%
Compressed workweek	11	20.4%
Job share program	8	14.8%
None of the above	10	18.5%

Q22. What type of technology do you provide to help employees who are telecommuting?

Responses	Count	Percent
Cell phones	21	38.9%
Voicemail	24	44.4%
Personal Digital Assistant (PDA)	10	18.5%
Laptop computers	27	50.0%
Internet access	28	51.9%
Intranet access	20	37.0%
Dial-in access	23	42.6%
None of the above	2	3.7%
No telecommuters	16	29.6%

Q23. How do you measure the effectiveness of your retention program.

Responses	Count	Percent
ROI	5	9.3%
Reduced turnover of overall population	24	44.4%
Increased retention of targeted groups	12	22.2%
Feedback from high performers/management	7	13.0%
Productivity measures (i.e. turnaround/response time, etc.)	5	9.3%
Other	1	1.9%
Don't track	25	46.3%

Q24. Does your company focus on employee motivation as part of the retention strategy?

Responses	Count	Percent
Yes	23	42.6%
No	31	57.4%

Q25. How are employees under 40 motivated?

Responses	Count	Percent
Learning/development opportunities	17	77.3%
Pay	11	50.0%
Benefits	13	59.1%
Work/life balance programs	12	54.5%
Don't know	0	0.0%

Q26. How are employees over 40 motivated?

Responses	Count	Percent
Learning/development opportunities	11	50.0%
Pay	17	77.3%
Benefits	18	81.8%
Work/life balance programs	11	50.0%
Don't know	1	4.5%

Q27. How are male employees motivated?

Responses	Count	Percent
Learning/development opportunities	18	81.8%
Pay	14	63.6%
Benefits	15	68.2%
Work/life balance programs	7	31.8%
Don't know	2	9.1%

Q28. How are female employees motivated?

Responses	Count	Percent
Learning/development opportunities	17	77.3%
Pay	13	59.1%
Benefits	16	72.7%
Work/life balance programs	11	50.0%
Don't know	2	9.1%