

SHRM

Research

2005 U.S. Job Recovery and Retention

POLL FINDINGS

A Study by the Society for Human Resource Management
and CareerJournal.com



HR: Leading People,
Leading Organizations



2005 U.S. Job Recovery and Retention

POLL FINDINGS

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2005 U.S. Job Recovery and Retention Poll Findings

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About This Report

In September 2005, the Society for Human Resource Management (SHRM) and CareerJournal.com, a Web site of *The Wall Street Journal*, jointly conducted the 2005 SHRM/CareerJournal.com Job Recovery/Job Retention online poll¹ to determine opinions about job recovery and the effectiveness of various retention strategies from the perspectives of both human resource (HR) professionals and employees. These results were compared with the first SHRM/CareerJournal.com Job Recovery/Job Retention poll conducted in 2004. The polls were nearly identical, except for a few modifications, and the results of both polls will be compared when applicable throughout this report.

Comparison of HR professionals' perceptions of employee attitudes with actual employee attitudes shows the extent to which HR professionals are in touch with employees in their organizations. The more attuned HR professionals are to employee perceptions, the better able they are to respond to employee concerns. Conversely, the less attuned HR professionals are to employees, the more they need to determine why their perception of employee attitudes is inaccurate and how to modify it so that they can be responsive to employees.

About SHRM

The Society for Human Resource Management is the world's largest association devoted to human resource management. Representing more than 200,000 individual members, the Society's mission is to serve the needs of HR professionals by providing the most essential and comprehensive resources available. As an influential voice, the Society's mission is also to advance the human resource profession to ensure that HR is recognized as an essential partner in developing and executing organizational strategy. Founded in 1948, SHRM currently has more than 500 affiliated chapters and members in more than 100 countries. Visit SHRM Online at www.shrm.org.

About CareerJournal.com

CareerJournal.com is the premier career Web site targeted to executives and professionals. Featuring more than 75,000 top-level jobs and 2,500 articles on all aspects of job hunting and career management, the site attracts more than 600,000 unique visitors monthly. CareerJournal.com features salary data, interviewing and negotiating tips, popular columns from *The Wall Street Journal* and exclusive content from its own dedicated news staff. The site

¹ Copies of the HR professional and employee versions of the poll can be found at the end of this report.

was named the best career Web site for 2003 by *Time* magazine and received “Best of the Web” awards of the year from *Forbes* magazine, the Special Libraries Association, WEDDLE’s Internet Guide, CareerXRoads and a range of daily newspapers around the globe.

About SHRM Research

SHRM Research produces high-quality, leading-edge research and provides expertise on human resource and business issues for the purpose of advancing the HR profession. SHRM’s cutting-edge research is used by human resource professionals to develop

their knowledge and to provide strategic direction to their organizations. As a leading expert in the field of HR, SHRM works closely with leading academics, policy makers and business leaders.

About the Author

Evren Esen is a survey research specialist for SHRM. Her responsibilities include designing, conducting and analyzing surveys on HR-related topics. She has a graduate certificate in survey design and data analysis from The George Washington University in Washington, D.C.

Methodology

Both versions of the poll were developed by the SHRM Survey Program and CareerJournal.com. An internal committee of SHRM staff with HR expertise also provided valuable insight and recommendations for the instruments. For comparison purposes, both employees and HR professionals received similar questions.

HR Professional Sample

The HR professional sample was randomly selected from SHRM's membership database, which at the time included approximately 200,000 individual HR professional members. Only members who had not participated in an SHRM survey or poll in approximately the last six months were included in the sampling frame. Members who were students, consultants, academics, located internationally and who had no e-mail address on file were also excluded from the sampling frame. In September 2005, an e-mail that included a link to the SHRM/CareerJournal.com 2005 Job Recovery/Job Retention poll was sent to 3,000 randomly selected SHRM members. Of these, 2,244 e-mails were successfully delivered to respondents, and 435 HR professionals responded, yielding a response rate of 19%. The survey was online for a period of three weeks, and three e-mail reminders were sent to nonrespondents in an effort to increase

the response rate. The sample of 435 HR professionals was, for the most part, similar to the SHRM membership population overall, except that the percentage of medium-staff-sized organizations was higher in this sample.

Employee Sample

A similar poll was completed by 465 employees. The employee data were gathered from a convenience sample of visitors to the CareerJournal.com Web site—the online poll was given to every 10th visitor of the site. CareerJournal.com visitors tend to be executive-level professionals who are both active and passive job seekers. Readers should proceed with caution when generalizing these results to all employees.

Notes and Caveats

Analysis by organization staff size: Throughout this report, analyses by respondents' organization staff size are presented and discussed, when applicable. Organizations are grouped into three categories based on the number of employees at the HR professional's business location: small (1-99 employees), medium (100-499 employees) and large (500 and more employees).

Differences: Conventional statistical methods were used to determine if observed differences were statistically significant (i.e., there is a small likelihood that the differences occurred by chance). Therefore, in most cases, only results that were significant are included, unless otherwise noted.

Generalization of results: As with any research, readers should exercise caution when generalizing results and take individual circumstances and experiences into consideration when making decisions based on these data. While SHRM is confident in its research, it is prudent to understand that the results presented in this report are only truly representative of the sample of HR professionals and employees responding to the poll.

Number of respondents: The number of respondents (indicated by “n”) is noted in all tables and figures and indicates the number of individuals (not organizations) who provided data relevant to a particular table or figure. The number of respondents varies from table to table because some respon-

dents did not answer all of the questions. Individuals may not have responded to a question on the poll because the question or some of its parts were not applicable or because the requested data were unavailable. This also accounts for the varying number of responses from one table to another or within a table.

Confidence level and margin of error: A confidence level and margin of error give readers some measure of how much they can rely on survey responses to represent all of SHRM member organizations. Given the level of response to the poll, SHRM Research is 95% confident that responses given by all responding organizations can be generalized to all SHRM member organizations, in general, with a margin of error of 5%. For example, 73% of the responding organizations reported that they were for-profit. With a 5% margin of error, the reader can be 95% certain that between 68% and 78% of SHRM member organizations are for-profit. It is important to know that the margin of error increases as the sample size decreases.

Key Findings

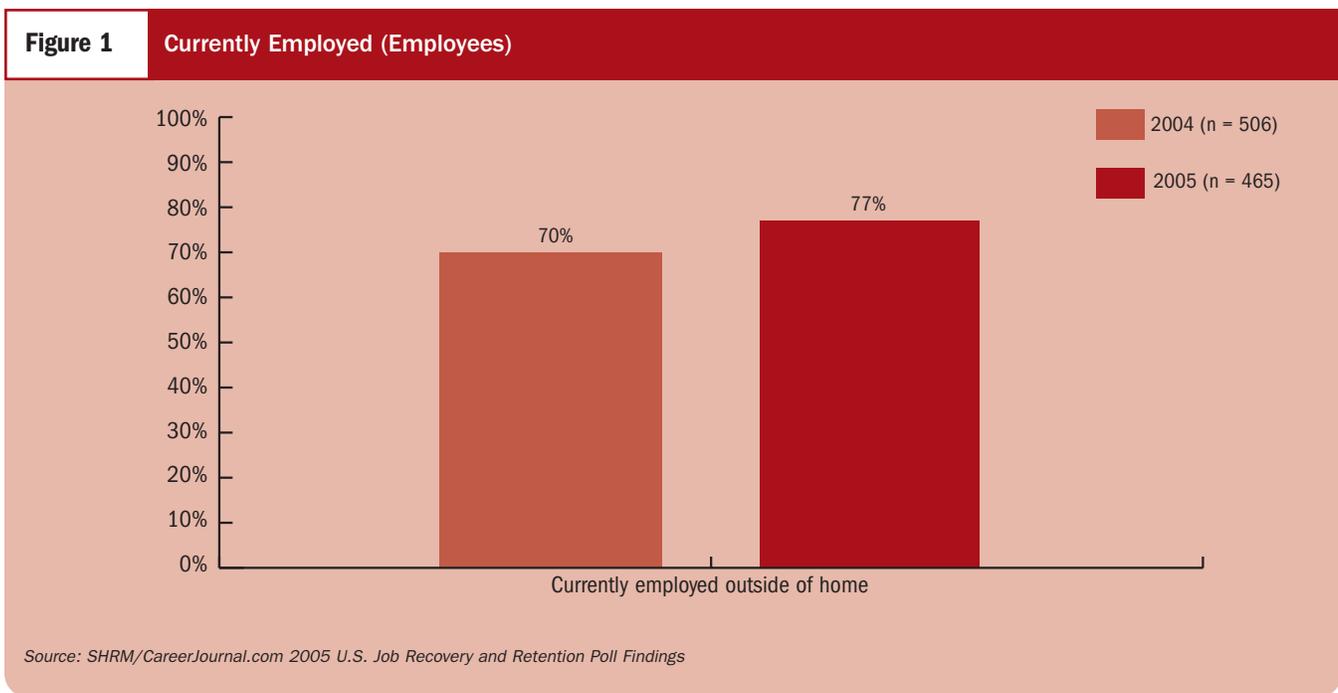
Nearly two-thirds of HR professionals reported being concerned about the number of voluntary resignations their organizations had received since the start of 2005. This concern is not unwarranted as evidenced by responses of employees polled for this study. Slightly more than three-quarters of currently employed respondents reported either active or passive job searching. Active job seekers are defined as employees who are currently looking for a job, going on interviews and who, if offered a new position, are potentially ready to leave their current organization. Passive job seekers are employees who are taking steps to see what opportunities are available by posting their resumes online and browsing classifieds, but are

not yet certain if they want to leave their organization. As the economy and job market continue to improve, these numbers are expected to increase. Over one-half of currently employed respondents indicated that with continued improvement of the economy they were very likely to begin to search for another job. In response, many organizations have put into place special practices to improve retention. The most common practices range from offering more competitive salaries to more flexible work schedules. Both employees and HR professionals cited better compensation and career opportunities and general dissatisfaction with the direction of their career as the top reasons for employee decisions to leave their jobs.

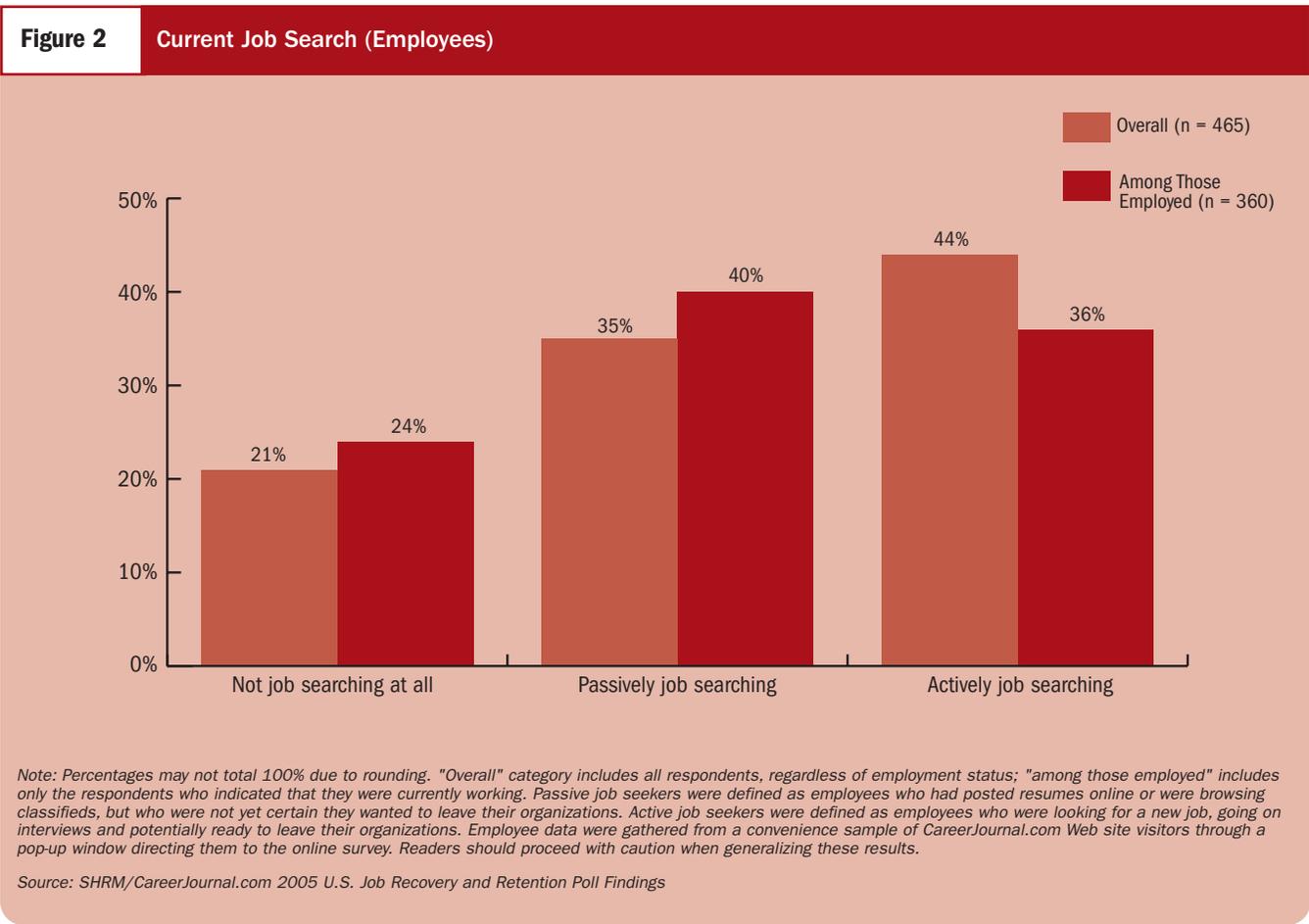
Poll Results

Current Job Search (Employees)

- Seventy-seven percent of employee respondents reported being currently employed, compared with 70% in 2004.

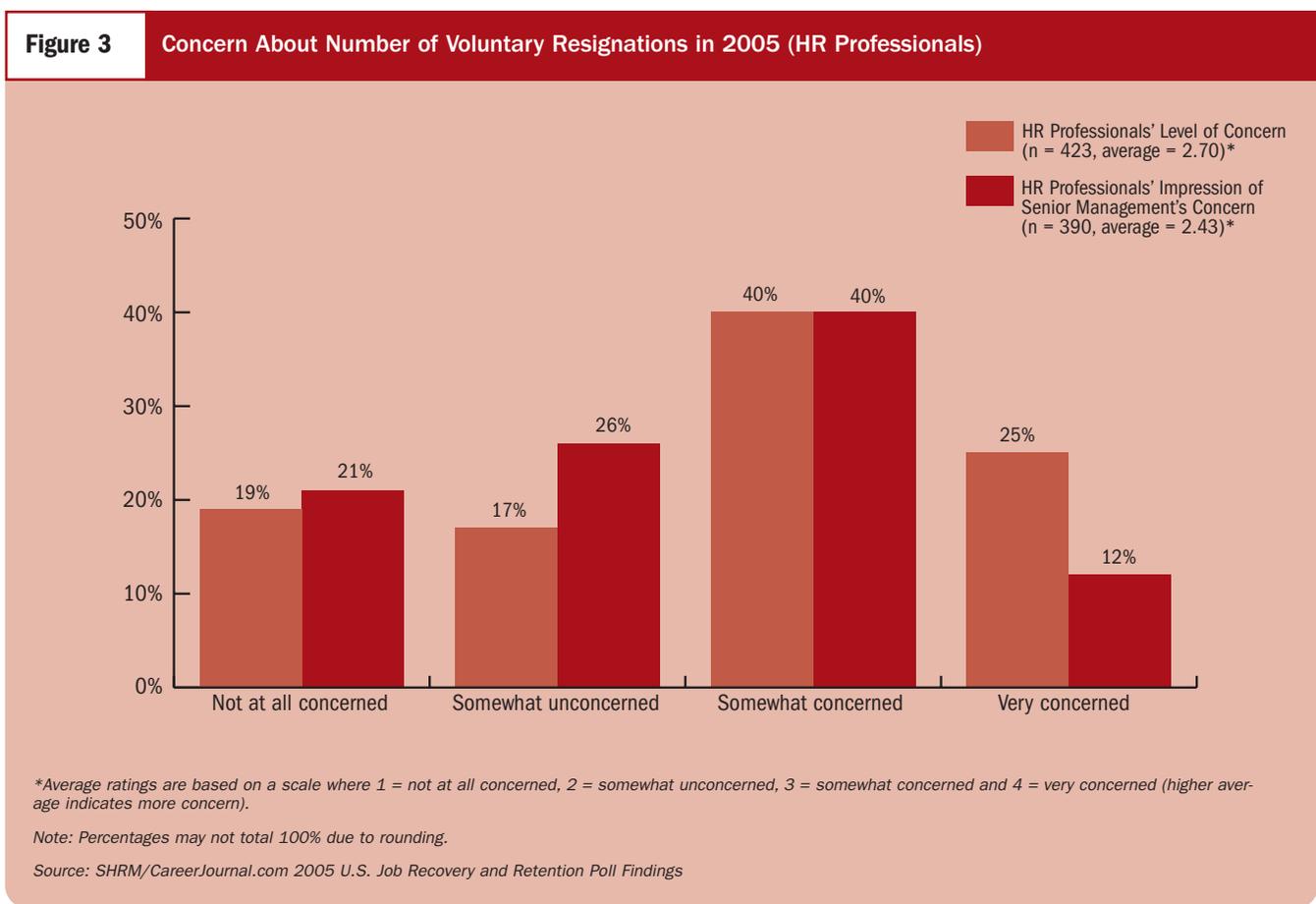


- More than four out of 10 employees (44%) overall indicated that they were actively searching for a job, and 35% reported passively job searching.
- Of employees who were currently employed, 36% indicated they were actively job searching compared with 40% who were passively job searching.
- These results were not significantly different from the 2004 results.
- Employees aged 36 to 54 were more likely to be actively job searching than employees 35 or younger (these data are not reflected in the figure below).



Concern About Number of Voluntary Resignations in 2005 (HR Professionals)

- On average, HR professionals perceived themselves as more concerned than senior management about the number of voluntary resignations their organizations had received since the beginning of 2005.
- Sixty-five percent of HR professionals indicated they were concerned (“somewhat concerned” and “very concerned”) about the voluntary resignations at their organizations while 52% perceived senior management at their organizations to be concerned. The main difference was in the percentage of “very concerned” responses: 25% of HR professionals reported being very concerned, yet only 12% perceived that senior management was very concerned.
- The results in 2005 were not significantly different from the 2004 results.



- HR professionals at medium-staff-sized organizations were more likely to express concerns over the number of employees that have voluntarily resigned since 2005 compared with respondents from small organizations.
- HR professionals' impression of senior management's level of concern about voluntary resignations in 2005 was higher at large organizations than at small organizations.

| Table 1 Concern About Number of Voluntary Resignations in 2005 (HR Professionals, by Organization Staff Size) | | | | |
|--|--|--|---|------------------------------------|
| | Small (1-99 Employees) (n = 123) | Medium (100-499 Employees) (n = 192) | Large (500 or More Employees) (n = 115) | Differences Based on Staff Size |
| HR professionals' level of concern | 2.47 | 2.78 | 2.79 | Medium > small |
| HR professionals' impression of senior management's concern | 2.21 | 2.47 | 2.57 | Large > small |

Note: Average ratings are based on a scale where 1 = not at all concerned, 2 = somewhat unconcerned, 3 = somewhat concerned and 4 = very concerned (higher average indicates more concern). Sample sizes are based on the number of respondents providing organization staff size; however, the averages shown are based on the actual number of respondents by size who answered this question using the response options provided.

Source: SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Poll Findings

- Senior management in the government, compared to wholesale/retail trade industry, was more concerned about the number of voluntary resignations at their organizations, according to HR professionals' perceptions (these data are not reflected in the figure below).
- HR professionals from the publicly owned for-profit sector perceived senior management at their organizations as more concerned about the number of voluntarily resignations since the beginning of 2005 compared with HR professionals from the nonprofit and government sectors.

| Table 2 Concern About Number of Voluntary Resignations in 2005 (HR Professionals, by Sector) | | | | | |
|---|---|--|-----------------------|------------------------|---|
| | Publicly Owned For-Profit (n = 109) | Privately Owned For-Profit (n = 209) | Nonprofit (n = 77) | Government (n = 37) | Differences Based on Sector |
| HR professionals' level of concern | 2.87 | 2.76 | 2.48 | 2.43 | |
| HR professionals' impression of senior management's concern | 2.67 | 2.48 | 2.17 | 2.09 | Publicly owned for-profit > nonprofit, government |

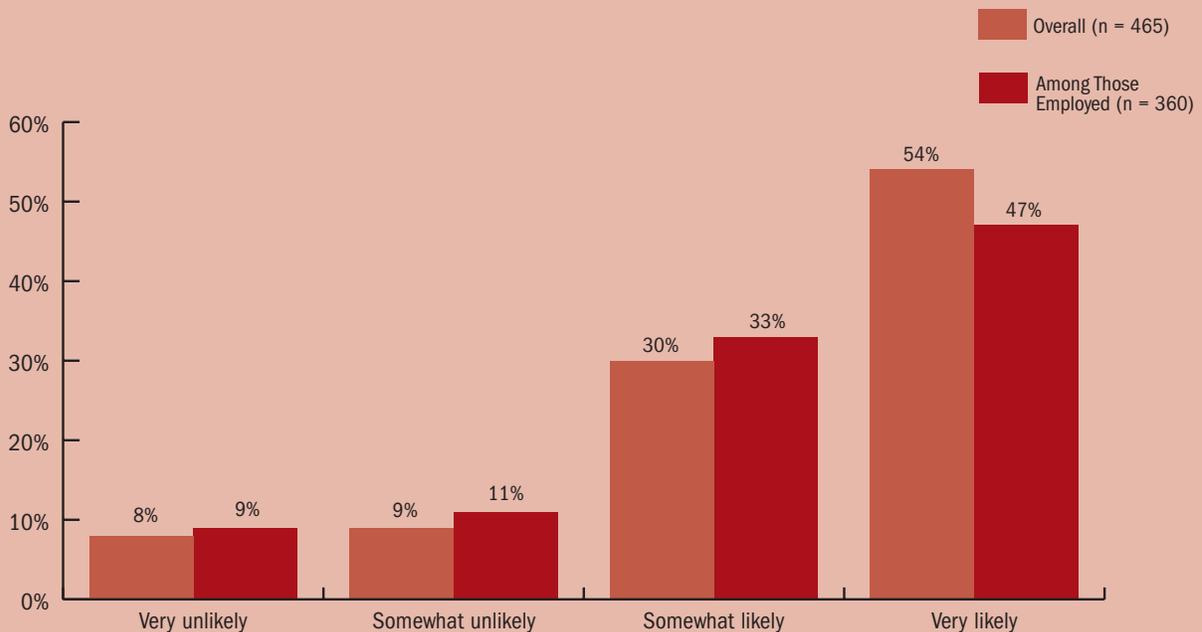
Note: Average ratings are based on a scale where 1 = not at all concerned, 2 = somewhat unconcerned, 3 = somewhat concerned and 4 = very concerned (higher average indicates more concern). Sample sizes are based on the number of respondents providing sector; however, the averages shown are based on the actual number of respondents by sector who answered this question using the response options provided.

Source: SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Poll Findings

Likelihood of Beginning or Increasing Job Search as Economy and Job Market Continue to Improve (Employees)

- Over one-half (54%) of employees overall (both currently unemployed and employed) indicated that they were very likely to begin/increase job search as the economy and job market continued to improve.
- Slightly less than one-half (47%) of currently employed employees indicated that they were very likely to begin/increase their job search.
- The results in 2005 were not significantly different from the 2004 results.
- Employees 55 or older were much more unlikely to increase/begin a job search compared with other employees (these data are not reflected in the figure below).
- Executive-level employees were much more unlikely to increase/begin a job search compared with non-management employees (these data are not reflected in the figure below).

Figure 4 Likelihood of Beginning or Increasing Job Search as Economy and Job Market Improve (Employees)

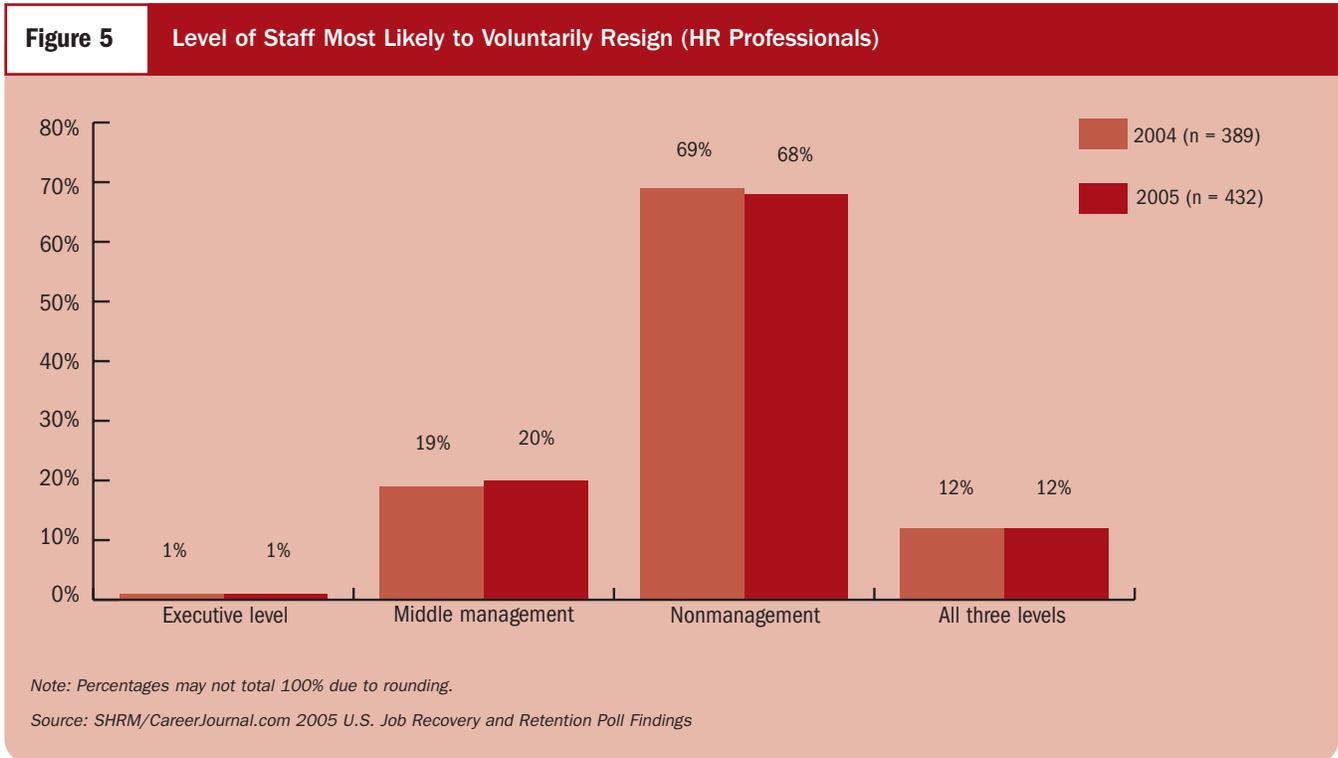


Note: Percentages may not total 100% due to rounding. "Overall" category includes all respondents, regardless of employment status; "among those employed" includes only the respondents who indicated that they were currently working. Employee data were gathered from a convenience sample of CareerJournal.com Web site visitors through a pop-up window directing them to the online survey. Readers should proceed with caution when generalizing these results.

Source: SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Poll Findings

Level of Staff Most Likely to Voluntarily Resign (HR Professionals)

- Nonmanagement-level employees were most likely to resign from their current positions as the economy and job market continued to improve, according to more than two-thirds (68%) of HR professionals. HR professionals expected far less resignations from middle management (20%) and expected almost no executive-level staff to resign (1%).
- Twelve percent of HR professionals predicted that employees from all three levels were equally likely to resign.
- These results were not significantly different from the 2004 results.



- According to HR professionals' perceptions, nonmanagement employees at medium-sized organizations (76%) were more likely to voluntarily resign than at large organizations (57%).
- Twenty-seven percent of HR professionals at large organizations reported that middle-management employees had a greater likelihood of voluntarily resigning compared with 15% of respondents from medium organizations.

| Table 3 Level of Staff Most Likely to Voluntarily Resign (HR Professionals, by Organization Staff Size) | | | | |
|--|---|--|---|------------------------------------|
| | Small (1-99 Employees) (n = 123) | Medium (100-499 Employees) (n = 192) | Large (500 or More Employees) (n = 115) | Differences Based on Staff Size |
| Executive | 0% | 0% | 3% | |
| Middle management | 20% | 15% | 27% | Large > medium |
| Nonmanagement | 65% | 76% | 57% | Medium > large |
| All three levels have an equal likelihood of leaving | 15% | 9% | 13% | |

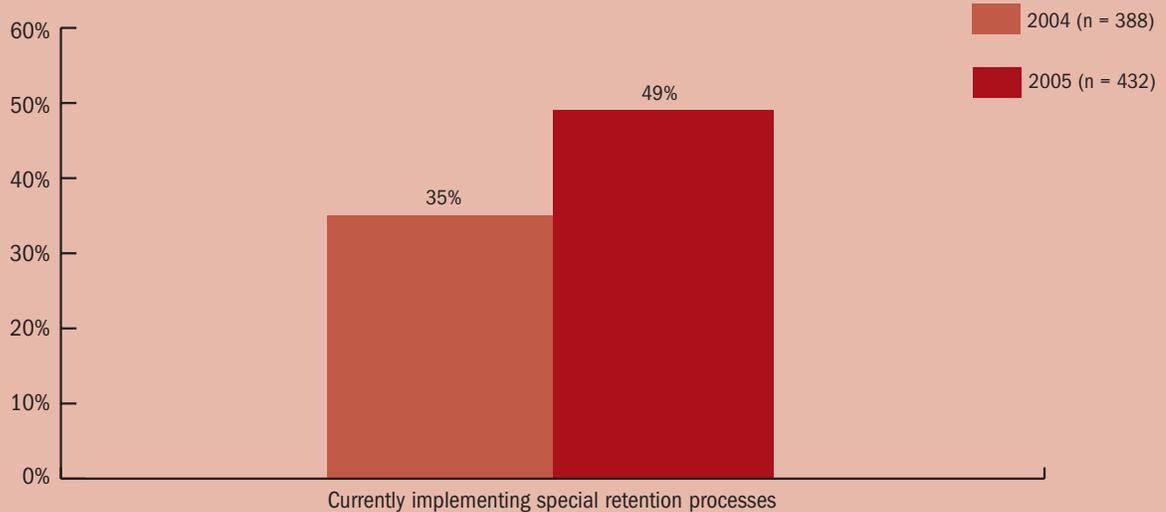
Note: Percentages are column percentages and may not total 100% due to rounding. Sample sizes are based on the number of respondents providing organization staff size; however, percentages shown are based on the actual number of respondents by size who answered this question using the response options provided.

Source: SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Poll Findings

Special Retention Processes Used by Organizations in Response to Job Market Improvements

- Almost one-half (49%) of HR professionals reported that their organizations were implementing special retention processes as a direct result of continuing improvements in the job market/economy.
- The percentage of organizations implementing special retention processes had increased to 49% in 2005 compared with 35% in 2004.
- HR professionals from the privately owned for-profit sector were more likely to report that their organizations were implementing special processes to retain staff compared with HR professionals from the government sector (these data are not reflected in the figure below).

Figure 6 Percentage of Organizations Implementing Special Retention Processes (HR Professionals)



Note: Percentages may not total 100% due to rounding.

Source: SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Poll Findings

- Organizations that reported using special retention processes due to improvements in the economy indicated that the top retention processes used in 2005 were providing competitive merit increases/salary adjustments (70%), providing career development opportunities (64%) and promoting qualified employees (62%).
- In 2005, offering schedules conducive to work/life balance and providing competitive merit increases/salary adjustments were used by a greater proportion of organizations than in 2004, according to HR professionals.

Table 4 Special Retention Processes Used by Organizations in Response to Job Market Improvements (HR Professionals)

| | 2004 (n = 133) | 2005 (n = 211) | Comparison |
|---|-------------------|-------------------|-------------|
| Providing competitive merit increases/salary adjustments | 58% | 70% | 2005 > 2004 |
| Providing career development opportunities | 68% | 64% | |
| Promoting qualified employees | 65% | 62% | |
| Offering schedules conducive to work/life balance (e.g., telecommuting, compressed workweeks, etc.) | 34% | 44% | 2005 > 2004 |
| Providing bonuses | 49% | 39% | |
| Offering other competitive benefits* | 20% | 23% | |
| Developing more attractive retirement packages | 11% | 9% | |
| Offering stock options | 8% | 6% | |

* Includes benefits such as paying 100% of medical premiums, decrease in employee medical co-pays, spot bonuses, increased recognition of employees and educational assistance.

Note: Based only on respondents who indicated that their organizations had implemented special retention processes as a result of improvements to the job market. Percentages do not total 100% as respondents were allowed multiple choices.

Source: SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Poll Findings

- According to HR professionals, small and large organizations were more likely to offer schedules conducive to work/life balance compared with medium organizations.
- More HR professionals from small organizations reported that their organizations provided bonuses as a special retention tool than respondents from large organizations.

Table 5 Special Retention Processes Used by Organizations in Response to Job Market Improvements (HR Professionals, by Organization Staff Size)

| | Small (1-99 Employees) (n = 123) | Medium (100-499 Employees) (n = 192) | Large (500 or More Employees) (n = 115) | Differences Based on Staff Size |
|---|--|--|---|------------------------------------|
| Offering schedules conducive to work/life balance | 54% | 33% | 56% | Small > medium Large > medium |
| Providing bonuses | 54% | 39% | 25% | Small > large |

Note: Percentages do not total 100% as respondents were allowed multiple choices. Sample sizes are based on the number of respondents providing organization staff size; however, percentages shown are based on the actual number of respondents by size who answered this question using the response options provided.

Source: SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Poll Findings

Perceived Effectiveness of Employee Retention Strategies (HR Professionals)

- HR professionals were asked which employee retention strategies they perceived as most effective, regardless of whether their organizations currently offered the programs in question. The most effective retention strategies selected by HR professionals were: 1) offering a competitive salary (60%); 2) providing career development opportunities (56%); and 3) offering flexible work schedules (52%). These strategies were also the top three in 2004.
- There were several retention strategies that HR professionals perceived as more effective in 2005 than in 2004. For example, offering competitive vacation and holiday benefits was cited by 26% of HR professionals as an effective retention strategy, up from 18% in 2004. Telecommuting² was indicated as an effective strategy by only 3% of HR professionals in 2004 and increased to 9% in 2005.

| Table 6 Perceived Effectiveness of Employee Retention Strategies (HR Professionals) | | | |
|--|-------------------|-------------------|-------------|
| | 2004 (n = 377) | 2005 (n = 422) | Comparison |
| Offering competitive salary | 59% | 60% | |
| Providing career development opportunities | 47% | 56% | 2005 > 2004 |
| Offering flexible work schedules | 45% | 52% | |
| Promoting qualified employees | 31% | 40% | 2005 > 2004 |
| Providing competitive merit increases | 24% | 33% | 2005 > 2004 |
| Increasing health care benefits | 28% | 31% | |
| Offering competitive vacation and holiday benefits | 18% | 26% | 2005 > 2004 |
| Offering bonuses | 22% | 21% | |
| Offering telecommuting | 3% | 9% | 2005 > 2004 |
| Offering childcare (paid for, subsidized or provided by employer) | 5% | 8% | |
| Offering early eligibility for benefits | 3% | 7% | 2005 > 2004 |
| Offering stock options | 3% | 4% | |
| Offering other competitive benefits | 2% | 7% | 2005 > 2004 |

Note: Based on all respondents, regardless of whether the strategy was used at their organizations. Percentages do not total 100% as respondents were allowed up to three choices; however, in 2005 respondents were able to select more than three choices. Data are sorted in descending order by 2005 column.

Source: SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Poll Findings

² Telecommuting was listed separately and was not included as a part of the flexible work schedule option in this poll.

- Overall, 31% of HR professionals perceived increasing health care benefits as an effective retention strategy (see Table 6); however, HR professionals at medium organizations (34%) were more likely to indicate that increasing health care benefits was effective compared with respondents from large organizations (21%).
- Promoting qualified employees was indicated as an effective employee retention strategy by 40% HR professionals overall (see Table 6). HR professionals from medium organizations (46%), compared with those from small organizations (31%), were more likely to name this strategy as effective.

Table 7 Perceived Effectiveness of Employee Retention Strategies (HR Professionals, by Organization Staff Size)

| | Small (1-99 Employees) (n = 123) | Medium (100-499 Employees) (n = 192) | Large (500 or More Employees) (n = 115) | Differences Based on Staff Size |
|-------------------------------------|--|--|---|------------------------------------|
| Increasing health care benefits | 32% | 34% | 21% | Medium > large |
| Promoting qualified employees | 31% | 46% | 35% | Medium > small |
| Offering other competitive benefits | 2% | 8% | 10% | Large > small |

Note: Includes only strategies where there was a significant difference by organization staff size. Sample sizes are based on the number of respondents providing organization staff size; however, percentages shown are based on the actual number of respondents by size who answered this question using the response options provided. Percentages do not total 100% as respondents were allowed to select more than three choices.

Source: SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Poll Findings

- Although offering bonuses was not among the most effective retention strategies overall, HR professionals in the privately owned for-profit sector (28%) perceived it to be a more effective retention tool compared with HR professionals from the nonprofit sector (10%).
- Providing career development opportunities was cited by 71% of HR professionals as an effective retention strategy in the publicly owned for-profit sector compared with all other sectors.

Table 8 Perceived Effectiveness of Employee Retention Strategies (HR Professionals, by Sector)

| | Publicly Owned For-Profit (n = 109) | Privately Owned For-Profit (n = 209) | Nonprofit (n = 77) | Government (n = 37) | Differences Based on Sector |
|---|---|--|-----------------------|------------------------|--|
| Offering bonuses | 16% | 28% | 10% | 16% | Privately owned for-profit > nonprofit |
| Providing career development opportunities | 71% | 49% | 48% | 41% | Publicly owned for-profit > privately owned for-profit, nonprofit, government |

Note: Includes only strategies where there was a significant difference by sector. Sample sizes are based on the number of respondents providing sector; however, percentages shown are based on the actual number of respondents by sector who answered this question using the response options provided. Percentages do not total 100% as respondents were allowed to select more than three choices.

Source: SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Poll Findings

Reasons Employees Voluntarily Leave Their Organizations

- Employees and HR professionals agreed on the top reasons employees left their organizations—better compensation elsewhere (41% of employees, 50% of HR professionals), career opportunity elsewhere (34% of employees, 51% of HR professionals) and dissatisfaction with potential for career development at the organization (25% of employees, 31% of HR professionals).
- About one-quarter (23%) of employees stated that being ready for a new experience was an important reason to begin or increase the intensity of their job search. However, only 13% of HR professionals indicated this as a reason that employees chose to leave their organizations.
- For employees, the results in 2005 were not significantly different from 2004; however, for HR professionals, there were some differences, as noted in Table 9.

Table 9 Reasons Employees Voluntarily Leave Their Organizations

| | Employees | | HR Professionals | |
|---|-------------------|-------------------|-------------------|-------------------|
| | 2004 (n = 494) | 2005 (n = 459) | 2004 (n = 384) | 2005 (n = 432) |
| Better compensation elsewhere | 43% | 41% | 48% | 50% |
| Career opportunity elsewhere | 32% | 34% | 52% | 51% |
| Dissatisfaction with potential for career development at the organization | 22% | 25% | 24% | 31%* |
| Ready for a new experience | 21% | 23% | 9% | 13%* |
| Boredom with current job | 18% | 19% | 4% | 5% |
| Better benefits package elsewhere | 15% | 16% | 9% | 13% |
| Poor management | 11% | 14% | 13% | 16% |
| Changing careers/industry | 11% | 14% | 3% | 9%* |
| Burnout from current job | 13% | 13% | 23% | 23% |
| Accompanying a relocating spouse/partner | 10% | 9% | 15% | 11% |
| Job security fears | 10% | 9% | 8% | 10% |
| Conflict with organization's values or mission | 8% | 7% | 4% | 9%* |
| Difficulty balancing work/life issues | 5% | 7% | 12% | 14% |
| Not feeling appreciated | 7% | 7% | 16% | 14% |
| Starting own business | 5% | 6% | 1% | 3% |
| Conflict with supervisors | 5% | 4% | 14% | 16% |
| Returning to school | 3% | 4% | 8% | 6% |
| Retirement | 3% | 3% | 4% | 8%* |
| Health-related issues | 2% | 2% | 1% | 3% |
| Perceived unfair or discriminatory treatment | 4% | 2% | 1% | 3% |
| Childcare issues | 2% | 1% | 5%* | 2% |
| Conflict with co-workers | 1% | 1% | 3% | 4% |
| Eldercare issues | 1% | 1% | 0% | 1% |
| Other | 8% | 6% | 6% | 7% |
| Cannot determine | - | - | 1% | 2% |

* Indicates statistically significant difference between 2005 and 2004.

- Indicates that employees were not provided this response option.

Note: Percentages do not total 100% as respondents were allowed up to three choices; however, in 2005 HR respondents were able to select more than three choices. Employee data were gathered from a convenience sample of CareerJournal.com Web site visitors through a pop-up window directing them to the online survey. Readers should proceed with caution when generalizing these results. Data are sorted in descending order by the 2005 employee column.

Source: SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Poll Findings

- Overall, only 14% of HR professionals indicated that employees voluntarily left their organizations due to difficulty balancing work/life issues (see Table 9), yet HR professionals at larger organizations (medium and large) were more likely to indicate this as a reason.
- Poor management was cited by HR professionals as a reason for employees leaving their organizations more frequently at large organizations (23%) than at medium organizations (11%), although relatively few HR professionals overall (16%) indicated this as an explanation.

Table 10 **Reasons Employees Voluntarily Leave Their Organizations (HR Professionals, by Organization Staff Size)**

| | Small (1-99 Employees) (n = 123) | Medium (100-499 Employees) (n = 192) | Large (500 or More Employees) (n = 115) | Differences Based on Staff Size |
|---------------------------------------|--|--|---|------------------------------------|
| Difficulty balancing work/life issues | 4% | 18% | 19% | Medium > small Large > small |
| Poor management | 17% | 11% | 23% | Large > medium |

Note: Includes only reasons where there was a significant difference by organization size. Sample sizes are based on the number of respondents providing organization staff size; however, percentages shown are based on the actual number of respondents by size who answered this question using the response options provided. Percentages do not total 100% as respondents were allowed to select more than three choices.

Source: SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Poll Findings

- Although only 9% of all employees indicated that the reason or a potential reason they might voluntarily leave their organizations would be to accompany a relocating spouse/partner (see Table 9), female employees were more likely to cite this reason.³
- Executives were more likely to cite being ready for a new experience as a reason for leaving their current jobs compared with middle management.⁴ Twenty-three percent of employees overall cited this reason (see table 9).
- Only 4% of employees overall cited returning to school as a reason or potential reason for leaving their organizations (see Table 9). Of those, more nonmanagement employees indicated this reason compared with middle-management employees.⁵

³ No accompanying figure or table.

⁴ No accompanying figure or table.

⁵ No accompanying figure or table.

Perceived Threats to Employee Retention (HR Professionals)

- HR professionals indicated that the top threats to employee retention at their organizations were career opportunities elsewhere, better compensation elsewhere, burnout and dissatisfaction with career development at their organizations. These findings correspond with the reasons employees themselves provided for searching for new jobs (See Table 9), with the exception of burnout, which fewer employees selected as a reason than predicted by HR professionals.
- These results in 2005 were not significantly different from the 2004 results.

Table 11 Perceived Threats to Employee Retention (HR Professionals)

| | n | No Threat | Small Threat | Moderate Threat | Large Threat | 2004 Average* | 2005 Average* |
|---|-----|-----------|--------------|-----------------|--------------|---------------|---------------|
| Career opportunities elsewhere | 426 | 2% | 17% | 53% | 29% | 3.09 | 3.08 |
| Better compensation elsewhere | 423 | 4% | 27% | 42% | 28% | 2.93 | 2.94 |
| Burnout | 424 | 8% | 34% | 36% | 22% | 2.83 | 2.72 |
| Dissatisfaction with potential career development at the organization | 424 | 7% | 34% | 41% | 18% | 2.72 | 2.70 |
| Not feeling appreciated | 425 | 9% | 45% | 32% | 14% | 2.50 | 2.50 |
| Better benefits package elsewhere | 424 | 16% | 41% | 28% | 16% | 2.40 | 2.43 |
| Difficulty balancing work/life issues | 422 | 14% | 47% | 26% | 13% | 2.28 | 2.38 |
| Poor management | 427 | 14% | 46% | 28% | 12% | 2.30 | 2.37 |
| Conflicts with supervisors | 420 | 16% | 52% | 25% | 7% | 2.24 | 2.24 |
| Boredom | 421 | 26% | 46% | 23% | 5% | 2.07 | 2.06 |
| Retirement | 424 | 38% | 38% | 16% | 8% | 1.89 | 1.94 |
| Conflicts with co-workers | 423 | 25% | 59% | 14% | 2% | 1.86 | 1.93 |
| Job security fears | 427 | 41% | 34% | 18% | 8% | 1.92 | 1.93 |
| Childcare issues | 419 | 32% | 52% | 13% | 3% | 1.91 | 1.88 |
| Perceived unfair or discriminatory treatment | 423 | 37% | 46% | 13% | 5% | 1.88 | 1.85 |
| Poor interpersonal relationships with co-workers | 425 | 29% | 60% | 8% | 3% | 1.89 | 1.84 |
| Accompanying a relocating spouse/partner | 423 | 32% | 54% | 12% | 2% | 1.80 | 1.83 |
| Health-related reasons | 424 | 34% | 55% | 11% | 1% | 1.80 | 1.79 |
| Returning to school | 421 | 38% | 49% | 11% | 2% | 1.81 | 1.76 |
| Conflict with organization's values or mission | 421 | 47% | 41% | 8% | 4% | 1.71 | 1.69 |
| Eldercare issues | 423 | 61% | 34% | 4% | 1% | 1.46 | 1.44 |

* Average ratings are based on a scale where 1 = no threat, 2 = small threat, 3 = moderate threat and 4 = large threat (higher average indicates greater threat).

Note: Percentages are row percentages and may not total 100% due to rounding. Data are sorted in descending order by 2005 average column.

Source: SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Poll Findings

- As a general trend, HR professionals from large organizations tended to perceive the various factors listed in Table 11 as greater threats to employee retention at their organizations than HR professionals from small and medium organizations.

Table 12 Perceived Threats to Employee Retention (HR Professionals, by Organization Staff Size)

| | Small (1-99 Employees) (n = 123) | Medium (100-499 Employees) (n = 192) | Large (500 or More Employees) (n = 115) | Differences Based on Staff Size |
|---|--|--|---|------------------------------------|
| Accompanying a relocating spouse/partner | 1.72 | 1.84 | 1.95 | Large > small |
| Childcare issues | 1.76 | 1.87 | 2.02 | Large > small |
| Difficulty balancing work/life issues | 2.16 | 2.37 | 2.62 | Large > small Large > medium |
| Dissatisfaction with potential career development at the organization | 2.57 | 2.63 | 2.94 | Large > small Large > medium |
| Eldercare issues | 1.34 | 1.44 | 1.55 | Large > small |
| Health-related reasons | 1.67 | 1.79 | 1.90 | Large > small |
| Job security fears | 1.91 | 1.82 | 2.12 | Large > medium |
| Not feeling appreciated | 2.39 | 2.42 | 2.75 | Large > small Large > medium |
| Perceived unfair or discriminatory treatment | 1.86 | 1.76 | 2.00 | Large > medium |
| Poor management | 2.33 | 2.29 | 2.56 | Large > medium |
| Retirement | 1.68 | 1.91 | 2.22 | Large > small Large > medium |

Note: Includes only perceived threats where there was a significant difference by organization staff size. Average ratings are based on a scale where 1 = no threat, 2 = small threat, 3 = moderate threat and 4 = large threat (higher average indicates greater threat). Sample sizes are based on the number of respondents providing organization staff size; however, the averages shown are based on the actual number of respondents by size who answered this question using the response options provided.

Source: SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Poll Findings

- HR professionals from the government perceived retirement as a greater threat to employee retention at their organizations compared with other industries.
- HR professionals from service (nonprofit) industries were more likely to indicate that better compensation was a threat to employee retention compared with respondents from government and manufacturing (durable goods) industries.

Table 13 Perceived Threats to Employee Retention (HR Professionals, by Industry)

| | Finance (n = 20) | Government (n = 28) | Health (n = 53) | High-tech (n = 22) | Manufacturing (Durable Goods) (n = 52) | Manufacturing (Nondurable Goods) (n = 29) | Services (Nonprofit) (n = 20) | Services (Profit) (n = 54) | Wholesale/ Retail Trade (n = 27) | Differences Based on Industry |
|-------------------------|---------------------|------------------------|--------------------|-----------------------|--|--|-------------------------------------|----------------------------------|--|---|
| Better compensation | 2.74 | 2.64 | 2.90 | 3.35 | 2.87 | 2.64 | 3.50 | 3.02 | 3.30 | Services (non-profit) > government, manufacturing (nondurable goods) |
| Better benefits package | 2.37 | 1.85 | 2.46 | 2.71 | 2.63 | 2.50 | 2.32 | 2.60 | 2.56 | Manufacturing (durable goods) > government |
| Eldercare issues | 1.45 | 1.79 | 1.46 | 1.38 | 1.37 | 1.15 | 1.63 | 1.31 | 1.59 | Government > manufacturing (nondurable goods) |
| Retirement | 1.70 | 2.86 | 1.83 | 1.67 | 2.02 | 1.93 | 1.95 | 1.75 | 1.93 | Government > finance, health, high-tech, manufacturing (durable goods), manufacturing (nondurable goods), services (profit), wholesale/retail trade |
| Returning to school | 2.00 | 1.68 | 1.98 | 1.48 | 1.44 | 1.54 | 2.21 | 1.73 | 1.89 | Services (nonprofit) > manufacturing (durable goods) Health > manufacturing (durable goods) |

Note: Includes only perceived threats where there was a significant difference by industry. Average ratings are based on a scale where 1 = no threat, 2 = some threat, 3 = moderate threat and 4 = large threat (higher average indicates greater threat). Sample sizes are based on the number of respondents providing industry; however, the averages shown are based on the actual number of respondents by industry who answered this question using the response options provided.

Source: SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Poll Findings

- HR professionals from the nonprofit sector were more likely to perceive accompanying a relocating spouse/partner and returning to school as threats to employee retention compared with privately owned for-profit.
- HR professionals from the publicly owned for-profit sector were more likely to report that career opportunities elsewhere and dissatisfaction with potential career development at their organizations as threats to retention compared with other sectors.
- Conflicts with co-workers, eldercare issues and retirement were more likely to be cited by HR professionals from the government sector as areas that threatened employee retention than by respondents from other sectors.

Table 14 Perceived Threats to Employee Retention (HR Professionals, by Sector)

| | Publicly Owned For-Profit (n = 109) | Privately Owned For-Profit (n = 209) | Nonprofit (n = 77) | Government (n = 37) | Differences Based on Sector |
|---|---|--|-----------------------|------------------------|---|
| Accompanying a relocating spouse/partner | 1.79 | 1.76 | 2.05 | 1.97 | Nonprofit > privately owned for-profit |
| Better benefits package elsewhere | 2.50 | 2.55 | 2.24 | 2.06 | Privately owned for-profit > government |
| Career opportunities elsewhere | 3.30 | 3.03 | 2.93 | 3.06 | Publicly owned for-profit > privately owned for-profit, nonprofit |
| Conflicts with co-workers | 1.81 | 1.90 | 2.00 | 2.22 | Government > publicly owned for-profit |
| Dissatisfaction with potential career development at the organization | 2.93 | 2.57 | 2.67 | 2.81 | Publicly owned for-profit > privately owned for-profit |
| Eldercare issues | 1.42 | 1.36 | 1.55 | 1.81 | Government > publicly owned for-profit, privately owned for-profit |
| Retirement | 1.91 | 1.75 | 2.04 | 2.81 | Government > publicly owned for-profit, privately owned for-profit, nonprofit |
| Returning to school | 1.68 | 1.73 | 2.05 | 1.64 | Nonprofit > publicly owned for-profit, privately owned for-profit, government |

Note: Includes only perceived threats where there was a significant difference by sector. Average ratings are based on a scale where 1 = no threat, 2 = some threat, 3 = moderate threat and 4 = large threat (higher average indicates greater threat). Sample sizes are based on the number of respondents providing sector; however, the averages shown are based on the actual number of respondents by sector who answered this question using the response options provided.

Source: SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Poll Findings

Conclusions

Improvements in the job market mean that HR professionals may face retention and turnover issues at their organizations. The SHRM/Rutgers Leading Indicator of National Employment (LINE™), which currently tracks changes in U.S. manufacturing jobs and will soon also track changes in the service sector, shows that the job market continued to improve in 2005. As discussed in this report, the majority of HR professionals were concerned about the number of voluntary resignations their organizations had received since the beginning of 2005. According to 68% of HR professionals, nonmanagement-level employees were leaving most frequently or were most likely to leave as the economy continued to improve. The loss of talent has many implications for an organization, especially when the organization's core nonmanagement-level employees leave in large numbers. This poses an important opportunity for HR professionals to creatively engage the human capital in their organizations. However, this is likely to be challenging since more than three-quarters of employees are either actively or passively engaged in a job search, according to the findings in this report.

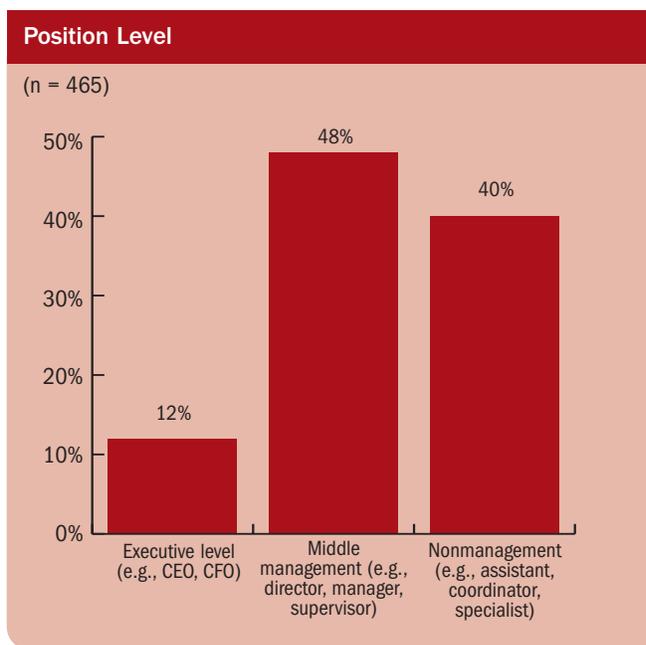
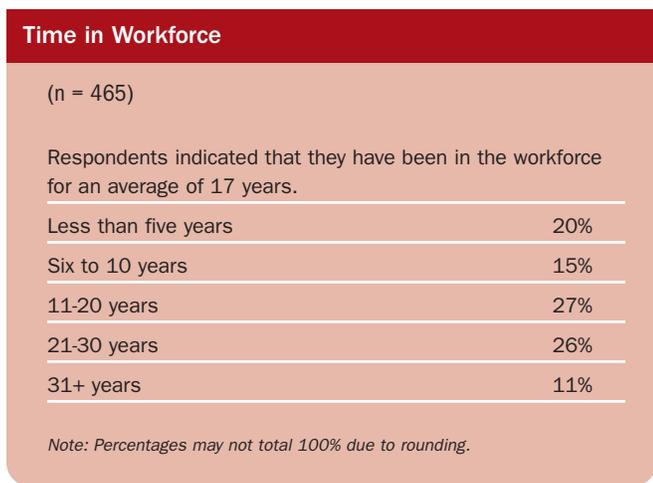
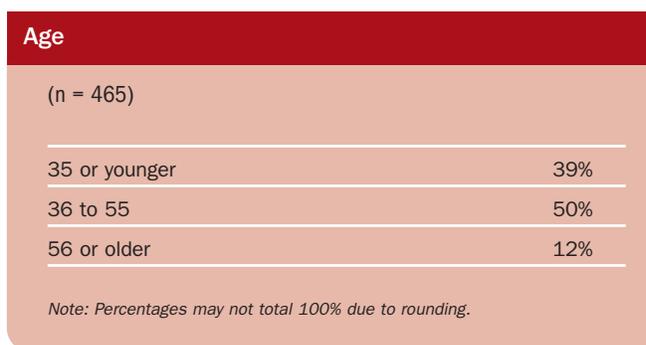
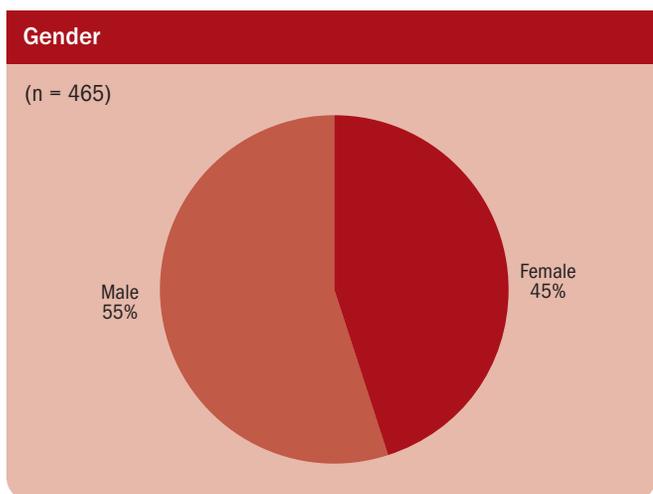
Employee retention practices developed by HR are crucial to keeping organizations competitive. More organizations are implementing special practices to help retain employees in 2005 than last year, and this increase is likely to continue. HR professionals

have found that competitive salary, career development opportunities and flexible work schedules are among the best employee retention strategies. Although salary increases are often perceived as the most valuable incentive for employees to stay with their current jobs, they are also among the most difficult to provide because although the economy is improving, organizations are still somewhat cautious to increase spending.

The findings of this research show that there are many strategies other than financial incentives that organizations can employ to keep their employees. Creating programs that help employees see their potential for growth within an organization and working with managers to develop career paths for nonmanagement-level employees are few of the best places to start. Second, trend data from the SHRM Job Satisfaction Series reveal that work/life balance has consistently been rated as one of the most important factors to employee job satisfaction. This suggests that HR professionals who work to implement better work/life practices such as flextime and telecommuting may have an impact on reducing employee turnover rates. Revisiting and tweaking existing policies and practices, when possible, to create a more favorable work environment for employees may go a long way in retaining employees even as the economy and job market continue to improve.

Demographics

Employees



Geographic Region

(n = 413)

Northeast (Connecticut, Maine, Massachusetts,
New Hampshire, New Jersey, New York,
Pennsylvania, Rhode Island, Vermont) 33%

Midwest (Illinois, Indiana, Iowa, Kansas,
Michigan, Minnesota, Missouri, Nebraska,
North Dakota, Ohio, South Dakota, Wisconsin) 31%

South (Alabama, Arkansas, Delaware, District
of Columbia, Florida, Georgia, Kentucky, Louisiana,
Maryland, Mississippi, North Carolina,
Oklahoma, South Carolina, Tennessee, Texas,
Virginia, West Virginia) 20%

West (Alaska, Arizona, California, Colorado,
Hawaii, Idaho, Nevada, New Mexico, Montana,
Oregon, Utah, Washington, Wyoming) 16%

Note: Percentages may not total 100% due to rounding.

HR Professionals

Organization Staff Size

(n = 430)

HR professionals indicated that, on average, the number of employees at their location is 939.

| | |
|-------------------------------|-----|
| Small (1-99 employees) | 29% |
| Medium (100-499 employees) | 45% |
| Large (500 or more employees) | 27% |

Note: Percentages may not total 100% due to rounding.

Unionization

(n = 434)

Fifteen percent of HR professionals indicated that some employees at their location are unionized (under a collective bargaining agreement). Those 15% indicated that, on average, 49% of employees at their location are unionized.

Geographic Region

(n = 422)

Midwest (Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin) 37%

South (Alabama, Arkansas, Delaware, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, West Virginia) 31%

West (Alaska, Arizona, California, Colorado, Hawaii, Idaho, Nevada, New Mexico, Montana, Oregon, Utah, Washington, Wyoming) 17%

Northeast (Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont) 15%

Industry

(n = 428)

| | |
|-------------------------------------|-----|
| Services (profit) | 13% |
| Health | 12% |
| Manufacturing (durable goods) | 12% |
| Government | 7% |
| Manufacturing (nondurable goods) | 7% |
| Wholesale/retail trade | 6% |
| Finance | 5% |
| High-tech | 5% |
| Services (nonprofit) | 5% |
| Educational services | 4% |
| Telecommunication | 3% |
| Construction and mining/oil and gas | 2% |
| Insurance | 2% |
| Transportation | 2% |
| Newspaper publishing/broadcasting | 1% |
| Utilities | 1% |
| Other* | 13% |

** Includes responses such as aerospace, consulting and sales.*

Sector

(n = 432)

| | |
|----------------------------|-----|
| Privately owned for-profit | 48% |
| Publicly owned for-profit | 25% |
| Nonprofit | 18% |
| Government | 9% |

Poll Instruments

**SHRM®/CareerJournal.com
2005 Job Recovery/Job Retention Poll
HR Professional Version**

The Society for Human Resource Management (SHRM) and CareerJournal.com, a free site from *The Wall Street Journal Online*, are jointly conducting a CONFIDENTIAL survey of both employees and HR professionals about job recovery/job retention. Both employees and HR professionals will receive similar questions, and their responses will be examined to determine how the two groups' perceptions compare.

Please participate in this survey by answering the following questions and clicking the "submit" button at the end of the survey. If you have any questions, please contact the SHRM Survey Program by telephone at (703) 535-6301 or by e-mail at surveys@shrm.org. Thank you for sharing your time and experience!

Results of this poll will appear on the Survey Program page on SHRM's Web site free to everyone. Please visit the Web site at ww.shrm.org/surveys.

This poll should take no more than 10 minutes to complete!

1. How concerned are YOU, as an HR professional, about the number of voluntary resignations your organization has received since the beginning of 2005? Similarly, what is the overall level of concern of the senior management about the number of voluntary resignations since the beginning of 2005 at your organization? (Check one for each category.)

| | Very Concerned | Somewhat Concerned | Somewhat Unconcerned | Not at All Concerned |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| HR professional | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Senior management | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

2. What level of staff is leaving most frequently or is most likely to leave as the economy and job market continue to improve?

- Executive level (e.g., CEO, CFO)
- Middle management (e.g., director, manager, supervisor)
- Nonmanagement (e.g., assistant, coordinator, specialist)
- All three levels have an equal likelihood of leaving

3. Is your organization implementing special processes to retain staff as a direct response to continuing improvements in the job market/economy, regardless of whether you are currently experiencing higher employee turnover?

- Yes
- No -> Skip to question 5

4. What special processes is your organization implementing in order to retain staff as a direct response to continuing improvements in the job market/economy? (Check all that apply.)

- Developing more attractive retirement packages
- Offering schedules conducive to work/life balance (e.g., telecommuting, compressed workweeks, etc.)
- Offering stock options
- Promoting qualified employees
- Providing bonuses
- Providing career development opportunities
- Providing competitive merit increases/salary adjustments
- Offering other competitive benefits not outlined in this list (please specify): _____

5. Which of the following retention efforts do you believe to be most effective (e.g., provide the greatest success with regard to retention), regardless of whether your organization offers that program? (Please choose up to three.)

- Increasing health care benefits
- Offering bonuses
- Offering childcare (paid for, subsidized or provided by employer)
- Offering competitive vacation and holiday benefits
- Offering early eligibility for benefits
- Offering flexible work schedules
- Offering competitive salary
- Offering stock options
- Offering telecommuting
- Promoting qualified employees
- Providing career development opportunities
- Providing competitive merit increases
- Offering other competitive benefits not outlined in this list (please specify): _____

6. Based on your observation, what are the top reasons that employees choose to leave your organization? (Please choose up to three.)

- Accompanying a relocating spouse/partner
- Better compensation elsewhere
- Better benefits package elsewhere
- Boredom with current job
- Burnout from current job
- Career opportunity elsewhere
- Childcare issues

- Conflict with organization’s values or mission
- Conflict with supervisors
- Conflict with co-workers
- Difficulty balancing work/life issues
- Dissatisfaction with potential for career development at your organization
- Eldercare issues
- Health-related issues
- Job security fears
- Not feeling appreciated
- Perceived unfair or discriminatory treatment
- Poor management
- Ready for a new experience
- Retirement
- Return to school
- To change careers/industry
- To start own business
- Other (please specify): _____
- Cannot determine

7. To what extent do the following factors pose a threat, if at all, to employee retention at your organization? (Choose ONE response per row.)

| | Large Threat | Moderate Threat | Small Threat | No Threat |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| Accompanying a relocating spouse/partner | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Better compensation elsewhere | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Better benefits package elsewhere | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Boredom | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Burnout | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Career opportunities elsewhere | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Childcare issues | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Conflict with organization’s values or mission | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Conflicts with supervisors | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Conflicts with co-workers | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Difficulty balancing work/life issues | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Dissatisfaction with potential career development at the organization | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Eldercare issues | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Health-related reasons | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Job security fears | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Not feeling appreciated | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

| | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| Perceived unfair or discriminatory treatment | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Poor interpersonal relationships with co-workers | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Poor management | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Retirement | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Returning to school | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

8. What is the ZIP code of the location for which you are responding? _____

9. How many people are employed at your location? _____

10. Are any of your employees at this location unionized (under collective bargaining agreement)?

- Yes
- No -> Skip to question 12

11. What percentage of employees at this location is unionized? _____

12. In which industry do you currently work? (Check only one.)

- Construction and mining/oil and gas
- Educational services
- Finance
- Government
- Health
- High-tech
- Insurance
- Manufacturing (durable goods)
- Manufacturing (nondurable goods)
- Newspaper publishing/broadcasting
- Services (nonprofit)
- Services (profit)
- Telecommunication
- Transportation
- Utilities
- Wholesale/retail trade
- Other (please specify): _____

13. Which of the following best describes your organization? (Check only one.)

- Publicly owned for-profit
- Privately owned for-profit
- Nonprofit organization
- Government sector

SHRM®/CareerJournal.com
2005 Job Recovery/Job Retention Poll
Employee Version

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Results of this poll will appear on the Survey Program page on SHRM's Web site free to everyone. Please visit the Web site at www.shrm.org/surveys.

This poll should take no more than 10 minutes to complete!

1. Are you currently employed outside the home?

- Yes
- No

2. Which of the following would you say best describes your current level of job search?

- Not job searching at all
- Passively job searching (e.g., posting resume online or browsing classifieds, but not yet certain to leave your current organization)
- Actively job searching (e.g., looking for a job, going on interviews, potentially ready to leave your organization)

3. What is the likelihood that you will begin a job search (or increase the intensity of your ongoing job search) as the economy and job market continue to improve?

- Very likely
- Somewhat likely
- Somewhat unlikely
- Very unlikely

4. For which of the following reasons would you begin or increase the intensity of a job search? Even if you are not job searching or likely to leave your current job, please answer the top three factors that would potentially lead you to begin a job search. (Please select up to three.)

- Accompanying a relocating spouse/partner

- Better compensation elsewhere
- Better benefits package elsewhere
- Boredom with current job
- Burnout from current job
- Career opportunity elsewhere
- Childcare issues
- Conflict with organization's values or mission
- Conflict with supervisors
- Conflict with co-workers
- Difficulty balancing work/life issues
- Dissatisfaction with potential for career development at your organization
- Eldercare issues
- Health-related issues
- Job security fears
- Not feeling appreciated
- Perceived unfair or discriminatory treatment
- Poor management
- Ready for a new experience
- Retirement
- Return to school
- To change careers/industry
- To start own business
- Other (please specify): _____

5. What is your gender?

- Female
- Male

6. Which category best describes your current age?

- 35 or younger
- 36 to 55
- 55 or older

7. For approximately how many years have you been in the workforce? (Round up to the closest year.)

_____ Years

8. Which of the following most closely describes the level of your current position?

- Executive level (e.g., CEO, CFO)
- Middle management (e.g., director, manager, supervisor)
- Nonmanagement (e.g., assistant, coordinator, specialist)

9. What is your ZIP code? _____

SHRM Survey Reports

Available to members and the public

1. Organizational Communication Poll Findings (24 pages, June 2005)
2. Workplace Productivity Poll Findings (17 pages, January 2005)
3. SHRM/CareerJournal.com Workplace Privacy Poll Findings (47 pages, January 2005)
4. SHRM/CareerJournal.com 2004 U.S. Job Recovery and Retention Poll Findings (33 pages, November 2004)
5. Employee Trust and Loyalty Findings (21 pages, July 2004)
6. Job Negotiation Survey Findings (41 pages, April 2004)
7. Job Opportunities Survey (39 pages, September 2003)
8. Job Recovery Survey (28 pages, August 2003)
9. Job Opportunities Poll (39 pages, April 2003)
10. Job Satisfaction Poll (74 pages, December 2002)
11. HR Implications of the Attack on America (23 pages, September 2002)
12. Corporate Credibility and Employee Communications Survey (14 pages, August 2002)
13. Job Opportunities Poll (30 pages, August 2002)
14. Workplace Romance Survey (24 pages, February 2002)
15. School-to-Work Programs Survey (16 pages, January 2002)
16. HR Implications of the Attack on America: Executive Summary of Results of a Survey of HR Professionals (13 pages, October 2002)
17. Negotiating Rewards Poll (14 pages, October 2001)
18. Search Tactics Poll (8 pages, April 2001)

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1. 2005 Disaster Preparedness Survey Report (38 pages, October 2005)
2. 2005 Workplace Diversity Practices Survey Report (30 pages, October 2005)
3. 2005 Offshoring Survey Report (41 pages, October 2005)
4. 2005 Fair Labor Standards Act Survey Report (22 pages, August 2005)
5. 2005 Benefits Survey Report (72 pages, June 2005)
6. 2005 Future of the U.S. Labor Pool Survey Report (58 pages, June 2005)
7. 2005 Job Satisfaction Survey Report (52 pages, June 2005)
8. SHRM/Catalyst Employee Development Survey Report (36 pages, April 2005)
9. 2005 HR Technology Report (37 pages, March 2005)

10. 2005 Rewards Programs and Incentive Compensation Survey Report (38 pages, March 2005)
11. The Maturing Profession of HR: Worldwide and Regional View Survey Report (33 pages, February 2005)
12. Reference and Background Checking Survey Report (41 pages, January 2005)
13. Job Satisfaction Series Survey Report (193 pages, August 2004)
14. Generational Differences Survey Report (41 pages, August 2004)
15. Employer-Sponsored Investment Advice Survey Report (60 pages, July 2004)
16. Human Resources Outsourcing Survey Report (40 pages, July 2004)
17. 2004 Benefits Survey Report (76 pages, June 2004)
18. Health Care Survey Report (40 pages, June 2004)
19. SHRM/CNNfn Job Satisfaction Series: Job Satisfaction Survey Report (52 pages, April 2004)
20. SHRM/CNNfn Job Satisfaction Series: Job Compensation/Pay Survey Report (36 pages, February 2004)
21. The Maturing Profession of Human Resources in the United States Survey Report (48 pages, January 2004)
22. Workplace Violence Survey (52 pages, January 2004)
23. SHRM Eldercare Survey (40 pages, December 2003)
24. SHRM/CNNfn Job Satisfaction Series: Job Benefits Survey (57 pages, December 2003)
25. Undergraduate HR Curriculum Study (45 pages, October 2003)
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27. Fair Labor Standards Act (FLSA) Survey (20 pages, August 2003)
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