

2015 ERC Talent Management Practices Survey

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Conducted by ERC

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About ERC

ERC is Northeast Ohio's largest organization dedicated to HR and workplace programs, practices, training and consulting. ERC membership provides employers access to an incredible amount of information, expertise, and cost savings that supports the attraction, retention, and development of great employees. We also host the nationally recognized NorthCoast 99 program and sponsor the ERC Health insurance program. For more information about ERC, please visit www.yourERC.com.



Introduction & Methodology

This report summarizes the results of ERC's survey of organizations in Northeast Ohio, conducted in June of 2015 on practices related to talent management. The survey reports trends in:

- Employee engagement
- Defining & retaining top/key talent
- Succession planning
- Training & development
- Reward & recognition

All ERC members were invited to participate in the survey in June via email invitation and other promotions, and participated in the survey throughout the month. The survey officially closed on July 10. In order to provide the most reliable and accurate information, data was cleaned and duplicate records were removed. Any outliers or invalid data were also eliminated, yielding a final data set of 56 participating organizations, only from Northeast Ohio. Qualitative data was coded where applicable or analyzed according to commonality or major themes, and all quantitative data was analyzed using statistical software to ensure data validity and reliability. All open-ended responses are reported verbatim and are not altered.

This report shows several frequencies and response distributions. Frequencies of data responses may not total 100% exactly in some cases due to rounding of decimals or the ability for participating organizations to select multiple response options. In some cases, breakouts are not included due to quantity of data or insufficient sample.

The following codes are used throughout the survey to distinguish groups of employees:

PMS-NU: Hourly production, maintenance, and service positions (Non-Union)

PMS-U: Hourly production, maintenance, and service positions (Union)

CT: Non-exempt clerical and technical positions

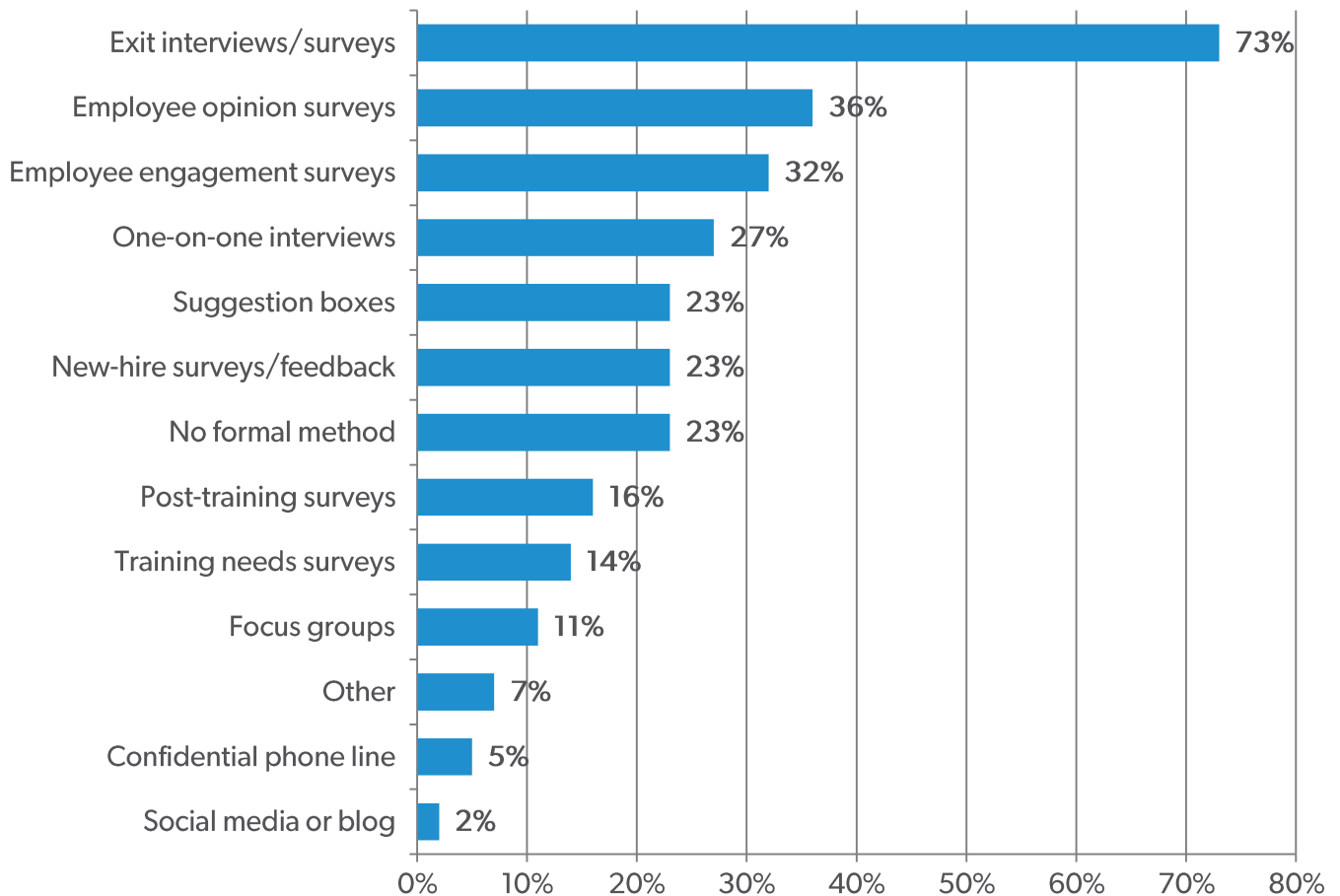
SMP: Exempt-supervisory, managerial and professional positions

EXEC: Executive/Officer positions

Employee Engagement

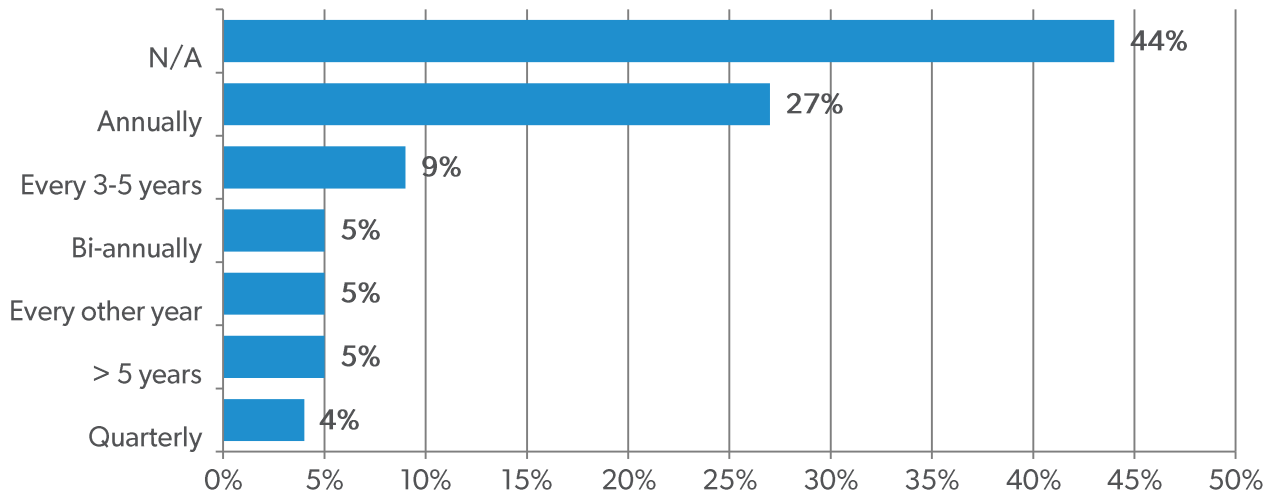
A majority of respondents (77%) indicate that their organization uses some formal method to collect employee feedback. By far, exit interviews/surveys are utilized the most. In general, larger organizations report using these formal methods more often than their smaller counterparts.

Figure 1 | Which of the following methods does your organization use to collect employee feedback?



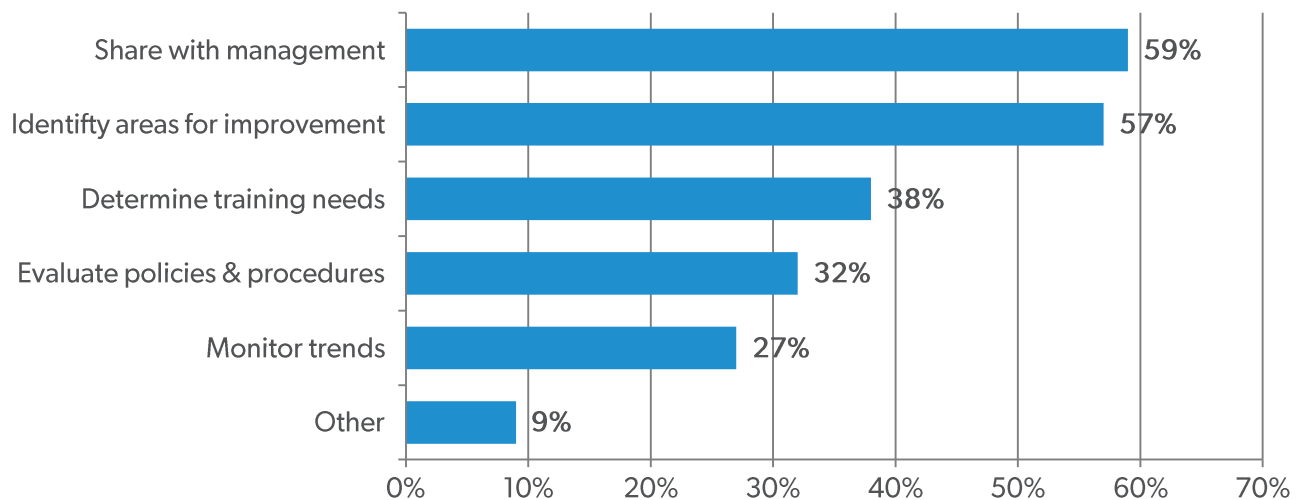
Nearly half of all participants say they do not conduct employee engagement/satisfaction surveys, with 78% of small organizations (1-50 employees) reporting their lack of use. The most common interval for those that do perform these surveys is once a year (27%).

Figure 2 | How often does your organization perform either an employee engagement or employee opinion/ satisfaction survey?



Organizations that conduct employee surveys indicate that they most often share this information with management (59%) and use the data to identify areas for improvement (57%).

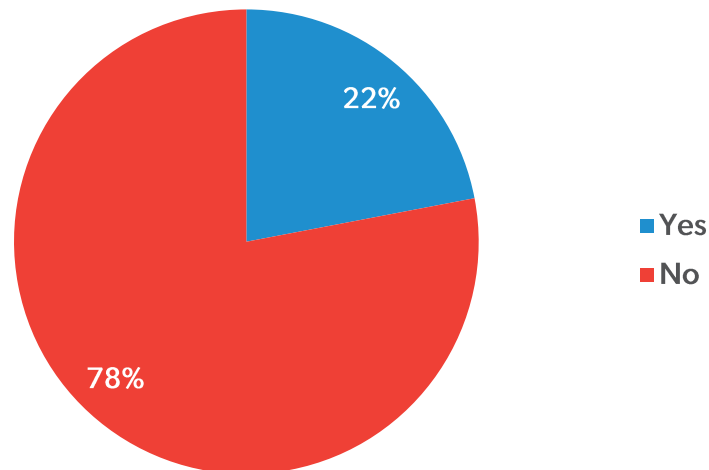
Figure 3 | How does your organization use the data collected from employee surveys?



Defining & Retaining Top/Key Talent

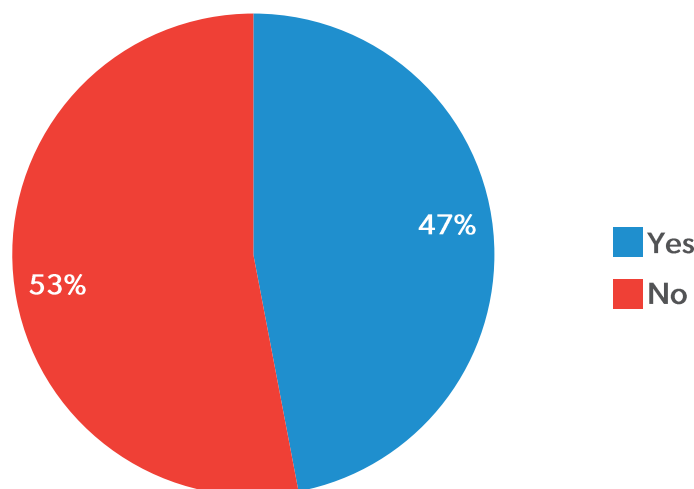
Only about 1 in 5 employers have a formalized definition of top talent. More organizations in the manufacturing industry report having this definition in place (29%), as compared to 17% of non-manufacturing organizations. None of the participating non-profit organizations indicate having a formal definitions of key talent in place.

Figure 4 | Does your organization currently have a formal definition of top/key talent in place?



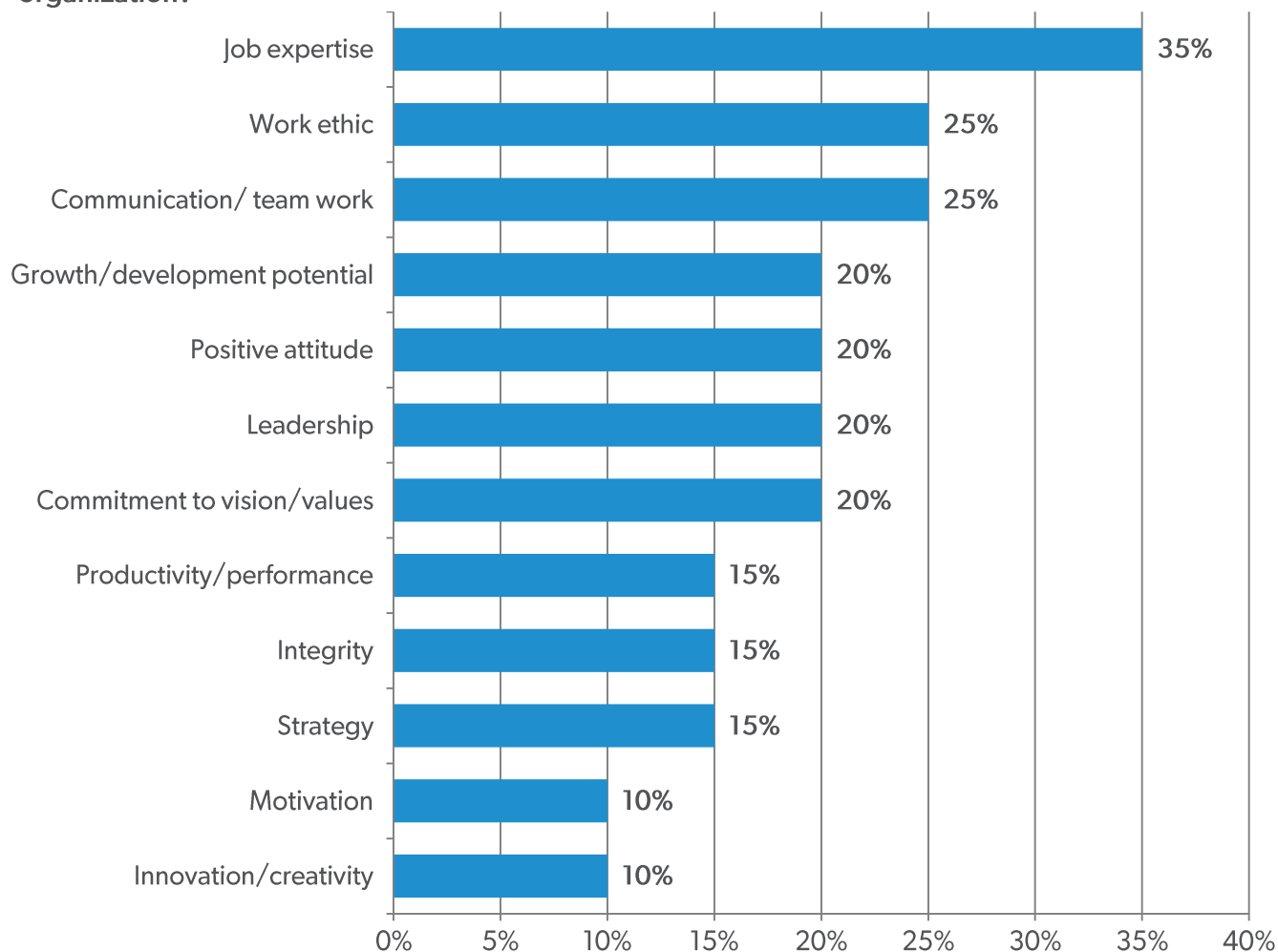
Nearly half of participating organizations report that they have identified top/key talent in their organization. This is consistent across most demographic breakouts, with the exception of non-profit organizations, 100% of which report that they have not identified such talent.

Figure 5 | Has your organization identified top/key talent in your organization?



Employers cited several important competencies and characteristics that help them identify top/key talent at their organization. Across the board, the most commonly noted competency is job expertise.

Figure 6 | What competencies/characteristics are used to identify top/key talent at your organization?

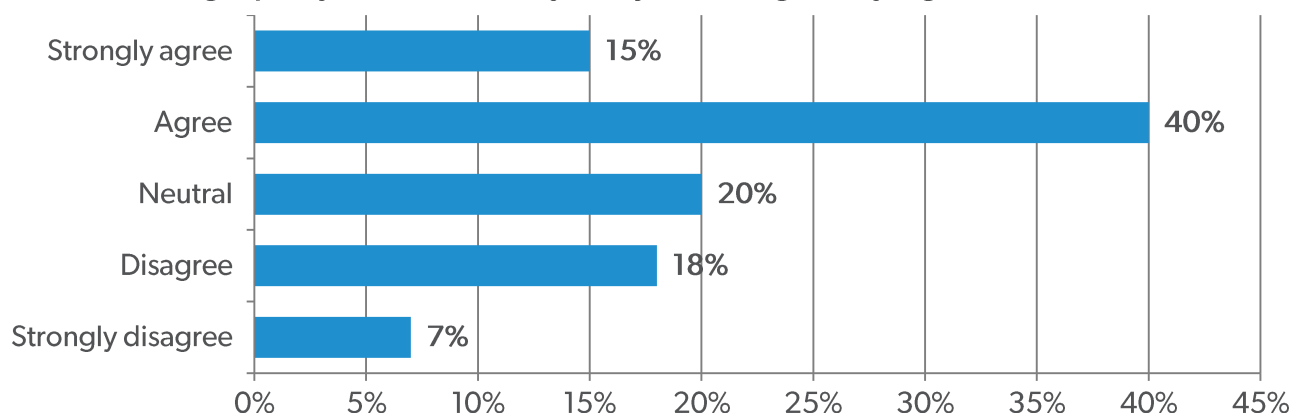


Other competencies/characteristics cited

- Intelligence
- Experience
- Independence
- Stress management
- Self-awareness
- Diversity
- Organizational agility
- Educational level

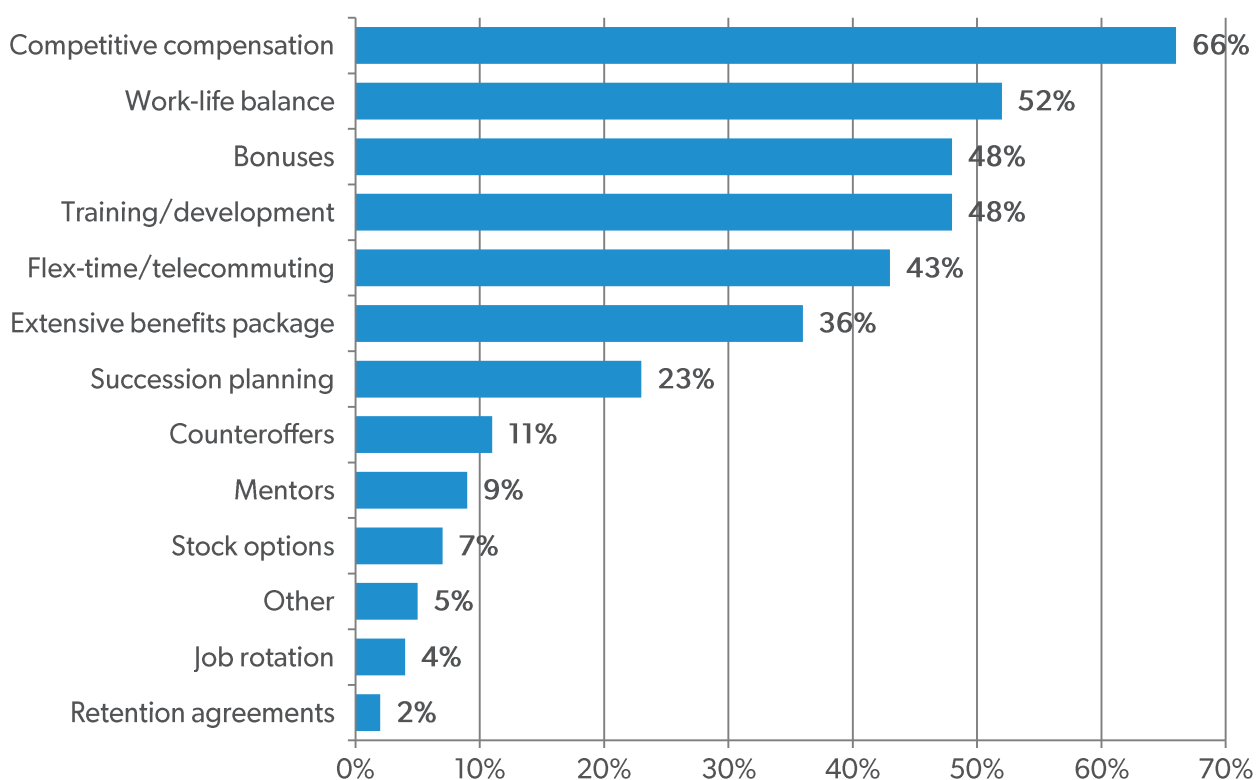
Two out of five respondents agree that retention of top talent is a major challenge in their organization. The largest organizations, those with more than 500 employees, report the highest proportion of agreement.

Figure 7 | Please indicate how strongly you agree or disagree with the following statement:
“Retaining top/key talent is currently a major challenge at my organization.”



Compensation is the most-frequently used strategy in the effort to retain top/key talent within organizations. In addition, over half of participating employers also offer their top performers work-life benefits. Non-manufacturing organizations, alongside those with over 500 employees, use these retention strategies most often.

Figure 8 | Which of the following strategies does your organization utilize to retain top/key talent?

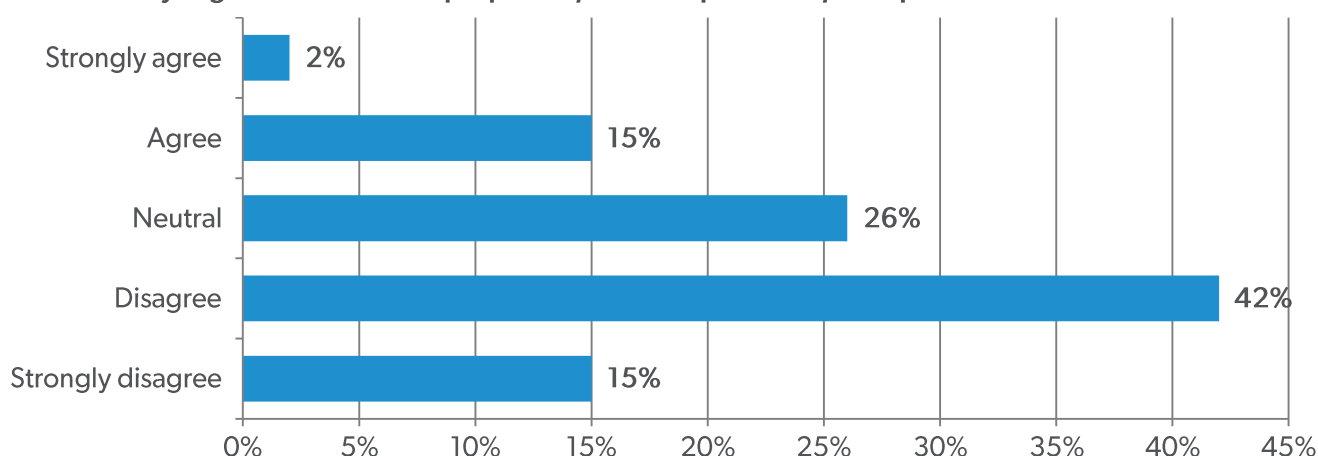


Succession Planning

Far more organizations report they are not prepared for the departure of their top leaders, while just over one-fourth do not express a strong opinion either way. Meanwhile, differences among organizational size show that mid-sized organizations feel the most prepared.

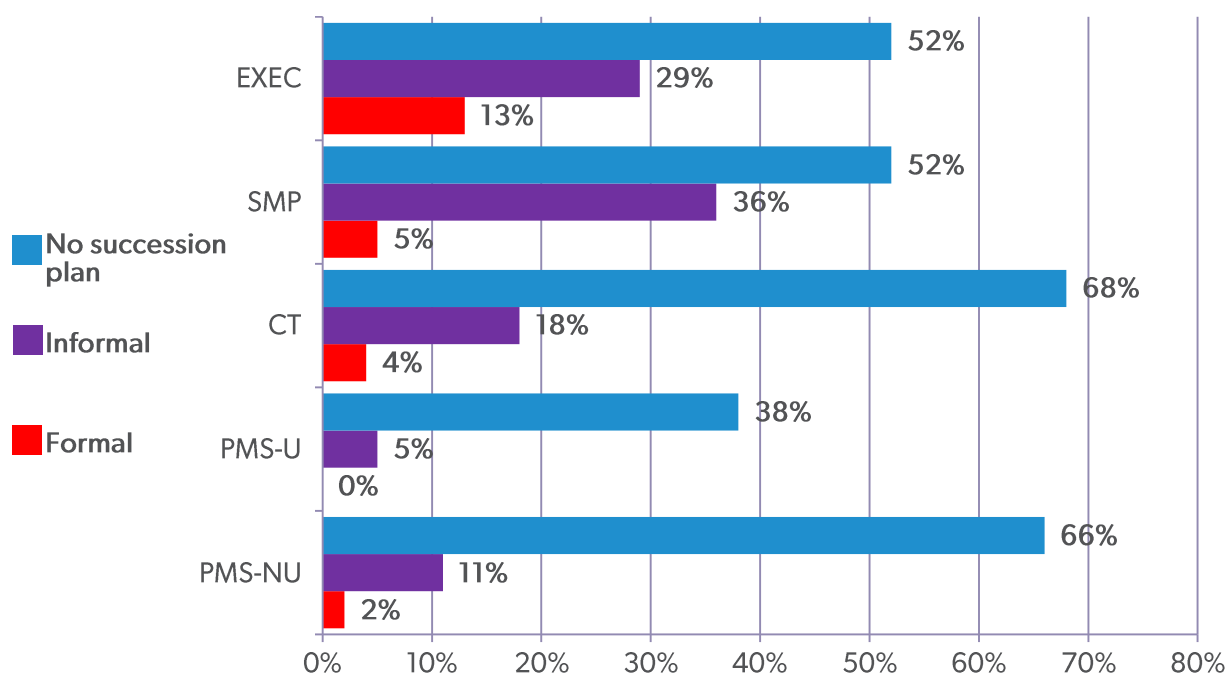
Figure 9 | Please indicate how strongly you agree or disagree with the following statement:

"My organization is well prepared for the departure of its top leaders."



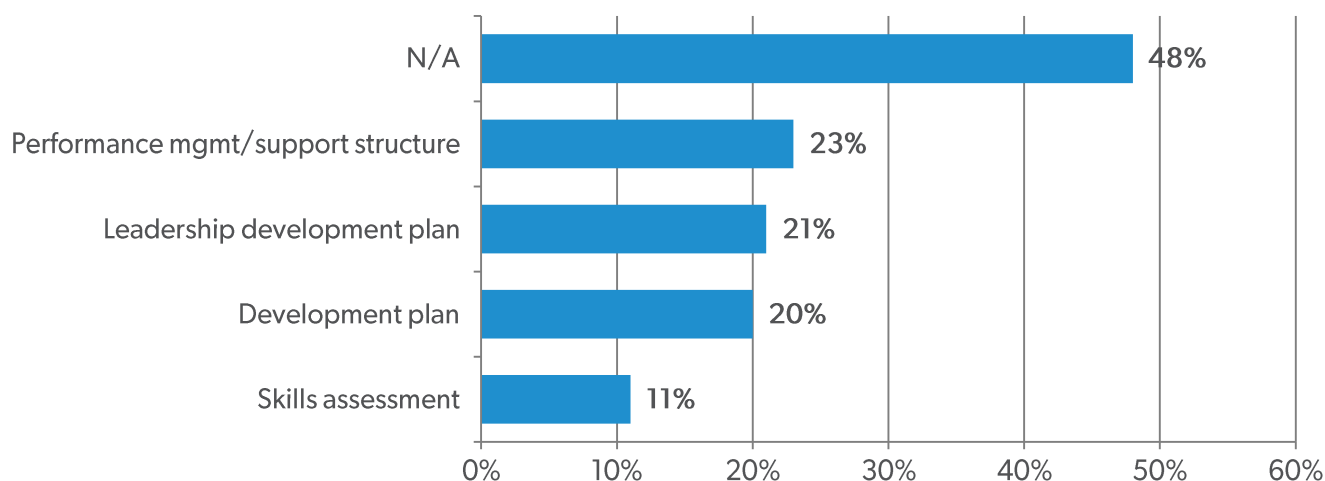
For each group of employees, most organizations do not have a succession plan in place. Informal succession plans are used more often for Exempt supervisory and professional positions, while formal (documented) plans are used most for executive positions.

Figure 10 | What type of succession plan does your organization have in place for each of the following groups of employees?



The following four features are included most often in 52% of organizations' succession plans:

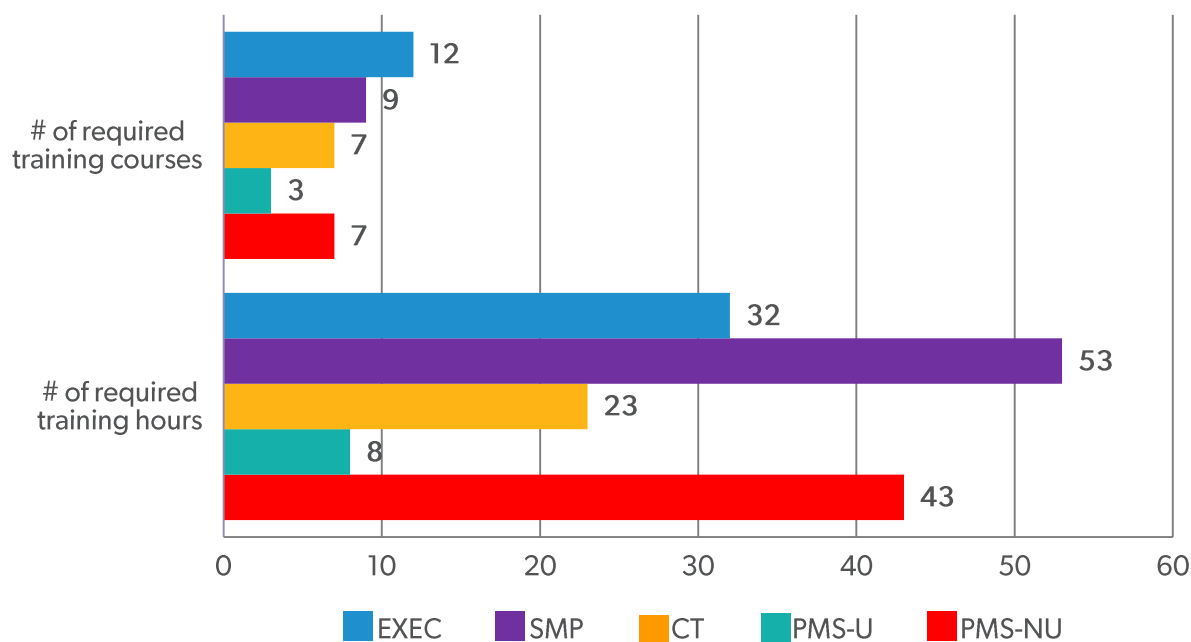
Figure 11 | Which of the following features are included in your organization's succession plan?



Training & Development

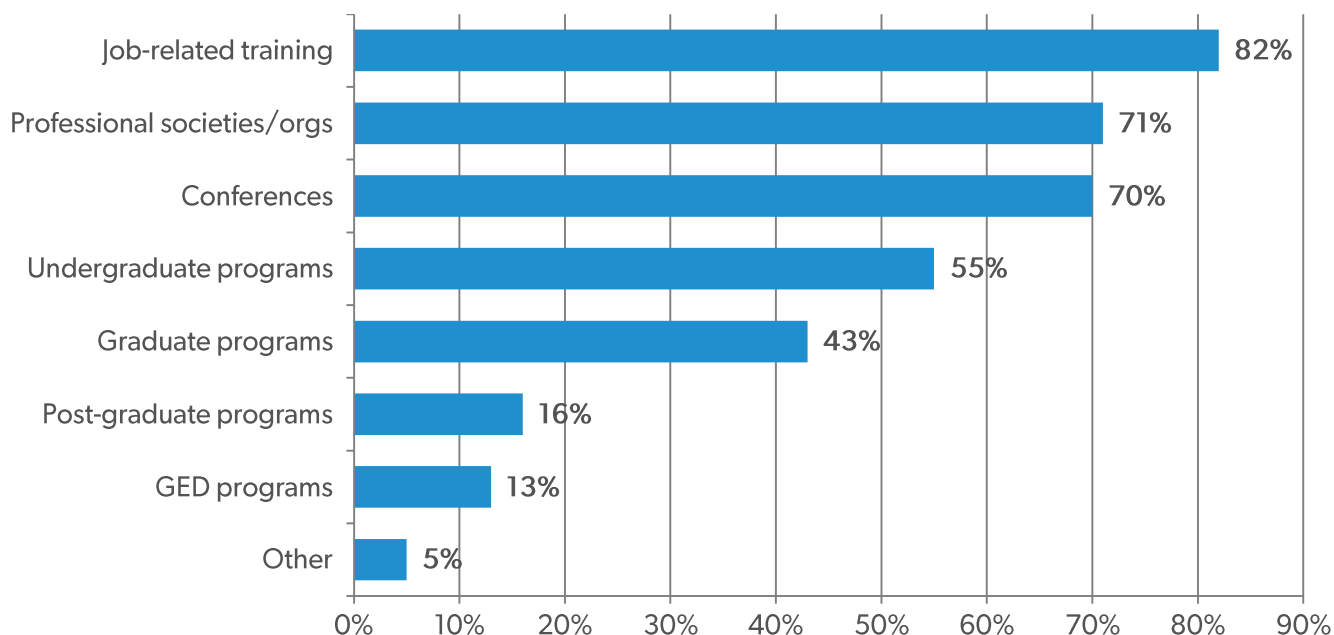
Among all organizations, the average requirement for training hours is greatest for employees in Exempt supervisory and professional roles (53), followed by those in hourly production, maintenance, and service positions (43). Among industry types, manufacturing organizations require the most training courses for their executives (15).

Figure 12 | For each employee group, please indicate how many training hours or training courses are required annually



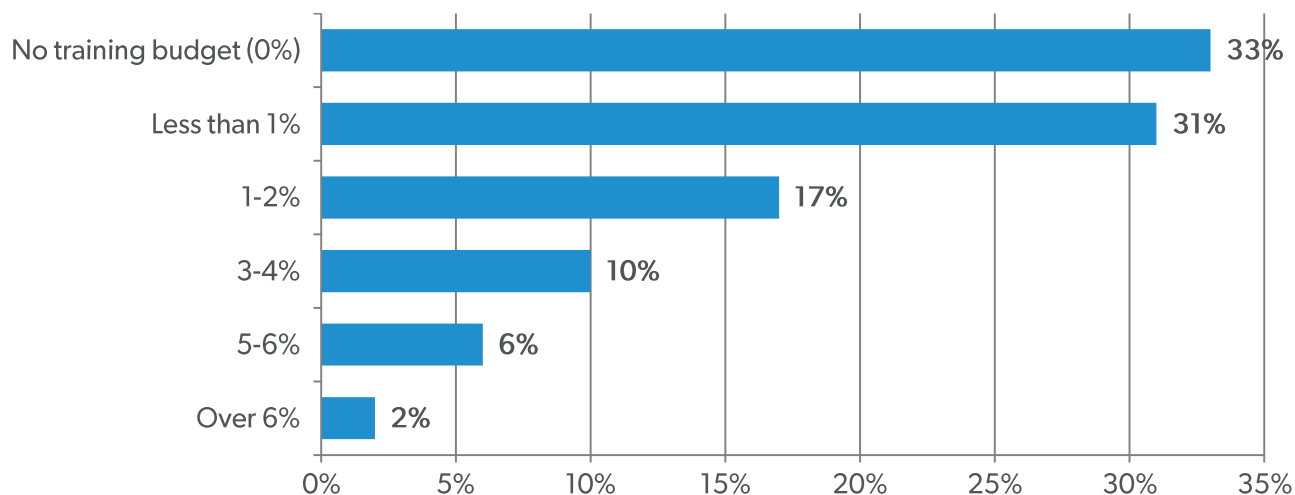
Employers most commonly provide financial assistance to employees for programs that directly connect to their job responsibilities, such as job-related training, professional societies, and conferences. Undergraduate programs are supported more often than graduate programs, with manufacturing organizations providing assistance most often for all of the programs listed below.

Figure 13 | Does your organization provide financial assistance to employees to upgrade their skills for any of the following programs?



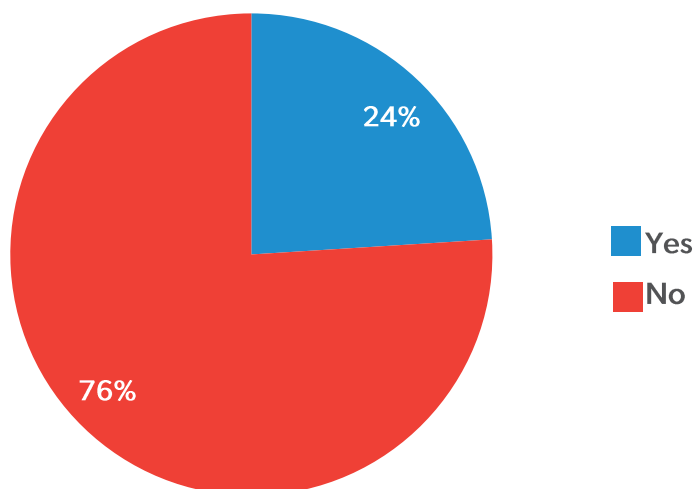
The majority of organizations do not have a training budget, and most of those that do allocate less than 1% of their payroll to training expenses. There is no clear trend in terms of the level of spending allotted to training among industry types or organizational sizes.

Figure 14 | What is your organization's annual training budget as a percent of payroll?



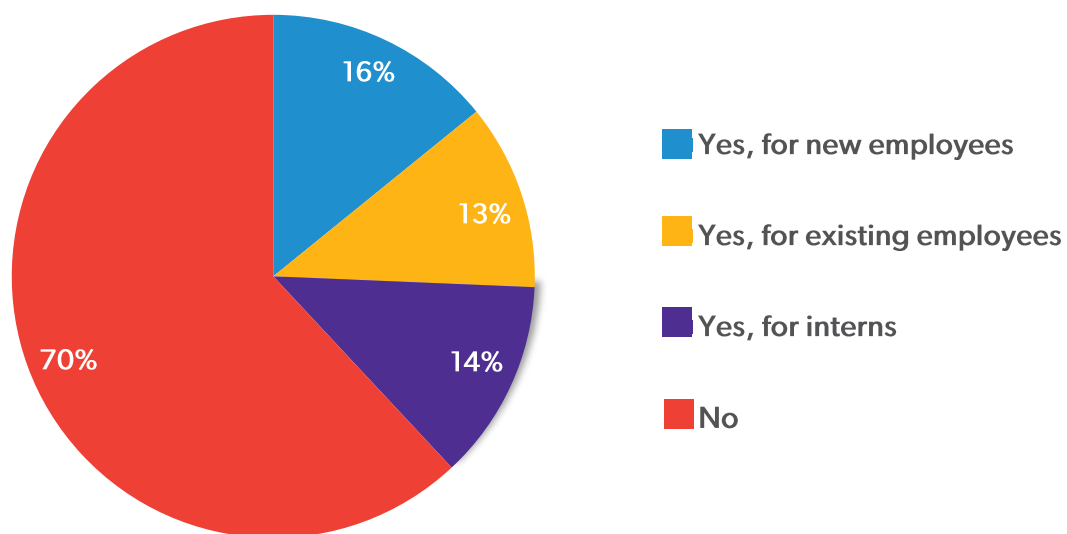
A major proportion of employers indicate that their organization does not have a career development initiative or program in place for employees (76%).

Figure 15 | Does your organization have a career development program or initiative in place for employees?



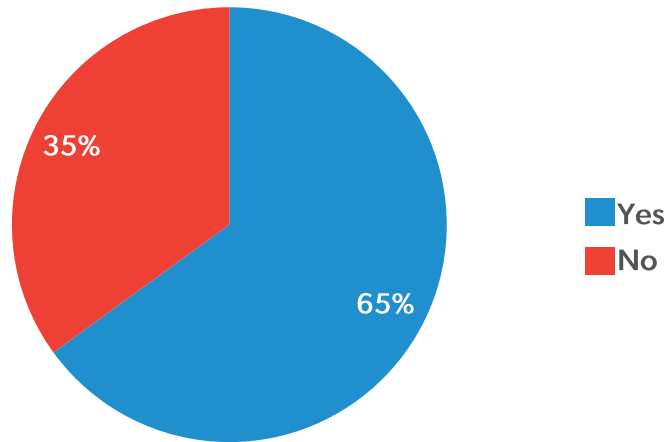
Although most employers (70%) do not have a mentorship (or similar) program in their organization, the most commonly used program is designed for new employees.

Figure 16 | Does your organization have a mentorship (or similar) program in place?



Reward & Recognition

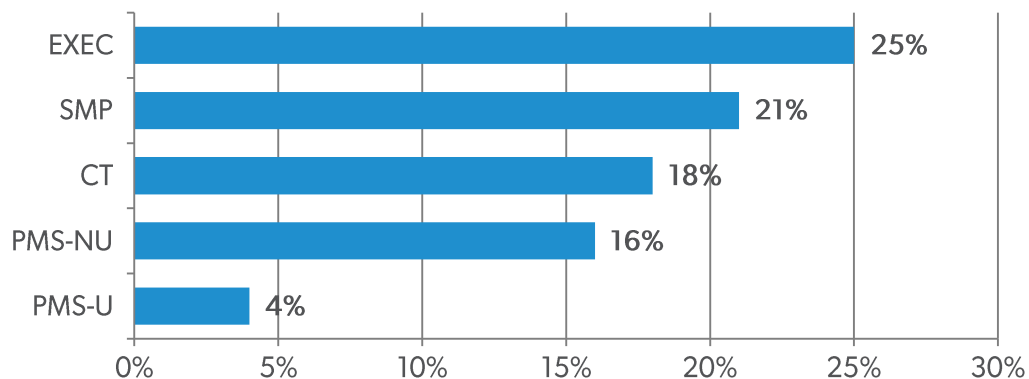
Figure 17 | Do you have an incentive or bonus program in place?



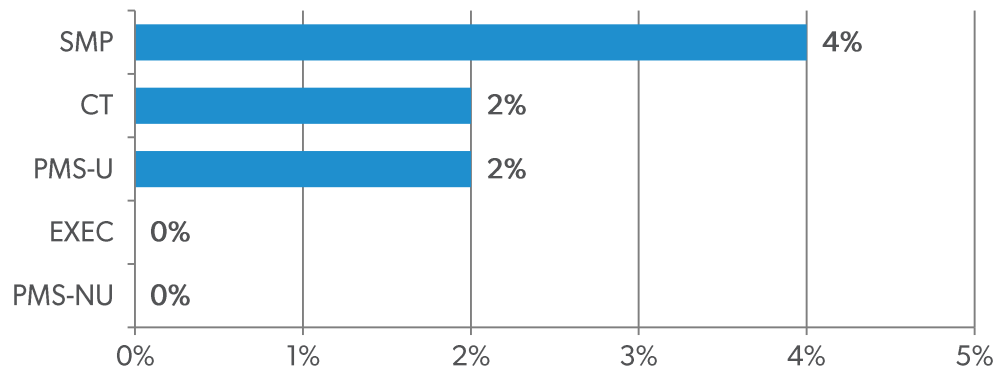
The most common incentive and bonus pay plans used by participating organizations are annual bonuses, individual incentive pay, and non-retirement profit sharing. Employers also cited alternate programs that reward employees based on attendance, safety, sales profits, and customer service, among other benchmarks.

Figure 18 | Which of the following incentive/bonus pay plans are in place in your organization? (By groups of employees)

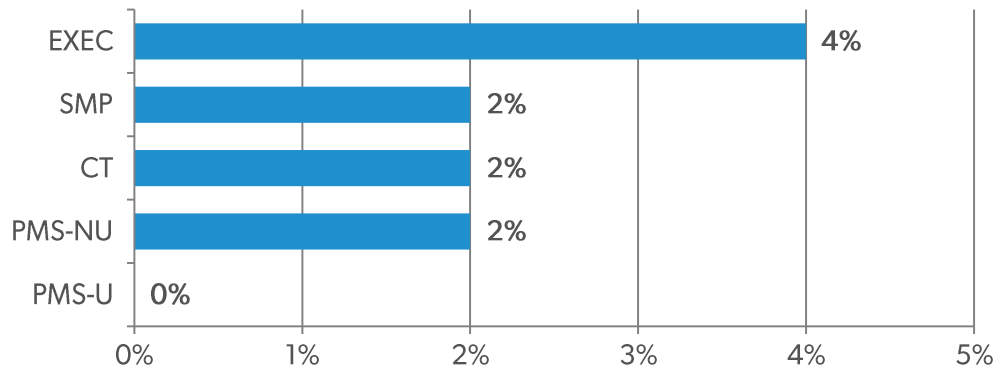
Individual incentive pay



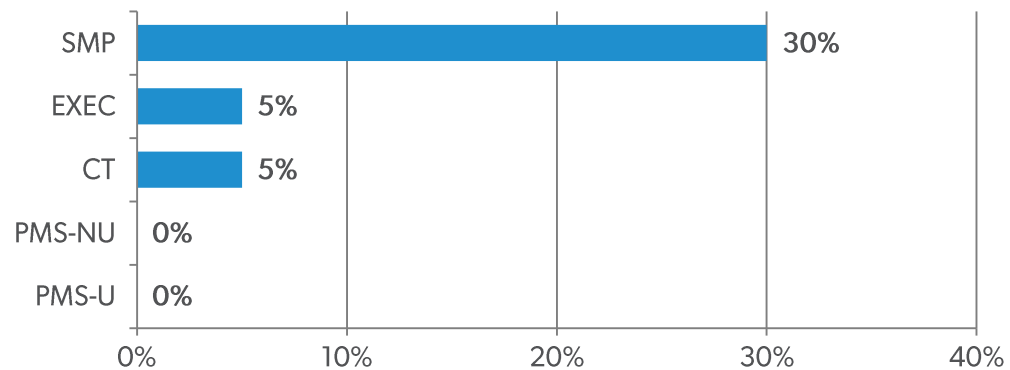
Small group incentive pay (not gainsharing)



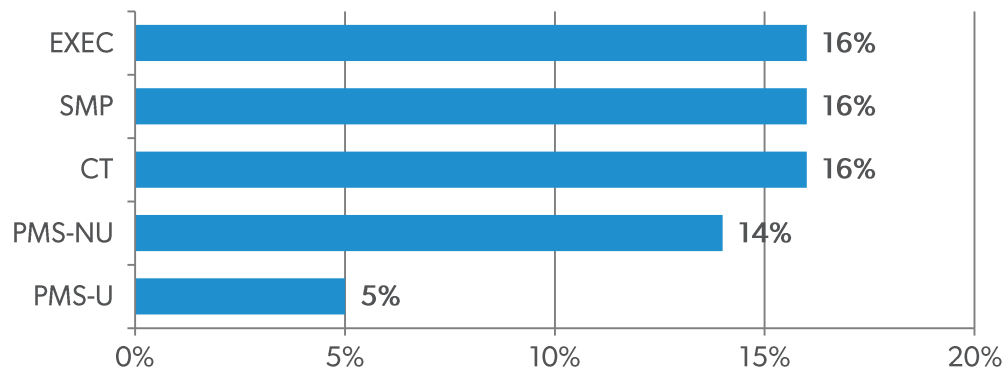
Gainsharing (formal plan)



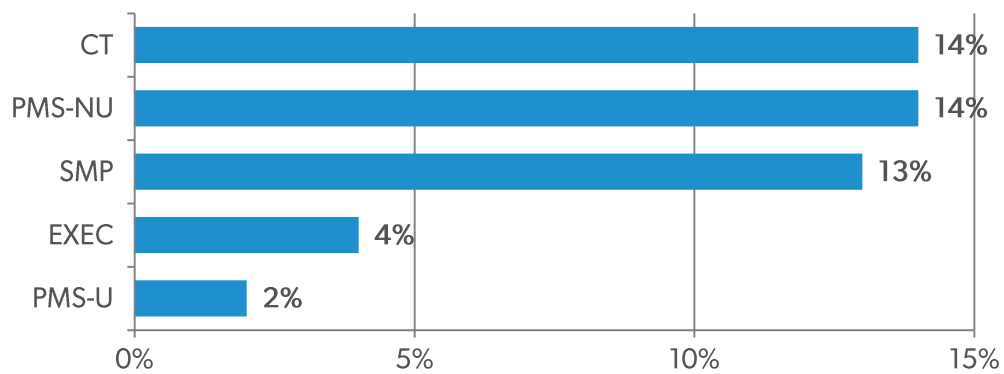
Commission pay



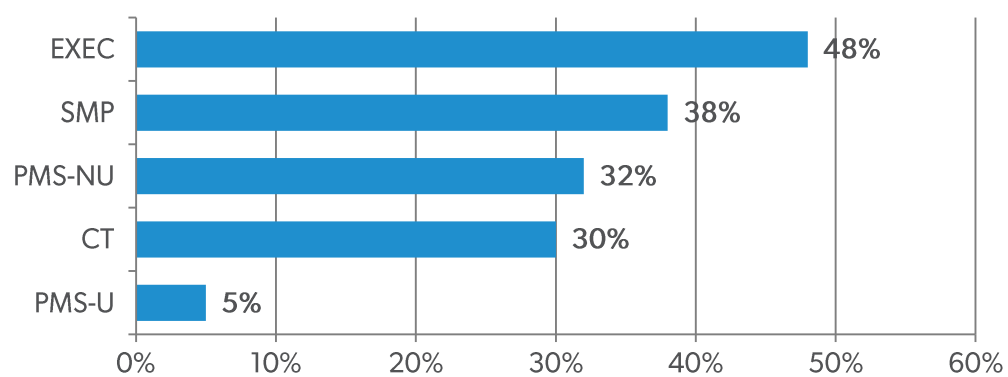
Profit sharing (non-retirement)



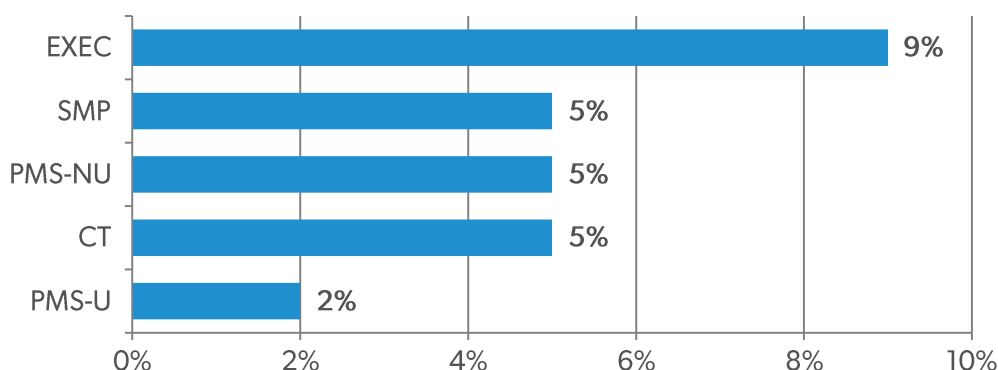
Spot/achievement award



Annual bonus



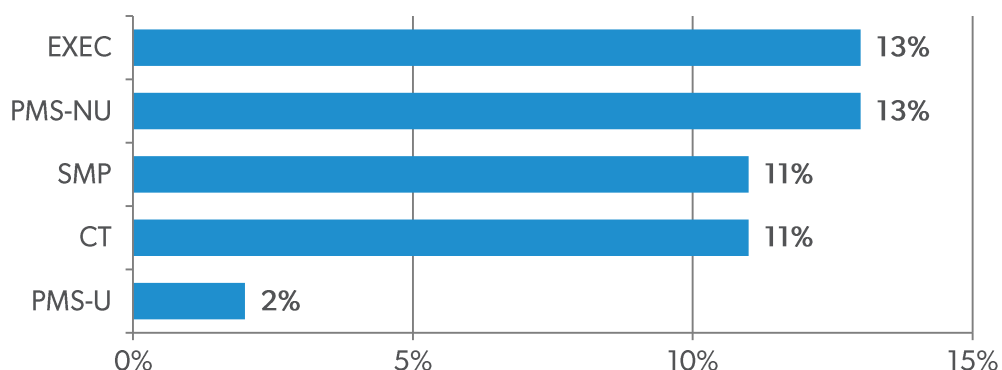
Stock options



Comments made by employers regarding incentive/bonus pay plans:

- They are position-specific. Operational and Sales related positions have the most formalized incentive plans and they are based on productivity.
- Non-discretionary bonus program based on production.
- Based on profits.
- Year end. Discretionary.
- Our Bonus Program is based on how the company performs. There are 6 different levels for employees based on their position held. If the company hit's performance numbers then the bonus is paid as a percentage of the individuals annual earnings.
- Bonus program is based on overall company performance and achievement of individual goals and objectives.
- All hourly nonexempt employees can receive a monthly perfect attendance bonus (1.5-3% of their prior gross monthly earnings for 1 month, 2 consecutive months or 3+ consecutive perfect attendance). Top talent can receive up to 10% of their gross annual salary in an annual bonus based on individual and company performance.
- 1. ACE Award: reward those that go above and beyond.
2. Perfect Attendance: Cash awards given to non-exempt, hourly shop employees on a quarterly basis that have perfect attendance
3. Sales Incentive Bonus
4. Managerial: goals driven bonuses
- 3% of base should all departmental functional team objectives and company goals are met annually
- Overall bonus plan for all employees based on the success of the company. Incentive plans in place for sales.
- Percent of net profit
- Discretionary annual bonus plan for employees who have worked for the company for at least 6 months.
- Associates receive personal performance bonus as well as bonus based on company financial performance
- Profit Sharing 401k--hit profitability targets it pays from 0-6% of annual W2 earnings.
- Bonuses are every six months, and are based on corporate profitability.
- Profit sharing program. Must be employed for three months or more to be eligible and prorated in first year. Four associate pools (Management; Key Directors; Managers/Supervisors, and Associates)
- Annual bonus based upon financial performance

Other incentive/bonus programs



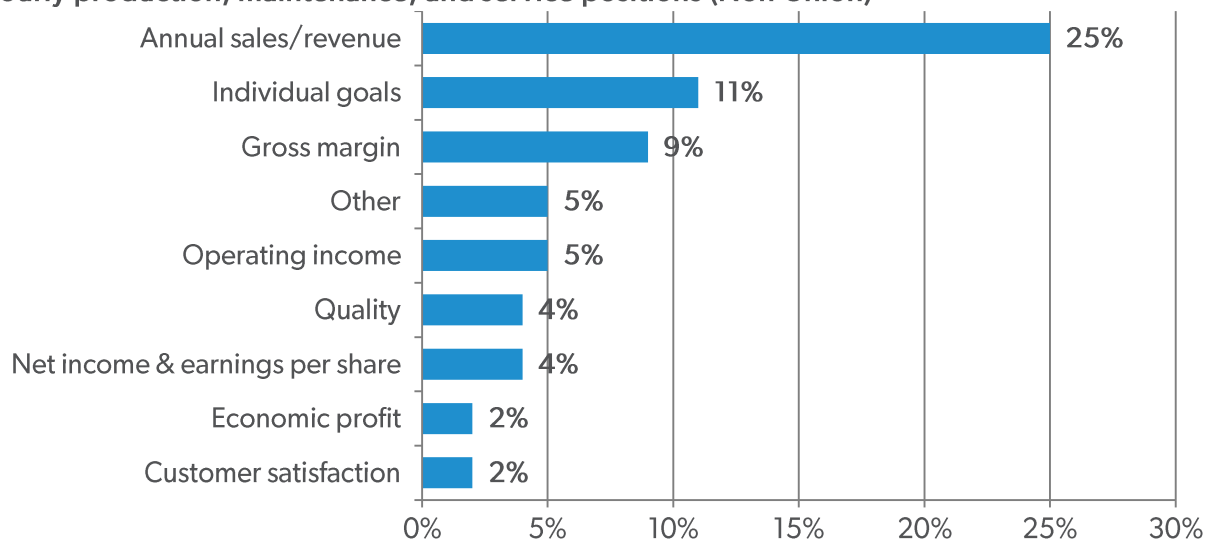
Descriptions of other incentive/bonus programs in place within organizations:

- Quarterly bonuses for managers
- Sales employees have a bonus plan that is paid quarterly.
- ESOP (Employee Stock Ownership Plan)
- Patent bonus
- Attendance bonus
- Sales only get commission
- Commission for Outside Salespeople
- Quarterly Safety Award, Perfect Attendance Award
- Monthly bonus based on OEE, customer service, absenteeism
- Organizational goals met=2% for everyone,
Individual goals assessed lead to additional bonus depending on the level of completion

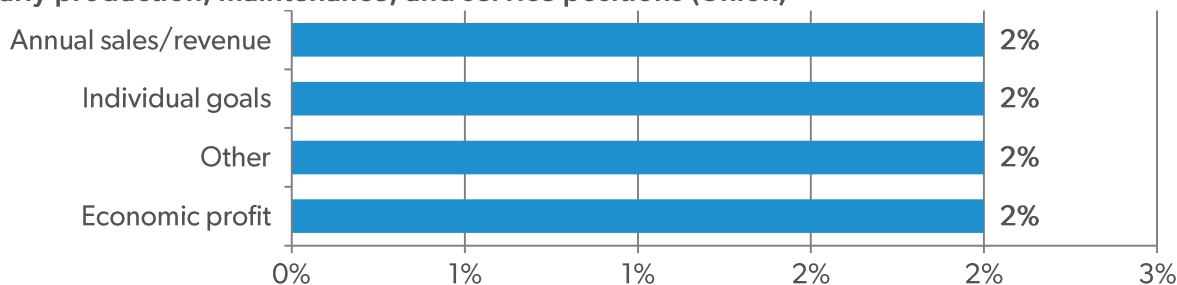
Annual sales/revenue, individual goals, and gross margin are the top three most commonly used performance measures to determine the incentive or bonus earned for nearly all five employee groups.

Figure 19 | What performance measures are used to determine the incentive/bonus earned?

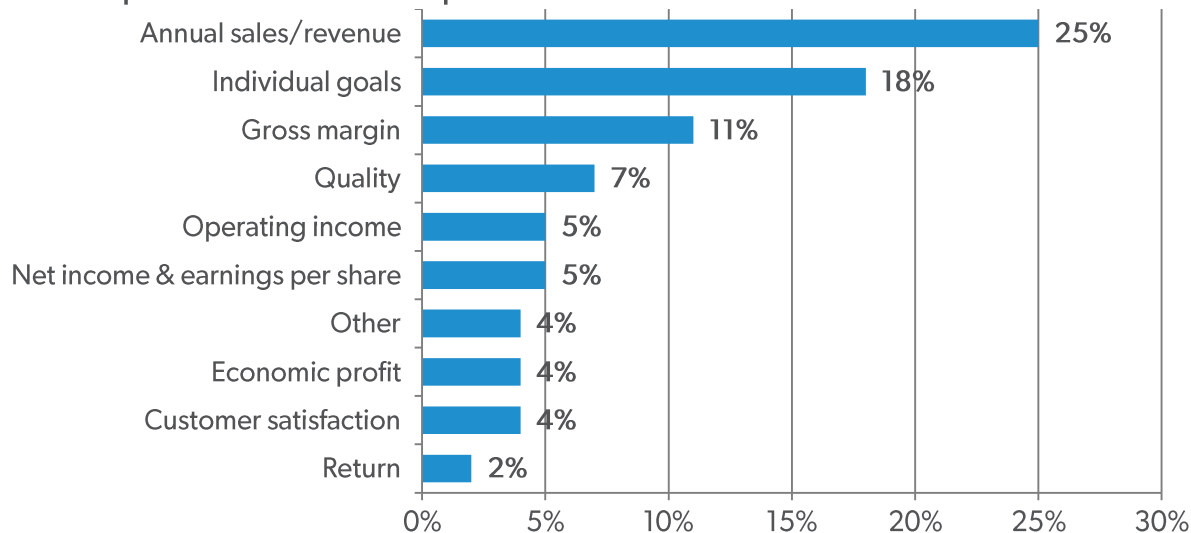
Hourly production, maintenance, and service positions (Non-Union)



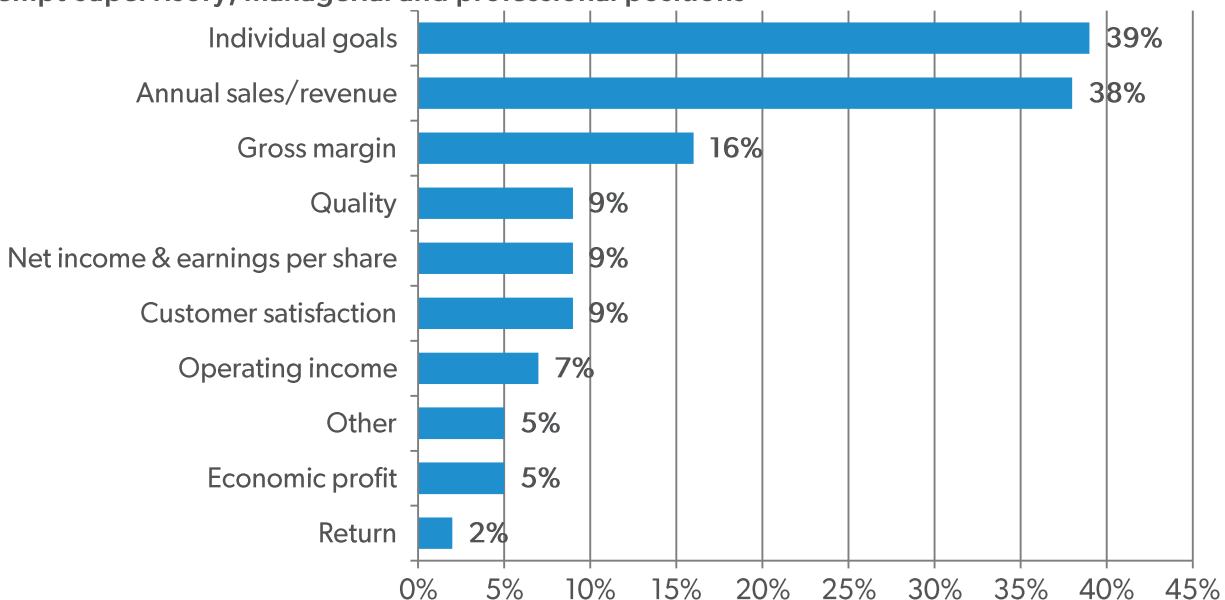
Hourly production, maintenance, and service positions (Union)



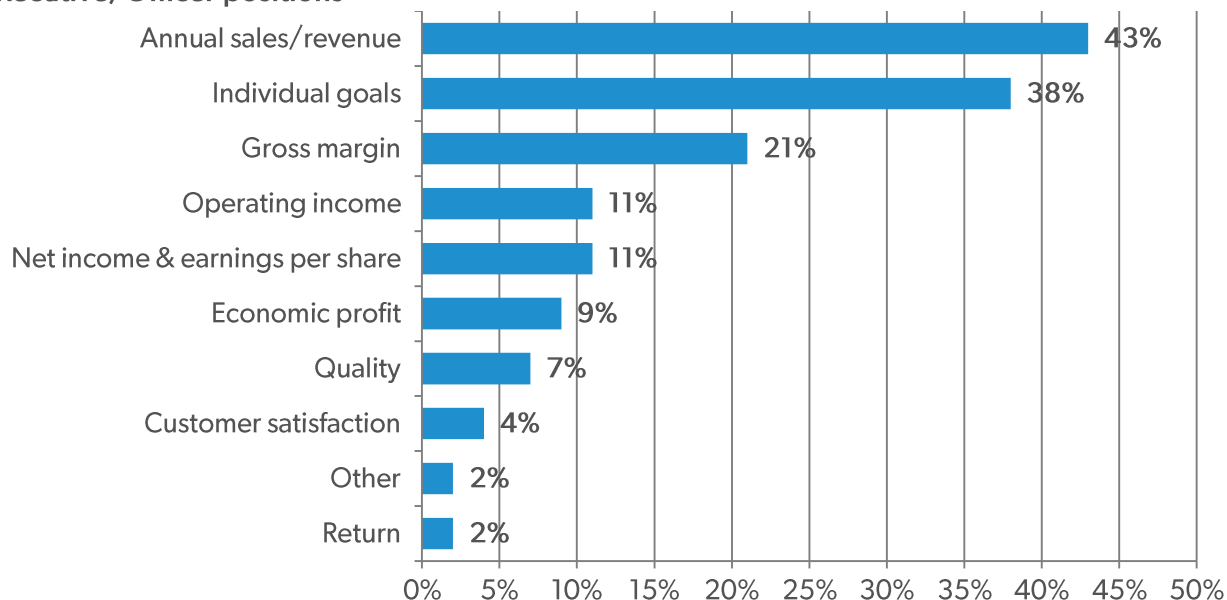
Non-exempt clerical and technical positions



Exempt-supervisory, managerial and professional positions



Executive/Officer positions



Other performance measures used:

- OT hours worked
- Departmental goals
- High scoring in performance review
- Organizational goals met

Eligible participants across all employee groups are most frequently eligible to receive incentive/bonus pay once a year. Executive and officer positions are cited as having annual eligibility more than any other job type (63%).

Figure 20 | How frequently do eligible participants receive incentive/bonus pay?

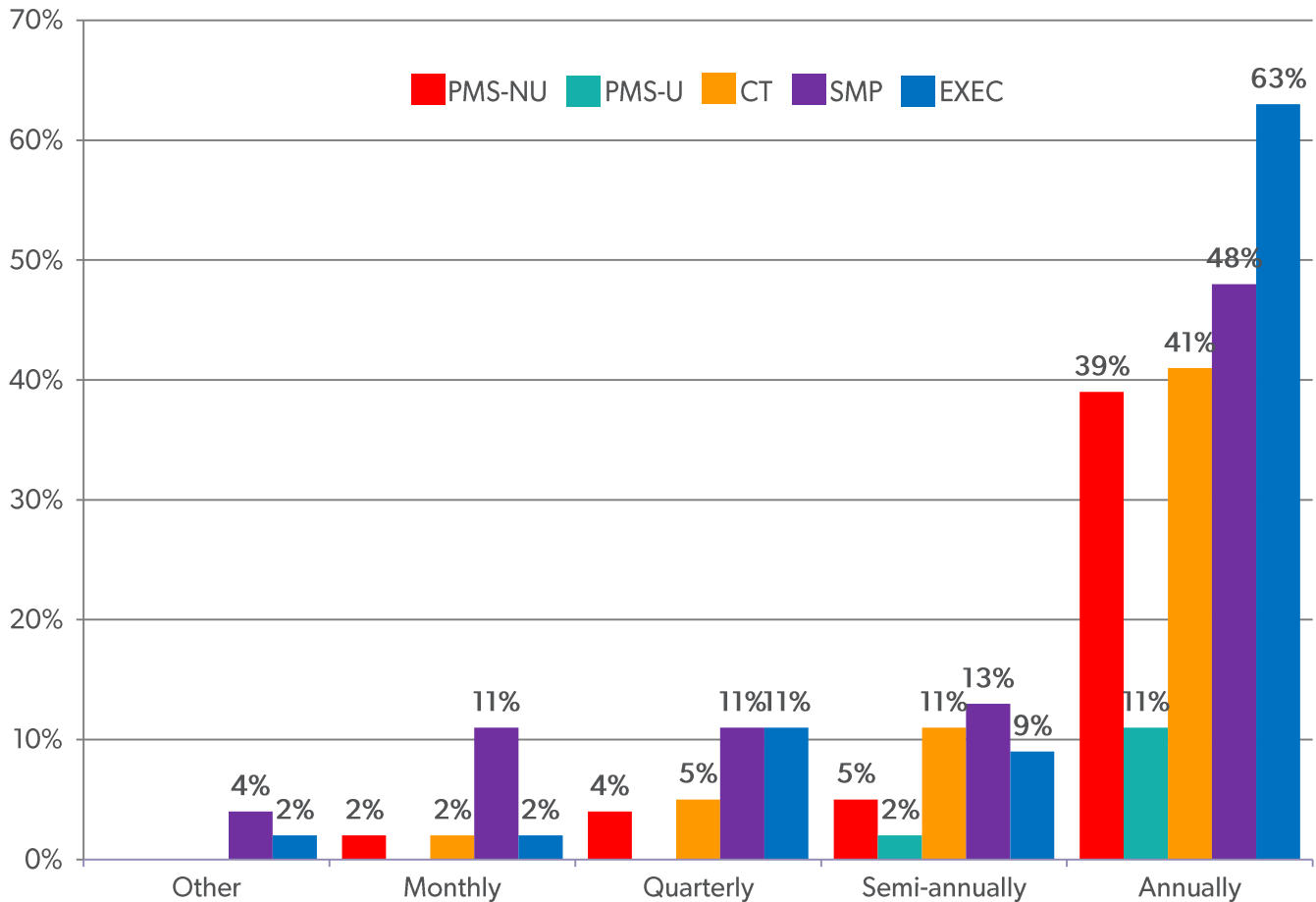


Figure 21 | What are the average target and maximum threshold incentive/bonus awards that participants are eligible to receive as a percentage of salary/wage?

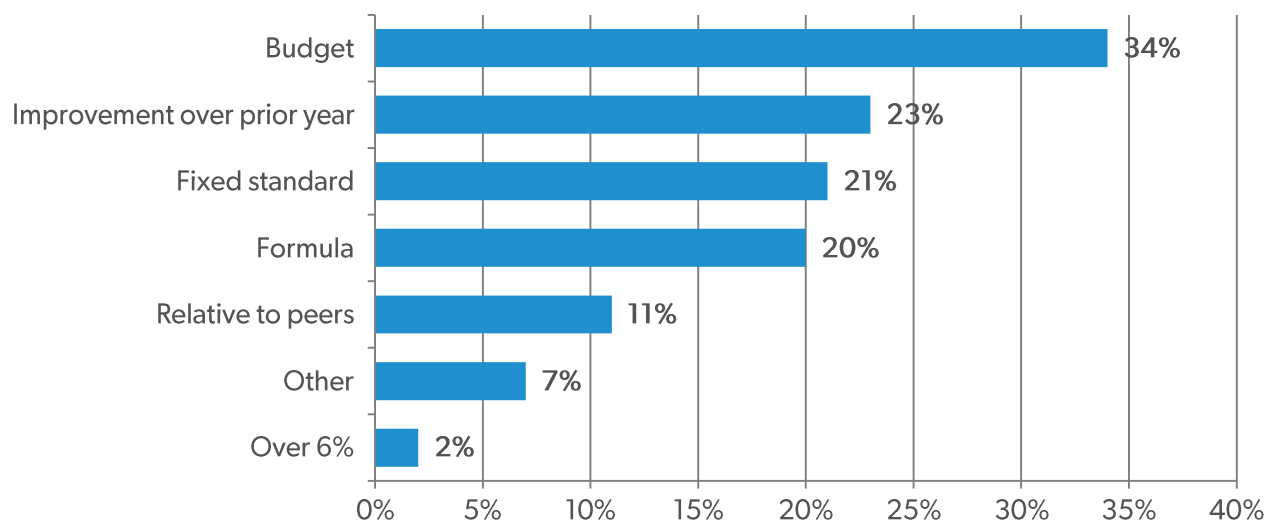
Group of Employees	Average Target %	Maximum Threshold %
PMS-NU	5%	6%
PMS-U	4%	N/A
CT	5%	8%
SMP	16%	16%
EXEC	29%	39%

Figure 22 | What were the average dollar amounts of incentive/bonus awards that participants received in 2014?

Group of Employees	Average Dollar Amount
PMS-NU	\$992
PMS-U	\$833
CT	\$1,563
SMP	\$4,737
EXEC	\$31,322

Budget is reported to be the main basis for determining incentive/bonus targets for 34% of participants. Organizations in the manufacturing industry are most likely to use budget, improvement over prior year, and a formula when deciding on bonus targets.

Figure 23 | What is the basis for incentive/bonus targets?



Other methods or formulas used:

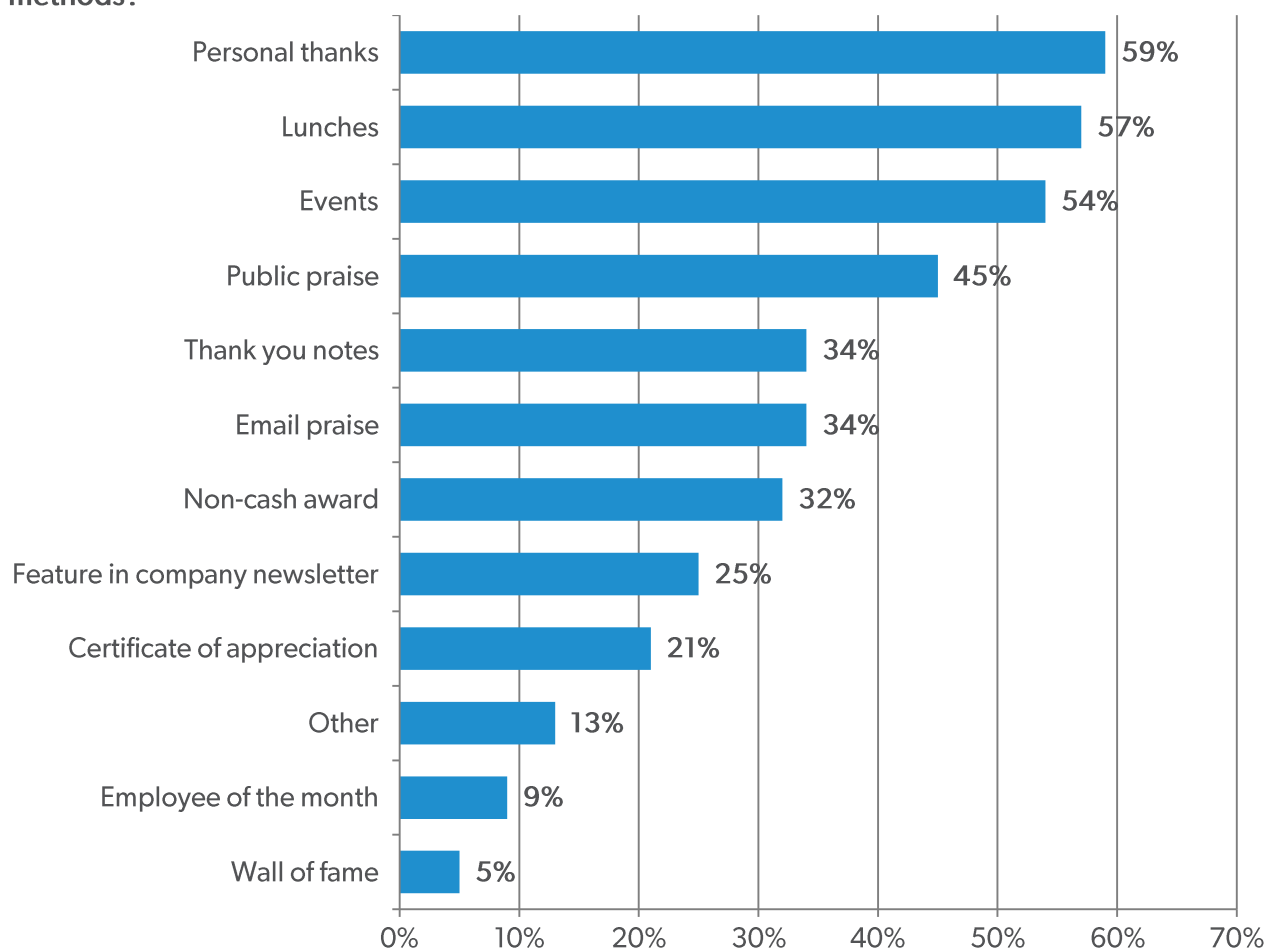
- Goalshare
- Profit
- EBITDA
- Operating profit results
- Sales professionals and management/executives over sales receive commission as a % of the sale. Operational professionals and management receive a bonus based on productivity relative to loans closed each month.
- Annual earnings x target percentage x goalshare factor (based on company performance)
- Cash collected over expenses
- 10% of profit- non-conforming-premium freight/# of employees
- 2.5% personal performance as expected; 4.0% personal performance exceeds expectations
- No formula. For Profit Sharing portion of 401K it starts paying based on profitability target achievement.
- Mix of seniority, annual pay, and position.

Figure 24 | On average, what percentage of total cash pay does incentive/bonus pay represent?

Group of Employees	Percentage
PMS-NU	4%
PMS-U	7%
CT	5%
SMP	9%
EXEC	16%

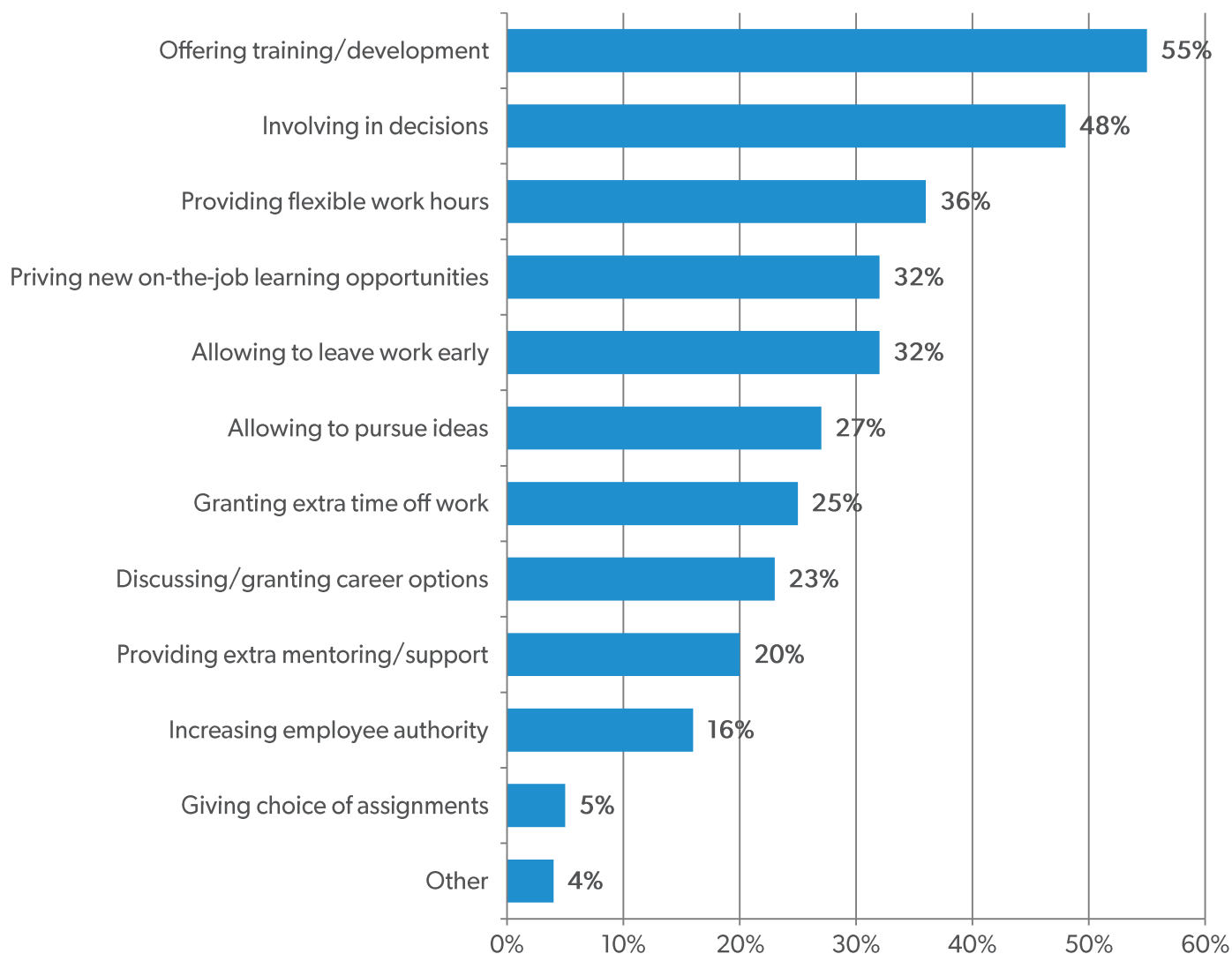
When it comes to showing employee appreciation within a budget, nearly three out of five organizations say “Thank You” personally. Hosting lunches and events are also very popular low-cost alternatives for rewarding and recognizing employees for all organizations. Email praise is a method most commonly used by non-manufacturing organizations, while non-profit organizations are the most likely to give certificates of appreciation and to use a wall-of-fame for employee recognition. Non-cash awards are most popular amongst organizations with 51-200 employees (45%).

Figure 25 | Does your organization use any of the following low-cost reward & recognition methods?



Over half of all participating organizations offer training and development opportunities as a means of rewarding and recognizing their employees. In addition, nearly half (48%) involve employees in decisions. While the largest organizations (more than 500 employees) are able to employ a majority of these approaches the most, the smallest organizations (1 and 50 employees) more frequently involve their employees in decisions (67%), offer training and development opportunities (78%), and reward their employees with extra time off (56%).

Figure 26 | Does your organization use any of the following alternative methods of reward & recognition?



Respondent Demographics

Fifty-six (56) Northeast Ohio organizations participated in this survey; a breakdown of the industries and sizes they represent is provided below.

Percent	
All Organizations	
Industry	
Manufacturing	52%
Non-Manufacturing	35%
Non-Profit	13%
Organizational Size	
1-50	17%
51-200	57%
201-500	19%
Over 500	7%

Participating Organizations

Thank you to the following organizations for their participation!

A Raymond Tinnerman	Meister Media Worldwide
Bettcher Industries, Inc.	Meyer Products
C&K Industrial Services, Inc.	MJM Industries
C.TRAC, Inc.	More Than Gourmet
Catholic Charities, Diocese of Cleveland	National Interstate Insurance Company
Chapman & Chapman, Inc.	Neighborhood Family Practice
Clark-Reliance Corporation	NLC Loans
Custom Products Corporation	Northeast Ohio Medical University
De Nora Tech, Inc.	Process Technology
DRB Systems, LLC	Pyrotek, Inc.
Earnest Machine	Ritrama, Inc.
EBO Group	Robin Industries, Inc.
Esperanza, Inc.	Ross Environmental Services, Inc.
Executive Caterers	Stark Enterprises
EYE Lighting International of North America, Inc.	Stop'NGo of Medina, Inc.
FFR Merchandising	Superior Roll Forming
Flow Polymers, LLC	SupplyOne Cleveland, Inc.
FormFire	Tangent Company LLC
GLT Companies	Tap Packaging Solutions
Greater Cleveland Food Bank	Thompson Hine LLP
Hadrian, Inc.	TMG Performance Products
Holden Arboretum	TT Electronics Integrated Manufacturing Services
ICI Metals, Inc.	United Initiators LLC
InterDesign	Vincent Lighting Systems
International Institute of Akron	Weatherchem / Mold-Rite Plastics
Leiden Cabinet Company	Weaver Industries
Lumitex, Inc.	Wrayco, LLC
Medical Service Company	

Appendix A: Industry Type & Organizational Size Breakouts

Figure 1a | Which of the following methods does your organization use to collect employee feedback?

Employee engagement surveys (*measures employees' level of motivation/engagement in the workplace*)

	Yes	No
All Organizations	32%	68%
Industry		
Manufacturing	32%	68%
Non-Manufacturing	32%	68%
Non-Profit	43%	57%
Organizational Size		
1-50	22%	78%
51-200	29%	71%
201-500	40%	60%
Over 500	75%	25%

Employee opinion/satisfaction surveys (*measures employees' overall level of happiness/satisfaction*)

	Yes	No
All Organizations	36%	64%
Industry		
Manufacturing	43%	57%
Non-Manufacturing	26%	74%
Non-Profit	43%	57%
Organizational Size		
1-50	45%	55%
51-200	40%	60%
201-500	50%	50%
Over 500	0%	100%

Exit interviews/surveys

	Yes	No
All Organizations	73%	27%
Industry		
Manufacturing	79%	21%
Non-Manufacturing	74%	26%
Non-Profit	71%	29%
Organizational Size		
1-50	67%	33%
51-200	77%	23%
201-500	70%	30%
Over 500	75%	25%

Focus groups

	Yes	No
All Organizations	11%	89%
Industry		
Manufacturing	7%	93%
Non-Manufacturing	11%	89%
Non-Profit	29%	71%
Organizational Size		
1-50	11%	89%
51-200	3%	97%
201-500	20%	80%
Over 500	50%	50%

New-hire surveys/feedback

	Yes	No
All Organizations	23%	77%
Industry		
Manufacturing	18%	82%
Non-Manufacturing	37%	63%
Non-Profit	14%	86%
Organizational Size		
1-50	22%	78%
51-200	19%	81%
201-500	20%	80%
Over 500	75%	25%

One-on-one interviews

	Yes	No
All Organizations	27%	73%
Industry		
Manufacturing	25%	75%
Non-Manufacturing	32%	68%
Non-Profit	14%	86%
Organizational Size		
1-50	44%	56%
51-200	26%	74%
201-500	10%	90%
Over 500	25%	75%

Training needs surveys

	Yes	No
All Organizations	14%	86%
Industry		
Manufacturing	18%	82%
Non-Manufacturing	16%	84%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	13%	87%
201-500	20%	80%
Over 500	50%	50%

Post-training surveys/evaluations

	Yes	No
All Organizations	16%	84%
Industry		
Manufacturing	18%	82%
Non-Manufacturing	16%	84%
Non-Profit	14%	86%
Organizational Size		
1-50	0%	100%
51-200	10%	90%
201-500	40%	60%
Over 500	50%	50%

Social media or blog

	Yes	No
All Organizations	2%	98%
Industry		
Manufacturing	0%	100%
Non-Manufacturing	5%	95%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	0%	100%
201-500	0%	100%
Over 500	25%	75%

Confidential phone line

	Yes	No
All Organizations	5%	95%
Industry		
Manufacturing	4%	96%
Non-Manufacturing	11%	89%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	3%	97%
201-500	10%	90%
Over 500	25%	75%

Suggestion boxes

	Yes	No
All Organizations	23%	77%
Industry		
Manufacturing	18%	82%
Non-Manufacturing	26%	74%
Non-Profit	43%	57%
Organizational Size		
1-50	33%	67%
51-200	23%	77%
201-500	20%	80%
Over 500	25%	75%

No formal method for collecting employee feedback

	Yes	No
All Organizations	23%	77%
Industry		
Manufacturing	18%	82%
Non-Manufacturing	26%	74%
Non-Profit	29%	71%
Organizational Size		
1-50	44%	56%
51-200	16%	84%
201-500	20%	80%
Over 500	25%	75%

Other

	Yes	No
All Organizations	7%	93%
Industry		
Manufacturing	11%	89%
Non-Manufacturing	5%	95%
Non-Profit	0%	100%
Organizational Size		
1-50	11%	89%
51-200	10%	90%
201-500	0%	100%
Over 500	0%	100%

Other methods cited:

- Small group meetings with employees
- Reviews
- Appreciative Inquiry type interviews
- It is part of the performance review process.

Figure 2a | How often does your organization perform either an employee engagement or employee opinion/satisfaction survey?

	Quarterly	Bi-annually	Annually	Every other year	Every 3-5 years	> 5 years	N/A
All Organizations	4%	5%	27%	5%	9%	5%	44%
Industry							
Manufacturing	4%	4%	36%	11%	4%	0%	43%
Non-Manufacturing	5%	11%	5%	0%	21%	11%	47%
Non-Profit	0%	0%	57%	0%	0%	14%	29%
Organizational Size							
1-50	0%	0%	11%	0%	0%	11%	78%
51-200	3%	7%	37%	7%	10%	3%	33%
201-500	10%	0%	20%	10%	10%	0%	50%
Over 500	0%	25%	25%	0%	25%	0%	25%

Figure 3a | How does your organization use the data collected from employee surveys?

Identify areas for improvement

	Yes	No
All Organizations	57%	43%
Industry		
Manufacturing	64%	36%
Non-Manufacturing	47%	53%
Non-Profit	71%	29%
Organizational Size		
1-50	33%	67%
51-200	61%	39%
201-500	60%	40%
Over 500	75%	25%

Share with management

	Yes	No
All Organizations	59%	41%
Industry		
Manufacturing	61%	39%
Non-Manufacturing	53%	47%
Non-Profit	71%	29%
Organizational Size		
1-50	44%	56%
51-200	61%	39%
201-500	50%	50%
Over 500	75%	25%

Monitor trends

	Yes	No
All Organizations	27%	73%
Industry		
Manufacturing	25%	75%
Non-Manufacturing	26%	74%
Non-Profit	43%	57%
Organizational Size		
1-50	11%	89%
51-200	32%	68%
201-500	10%	90%
Over 500	75%	25%

Evaluate policies & procedures

	Yes	No
All Organizations	32%	68%
Industry		
Manufacturing	39%	61%
Non-Manufacturing	21%	79%
Non-Profit	43%	57%
Organizational Size		
1-50	22%	78%
51-200	39%	61%
201-500	20%	80%
Over 500	25%	75%

Determine training needs

	Yes	No
All Organizations	38%	63%
Industry		
Manufacturing	36%	64%
Non-Manufacturing	32%	68%
Non-Profit	71%	29%
Organizational Size		
1-50	22%	78%
51-200	35%	65%
201-500	40%	60%
Over 500	75%	25%

Other

	Yes	No
All Organizations	9%	91%
Industry		
Manufacturing	4%	96%
Non-Manufacturing	16%	84%
Non-Profit	14%	86%
Organizational Size		
1-50	22%	78%
51-200	10%	90%
201-500	0%	100%
Over 500	0%	100%

Figure 4a | Does your organization currently have a formal definition of top/key talent in place?

	Yes	No
All Organizations	22%	78%
Industry		
Manufacturing	29%	71%
Non-Manufacturing	17%	83%
Non-Profit	0%	100%
Organizational Size		
1-50	11%	89%
51-200	14%	86%
201-500	50%	50%
Over 500	25%	75%

Figure 5a | Has your organization identified top/key talent in your organization?

	Yes	No
All Organizations	47%	53%
Industry		
Manufacturing	54%	46%
Non-Manufacturing	53%	47%
Non-Profit	0%	100%
Organizational Size		
1-50	44%	56%
51-200	43%	57%
201-500	60%	40%
Over 500	50%	50%

Figure 6a | Please indicate how strongly you agree or disagree with the following statement:

"Retaining top/key talent is currently a major challenge at my organization."

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
All Organizations	15%	40%	20%	18%	7%
Industry					
Manufacturing	7%	50%	25%	14%	4%
Non-Manufacturing	26%	26%	5%	32%	11%
Non-Profit	14%	43%	29%	0%	14%
Organizational Size					
1-50	11%	44%	0%	22%	22%
51-200	13%	40%	27%	17%	3%
201-500	20%	40%	10%	20%	10%
Over 500	25%	50%	0%	25%	0%

Figure 7a | Which of the following strategies does your organization utilize to retain top/key talent?

Bonuses

	Yes	No
All Organizations	48%	52%
Industry		
Manufacturing	50%	50%
Non-Manufacturing	63%	37%
Non-Profit	14%	86%
Organizational Size		
1-50	44%	56%
51-200	52%	48%
201-500	40%	60%
Over 500	75%	25%

Competitive compensation

	Yes	No
All Organizations	66%	34%
Industry		
Manufacturing	64%	36%
Non-Manufacturing	84%	16%
Non-Profit	29%	71%
Organizational Size		
1-50	67%	33%
51-200	68%	32%
201-500	50%	50%
Over 500	100%	0%

Counteroffers

	Yes	No
All Organizations	11%	89%
Industry		
Manufacturing	11%	89%
Non-Manufacturing	16%	84%
Non-Profit	0%	100%
Organizational Size		
1-50	22%	78%
51-200	6%	94%
201-500	10%	90%
Over 500	25%	75%

Extensive benefits package

	Yes	No
All Organizations	36%	64%
Industry		
Manufacturing	36%	64%
Non-Manufacturing	37%	63%
Non-Profit	43%	57%
Organizational Size		
1-50	44%	56%
51-200	32%	68%
201-500	40%	60%
Over 500	50%	50%

Flex-time/telecommuting

	Yes	No
All Organizations	43%	57%
Industry		
Manufacturing	43%	57%
Non-Manufacturing	47%	53%
Non-Profit	29%	71%
Organizational Size		
1-50	33%	67%
51-200	39%	61%
201-500	50%	50%
Over 500	75%	25%

Job rotation

	Yes	No
All Organizations	4%	96%
Industry		
Manufacturing	4%	96%
Non-Manufacturing	5%	95%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	3%	97%
201-500	10%	90%
Over 500	0%	100%

Mentors

	Yes	No
All Organizations	9%	91%
Industry		
Manufacturing	4%	96%
Non-Manufacturing	21%	79%
Non-Profit	0%	100%
Organizational Size		
1-50	22%	78%
51-200	6%	94%
201-500	0%	100%
Over 500	25%	75%

Retention agreements

	Yes	No
All Organizations	2%	98%
Industry		
Manufacturing	0%	100%
Non-Manufacturing	5%	95%
Non-Profit	0%	100%
Organizational Size		
1-50	11%	89%
51-200	0%	100%
201-500	0%	100%
Over 500	0%	100%

Stock options

	Yes	No
All Organizations	7%	93%
Industry		
Manufacturing	14%	86%
Non-Manufacturing	0%	100%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	10%	90%
201-500	10%	90%
Over 500	0%	100%

Succession planning

	Yes	No
All Organizations	23%	77%
Industry		
Manufacturing	32%	68%
Non-Manufacturing	11%	89%
Non-Profit	29%	71%
Organizational Size		
1-50	22%	78%
51-200	23%	77%
201-500	30%	70%
Over 500	25%	75%

Training/development

	Yes	No
All Organizations	48%	52%
Industry		
Manufacturing	54%	46%
Non-Manufacturing	42%	58%
Non-Profit	57%	43%
Organizational Size		
1-50	67%	33%
51-200	42%	58%
201-500	50%	50%
Over 500	50%	50%

Work-life balance

	Yes	No
All Organizations	52%	48%
Industry		
Manufacturing	46%	54%
Non-Manufacturing	63%	37%
Non-Profit	43%	57%
Organizational Size		
1-50	56%	44%
51-200	55%	45%
201-500	40%	60%
Over 500	50%	50%

Other

	Yes	No
All Organizations	5%	95%
Industry		
Manufacturing	7%	93%
Non-Manufacturing	0%	100%
Non-Profit	14%	86%
Organizational Size		
1-50	11%	89%
51-200	3%	97%
201-500	10%	90%
Over 500	0%	100%

Other reported strategies include:

- ESOP
- Maintaining and improving our culture
- Added PTO

Figure 8a | Please indicate how strongly you agree or disagree with the following statement:

"My organization is well prepared for the departure of its top leaders."

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
All Organizations	2%	15%	26%	42%	15%
Industry					
Manufacturing	4%	12%	23%	50%	12%
Non-Manufacturing	0%	21%	37%	16%	26%
Non-Profit	0%	14%	14%	71%	0%
Organizational Size					
1-50	0%	11%	33%	33%	22%
51-200	0%	14%	25%	46%	14%
201-500	10%	30%	20%	20%	20%
Over 500	0%	0%	50%	50%	0%

Figure 9a | What type of succession plan does your organization have in place for each of the following groups of employees?

Formal succession plan (*i.e. there is a documented plan on file*)

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	2%	0%	4%	5%	13%
Industry					
Manufacturing	4%	0%	4%	4%	11%
Non-Manufacturing	0%	0%	5%	11%	16%
Non-Profit	0%	0%	0%	0%	14%
Organizational Size					
1-50	0%	0%	0%	0%	11%
51-200	0%	0%	0%	3%	6%
201-500	10%	0%	10%	10%	30%
Over 500	0%	0%	25%	25%	25%

Informal succession plan

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	11%	5%	18%	36%	29%
Industry					
Manufacturing	21%	7%	32%	43%	29%
Non-Manufacturing	0%	5%	5%	37%	32%
Non-Profit	0%	0%	0%	14%	14%
Organizational Size					
1-50	0%	0%	0%	44%	33%
51-200	13%	6%	26%	32%	32%
201-500	20%	0%	10%	50%	30%
Over 500	0%	25%	25%	25%	0%

No succession plan

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	66%	38%	68%	52%	52%
Industry					
Manufacturing	64%	36%	57%	50%	54%
Non-Manufacturing	63%	47%	79%	47%	47%
Non-Profit	100%	29%	100%	86%	71%
Organizational Size					
1-50	67%	33%	89%	56%	56%
51-200	71%	39%	61%	55%	52%
201-500	50%	40%	80%	40%	40%
Over 500	75%	50%	50%	50%	75%

Figure 10a | Which of the following features are included in your organization's succession plan?

Performance management/support structure

	Yes	No
All Organizations	23%	77%
Industry		
Manufacturing	29%	71%
Non-Manufacturing	21%	79%
Non-Profit	14%	86%
Organizational Size		
1-50	22%	78%
51-200	23%	77%
201-500	30%	70%
Over 500	25%	75%

Development plan

	Yes	No
All Organizations	20%	80%
Industry		
Manufacturing	25%	75%
Non-Manufacturing	16%	84%
Non-Profit	14%	86%
Organizational Size		
1-50	22%	78%
51-200	13%	87%
201-500	40%	60%
Over 500	25%	75%

Skills assessment

	Yes	No
All Organizations	11%	89%
Industry		
Manufacturing	14%	86%
Non-Manufacturing	5%	95%
Non-Profit	14%	86%
Organizational Size		
1-50	11%	89%
51-200	13%	87%
201-500	10%	90%
Over 500	0%	100%

Leadership development plan

	Yes	No
All Organizations	21%	79%
Industry		
Manufacturing	25%	75%
Non-Manufacturing	21%	79%
Non-Profit	14%	86%
Organizational Size		
1-50	22%	78%
51-200	19%	81%
201-500	40%	60%
Over 500	0%	100%

N/A (*i.e. organization does not have a succession plan*)

	Yes	No
All Organizations	48%	52%
Industry		
Manufacturing	46%	54%
Non-Manufacturing	53%	47%
Non-Profit	43%	57%
Organizational Size		
1-50	44%	56%
51-200	45%	55%
201-500	50%	50%
Over 500	50%	50%

Figure 11a | How many training hours or training courses are required annually for each employee group?

Average number of required training hours

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	43	8	23	53	32
Industry					
Manufacturing	19	N/A	12	15	16
Non-Manufacturing	84	8	25	49	31
Non-Profit	40	N/A	48	44	80
Organizational Size					
1-50	N/A	N/A	N/A	N/A	N/A
51-200	57	N/A	32	74	47
201-500	4	N/A	12	12	12
Over 500	8	8	8	8	8

Average number of required training courses

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	7	3	7	9	12
Industry					
Manufacturing	9	N/A	8	11	15
Non-Manufacturing	3	3	4	4	4
Non-Profit	N/A	N/A	N/A	N/A	N/A
Organizational Size					
1-50	3	N/A	3	3	3
51-200	9	N/A	10	15	22
201-500	8	N/A	5	5	5
Over 500	3	3	5	5	5

Figure 12a | Does your organization provide financial assistance to employees to upgrade their skills for any of the following programs?

GED programs

	Yes	No
All Organizations	13%	88%
Industry		
Manufacturing	25%	75%
Non-Manufacturing	0%	100%
Non-Profit	0%	100%
Organizational Size		
1-50	11%	89%
51-200	16%	84%
201-500	10%	90%
Over 500	0%	100%

Undergraduate college/university programs

	Yes	No
All Organizations	55%	45%
Industry		
Manufacturing	75%	25%
Non-Manufacturing	32%	68%
Non-Profit	57%	43%
Organizational Size		
1-50	33%	67%
51-200	58%	42%
201-500	70%	30%
Over 500	50%	50%

Graduate college/university programs

	Yes	No
All Organizations	43%	57%
Industry		
Manufacturing	61%	39%
Non-Manufacturing	26%	74%
Non-Profit	29%	71%
Organizational Size		
1-50	11%	89%
51-200	48%	52%
201-500	60%	40%
Over 500	50%	50%

Post-graduate college/university programs

	Yes	No
All Organizations	16%	84%
Industry		
Manufacturing	25%	75%
Non-Manufacturing	5%	95%
Non-Profit	14%	86%
Organizational Size		
1-50	0%	100%
51-200	19%	81%
201-500	20%	80%
Over 500	25%	75%

Job-related training

	Yes	No
All Organizations	82%	18%
Industry		
Manufacturing	89%	11%
Non-Manufacturing	68%	32%
Non-Profit	100%	0%
Organizational Size		
1-50	89%	11%
51-200	77%	23%
201-500	90%	10%
Over 500	75%	25%

Professional societies/organizations

	Yes	No
All Organizations	71%	29%
Industry		
Manufacturing	82%	18%
Non-Manufacturing	53%	47%
Non-Profit	86%	14%
Organizational Size		
1-50	78%	22%
51-200	61%	39%
201-500	90%	10%
Over 500	75%	25%

Conferences

	Yes	No
All Organizations	70%	30%
Industry		
Manufacturing	75%	25%
Non-Manufacturing	58%	42%
Non-Profit	100%	0%
Organizational Size		
1-50	67%	33%
51-200	65%	35%
201-500	90%	10%
Over 500	75%	25%

Other

	Yes	No
All Organizations	5%	95%
Industry		
Manufacturing	0%	100%
Non-Manufacturing	16%	84%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	6%	94%
201-500	0%	100%
Over 500	25%	75%

Other financial assistance programs reported include:

- Computer training
- Insurance Training and Certifications
- Professional Development

Figure 13a | What is your organization's annual training budget as a percent of payroll?

	No training budget	< 1%	1-2%	3-4%	5-6%	> 6%
All Organizations	33%	31%	17%	10%	6%	2%
Industry						
Manufacturing	33%	21%	13%	17%	13%	4%
Non-Manufacturing	39%	33%	28%	0%	0%	0%
Non-Profit	17%	67%	0%	17%	0%	0%
Organizational Size						
1-50	44%	22%	22%	11%	0%	0%
51-200	32%	29%	14%	14%	11%	0%
201-500	29%	43%	14%	0%	0%	14%
Over 500	33%	33%	33%	0%	0%	0%

Figure 14a | Does your organization have a career development program or initiative in place for employees?

	Yes	No
All Organizations	24%	76%
Industry		
Manufacturing	29%	71%
Non-Manufacturing	11%	89%
Non-Profit	29%	71%
Organizational Size		
1-50	0%	100%
51-200	24%	76%
201-500	30%	70%
Over 500	25%	75%

Figure 15a | Does your organization have a mentorship (or similar) program in place?

Yes, for new employees

	Yes	No
All Organizations	16%	84%
Industry		
Manufacturing	11%	89%
Non-Manufacturing	26%	74%
Non-Profit	0%	100%
Organizational Size		
1-50	33%	67%
51-200	13%	87%
201-500	10%	90%
Over 500	25%	75%

Yes, for existing employees

	Yes	No
All Organizations	13%	88%
Industry		
Manufacturing	11%	89%
Non-Manufacturing	16%	84%
Non-Profit	14%	86%
Organizational Size		
1-50	11%	89%
51-200	13%	87%
201-500	20%	80%
Over 500	0%	100%

Yes, for interns

	Yes	No
All Organizations	14%	86%
Industry		
Manufacturing	18%	82%
Non-Manufacturing	16%	84%
Non-Profit	0%	100%
Organizational Size		
1-50	11%	89%
51-200	13%	87%
201-500	20%	80%
Over 500	25%	75%

No mentorship program

	Yes	No
All Organizations	70%	30%
Industry		
Manufacturing	68%	32%
Non-Manufacturing	68%	32%
Non-Profit	86%	14%
Organizational Size		
1-50	67%	33%
51-200	68%	32%
201-500	70%	30%
Over 500	75%	25%

Figure 16a | Do you have an incentive or bonus program in place?

	Yes	No
All Organizations	65%	35%
Industry		
Manufacturing	70%	30%
Non-Manufacturing	63%	37%
Non-Profit	43%	57%
Organizational Size		
1-50	78%	22%
51-200	63%	37%
201-500	70%	30%
Over 500	50%	50%

Figure 17a | Which of the following pay for performance options are offered at your organization for each employee group?

Individual incentive pay

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	16%	4%	18%	21%	25%
Industry					
Manufacturing	21%	4%	18%	25%	32%
Non-Manufacturing	11%	5%	21%	21%	21%
Non-Profit	14%	0%	14%	14%	14%
Organizational Size					
1-50	11%	0%	22%	22%	22%
51-200	16%	3%	16%	19%	26%
201-500	20%	0%	10%	20%	20%
Over 500	25%	25%	50%	50%	50%

Small group incentive pay (not gainsharing)

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	2%	0%	2%	4%	0%
Industry					
Manufacturing	4%	0%	4%	7%	0%
Non-Manufacturing	0%	0%	0%	0%	0%
Non-Profit	0%	0%	0%	0%	0%
Organizational Size					
1-50	0%	0%	0%	0%	0%
51-200	3%	0%	3%	3%	0%
201-500	0%	0%	0%	10%	0%
Over 500	0%	0%	0%	0%	0%

Gainsharing (formal plan)

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	2%	0%	2%	2%	4%
Industry					
Manufacturing	4%	0%	4%	4%	4%
Non-Manufacturing	0%	0%	0%	0%	5%
Non-Profit	0%	0%	0%	0%	0%
Organizational Size					
1-50	0%	0%	0%	0%	0%
51-200	0%	0%	0%	0%	3%
201-500	10%	0%	10%	10%	10%
Over 500	0%	0%	0%	0%	0%

Commission pay

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	0%	0%	5%	30%	5%
Industry					
Manufacturing	0%	0%	4%	36%	0%
Non-Manufacturing	0%	0%	11%	37%	16%
Non-Profit	0%	0%	0%	0%	0%
Organizational Size					
1-50	0%	0%	0%	33%	11%
51-200	0%	0%	3%	32%	3%
201-500	0%	0%	10%	30%	0%
Over 500	0%	0%	25%	25%	25%

Profit sharing (non-retirement)

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	14%	5%	16%	16%	16%
Industry					
Manufacturing	14%	0%	14%	14%	18%
Non-Manufacturing	16%	11%	21%	21%	16%
Non-Profit	0%	0%	0%	0%	0%
Organizational Size					
1-50	0%	0%	11%	11%	0%
51-200	19%	6%	19%	19%	23%
201-500	10%	0%	10%	10%	10%
Over 500	25%	25%	25%	25%	25%

Spot/achievement award

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	14%	2%	14%	13%	4%
Industry					
Manufacturing	21%	4%	14%	11%	0%
Non-Manufacturing	11%	0%	21%	21%	11%
Non-Profit	0%	0%	0%	0%	0%
Organizational Size					
1-50	11%	0%	11%	11%	0%
51-200	19%	3%	13%	10%	3%
201-500	10%	0%	20%	20%	0%
Over 500	0%	0%	25%	25%	25%

Annual bonus

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	32%	5%	30%	38%	48%
Industry					
Manufacturing	39%	7%	36%	50%	64%
Non-Manufacturing	21%	5%	32%	26%	37%
Non-Profit	29%	0%	14%	29%	29%
Organizational Size					
1-50	33%	0%	22%	44%	56%
51-200	39%	6%	35%	39%	52%
201-500	30%	10%	40%	50%	60%
Over 500	0%	0%	0%	0%	0%

Stock options

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	5%	2%	5%	5%	9%
Industry					
Manufacturing	11%	4%	11%	11%	11%
Non-Manufacturing	0%	0%	0%	0%	11%
Non-Profit	0%	0%	0%	0%	0%
Organizational Size					
1-50	0%	0%	0%	0%	0%
51-200	6%	0%	6%	6%	6%
201-500	10%	10%	10%	10%	20%
Over 500	0%	0%	0%	0%	25%

Other incentive/bonus programs

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	13%	2%	11%	11%	13%
Industry					
Manufacturing	21%	4%	18%	14%	21%
Non-Manufacturing	0%	0%	0%	0%	5%
Non-Profit	14%	0%	14%	14%	0%
Organizational Size					
1-50	0%	11%	11%	11%	11%
51-200	19%	0%	13%	16%	16%
201-500	10%	0%	10%	0%	10%
Over 500	0%	0%	0%	0%	0%

Figure 18a | What performance measures are used to determine the incentive/bonus earned?

Annual sales/revenue

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	25%	2%	25%	38%	43%
Industry					
Manufacturing	39%	4%	36%	54%	64%
Non-Manufacturing	16%	0%	21%	26%	32%
Non-Profit	0%	0%	0%	0%	0%
Organizational Size					
1-50	11%	0%	11%	11%	22%
51-200	35%	3%	32%	48%	55%
201-500	20%	0%	20%	40%	40%
Over 500	0%	0%	25%	25%	25%

Individual goals

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	11%	2%	18%	39%	38%
Industry					
Manufacturing	14%	0%	14%	43%	50%
Non-Manufacturing	11%	5%	26%	42%	37%
Non-Profit	0%	0%	14%	14%	0%
Organizational Size					
1-50	0%	0%	22%	33%	22%
51-200	13%	0%	16%	45%	39%
201-500	10%	0%	10%	30%	50%
Over 500	25%	25%	50%	50%	50%

Operating income

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	5%	0%	5%	7%	11%
Industry					
Manufacturing	7%	0%	7%	11%	18%
Non-Manufacturing	5%	0%	5%	5%	5%
Non-Profit	0%	0%	0%	0%	0%
Organizational Size					
1-50	0%	0%	0%	0%	11%
51-200	10%	0%	10%	13%	13%
201-500	0%	0%	0%	0%	10%
Over 500	0%	0%	0%	0%	0%

Net income and earnings per share

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	4%	0%	5%	9%	11%
Industry					
Manufacturing	0%	0%	0%	4%	7%
Non-Manufacturing	5%	0%	16%	16%	16%
Non-Profit	14%	0%	0%	14%	14%
Organizational Size					
1-50	11%	0%	22%	33%	22%
51-200	0%	0%	0%	3%	10%
201-500	10%	0%	10%	10%	10%
Over 500	0%	0%	0%	0%	0%

Quality

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	4%	0%	7%	9%	7%
Industry					
Manufacturing	7%	0%	11%	11%	14%
Non-Manufacturing	0%	0%	5%	5%	0%
Non-Profit	0%	0%	0%	0%	0%
Organizational Size					
1-50	0%	0%	11%	11%	0%
51-200	3%	0%	6%	13%	10%
201-500	10%	0%	10%	0%	10%
Over 500	0%	0%	0%	0%	0%

Customer satisfaction

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	2%	0%	4%	9%	4%
Industry					
Manufacturing	4%	0%	4%	11%	7%
Non-Manufacturing	0%	0%	5%	5%	0%
Non-Profit	0%	0%	0%	0%	0%
Organizational Size					
1-50	0%	0%	11%	11%	0%
51-200	3%	0%	3%	13%	6%
201-500	0%	0%	0%	0%	0%
Over 500	0%	0%	0%	0%	0%

Return

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	0%	0%	2%	2%	2%
Industry					
Manufacturing	0%	0%	4%	4%	4%
Non-Manufacturing	0%	0%	0%	0%	0%
Non-Profit	0%	0%	0%	0%	0%
Organizational Size					
1-50	0%	0%	0%	0%	0%
51-200	0%	0%	3%	3%	3%
201-500	0%	0%	0%	0%	0%
Over 500	0%	0%	0%	0%	0%

Economic profit

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	2%	2%	4%	5%	9%
Industry					
Manufacturing	4%	4%	7%	11%	18%
Non-Manufacturing	0%	0%	0%	0%	0%
Non-Profit	0%	0%	0%	0%	0%
Organizational Size					
1-50	11%	11%	22%	22%	33%
51-200	0%	0%	0%	3%	3%
201-500	0%	0%	0%	0%	10%
Over 500	0%	0%	0%	0%	0%

Gross margin

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	9%	0%	11%	16%	21%
Industry					
Manufacturing	11%	0%	11%	18%	29%
Non-Manufacturing	11%	0%	16%	16%	21%
Non-Profit	0%	0%	0%	0%	0%
Organizational Size					
1-50	0%	0%	0%	0%	11%
51-200	13%	0%	13%	19%	23%
201-500	10%	0%	20%	30%	40%
Over 500	0%	0%	0%	0%	0%

Other

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	5%	2%	4%	5%	2%
Industry					
Manufacturing	4%	0%	0%	0%	0%
Non-Manufacturing	0%	0%	5%	5%	0%
Non-Profit	29%	14%	14%	29%	14%
Organizational Size					
1-50	11%	0%	11%	11%	0%
51-200	6%	3%	0%	3%	3%
201-500	0%	0%	10%	10%	0%
Over 500	0%	0%	0%	0%	0%

Figure 19a | How frequently do eligible participants receive incentive/bonus pay?

As part of regular paycheck

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	2%	0%	0%	0%	0%
Industry					
Manufacturing	4%	0%	0%	0%	0%
Non-Manufacturing	0%	0%	0%	0%	0%
Non-Profit	0%	0%	0%	0%	0%
Organizational Size					
1-50	0%	0%	0%	0%	0%
51-200	3%	0%	0%	0%	0%
201-500	0%	0%	0%	0%	0%
Over 500	0%	0%	0%	0%	0%

Monthly

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	2%	0%	2%	11%	2%
Industry					
Manufacturing	4%	0%	0%	7%	0%
Non-Manufacturing	0%	0%	5%	21%	5%
Non-Profit	0%	0%	0%	0%	0%
Organizational Size					
1-50	0%	0%	0%	11%	0%
51-200	3%	0%	0%	13%	0%
201-500	0%	0%	0%	0%	0%
Over 500	0%	0%	25%	25%	25%

Quarterly

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	4%	0%	5%	11%	11%
Industry					
Manufacturing	7%	0%	11%	18%	14%
Non-Manufacturing	0%	0%	0%	0%	5%
Non-Profit	0%	0%	0%	0%	0%
Organizational Size					
1-50	0%	0%	0%	0%	0%
51-200	3%	0%	6%	13%	16%
201-500	10%	0%	10%	20%	10%
Over 500	0%	0%	0%	0%	0%

Semi-annually

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	5%	2%	11%	13%	9%
Industry					
Manufacturing	11%	4%	18%	18%	14%
Non-Manufacturing	0%	0%	5%	11%	5%
Non-Profit	0%	0%	0%	0%	0%
Organizational Size					
1-50	11%	11%	33%	33%	22%
51-200	6%	0%	10%	10%	6%
201-500	0%	0%	0%	0%	0%
Over 500	0%	0%	0%	25%	25%

Annually

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	39%	11%	41%	48%	63%
Industry					
Manufacturing	43%	14%	43%	61%	75%
Non-Manufacturing	37%	11%	47%	42%	58%
Non-Profit	43%	0%	29%	29%	43%
Organizational Size					
1-50	33%	0%	33%	33%	56%
51-200	45%	13%	45%	48%	68%
201-500	40%	10%	50%	70%	70%
Over 500	25%	25%	25%	50%	50%

Other

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	0%	0%	0%	4%	2%
Industry					
Manufacturing	0%	0%	0%	4%	4%
Non-Manufacturing	0%	0%	0%	5%	0%
Non-Profit	0%	0%	0%	0%	0%
Organizational Size					
1-50	0%	0%	0%	0%	0%
51-200	0%	0%	0%	6%	3%
201-500	0%	0%	0%	0%	0%
Over 500	0%	0%	0%	0%	0%

Figure 20a | What are the average target and maximum threshold incentive/bonus awards that participants are eligible to receive as a percentage of salary/w age?

Average Target %

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	5%	4%	5%	16%	29%
Industry					
Manufacturing	6%	N/A	6%	24%	33%
Non-Manufacturing	5%	4%	5%	9%	26%
Non-Profit	2%	N/A	2%	2%	8%
Organizational Size					
1-50	5%	N/A	7%	9%	20%
51-200	5%	5%	5%	21%	37%
201-500	4%	N/A	4%	10%	19%
Over 500	3%	3%	3%	3%	3%

Maximum Threshold %

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	6%	N/A	8%	16%	39%
Industry					
Manufacturing	7%	N/A	8%	18%	41%
Non-Manufacturing	5%	N/A	8%	14%	46%
Non-Profit	2%	N/A	4%	5%	10%
Organizational Size					
1-50	N/A	N/A	14%	14%	N/A
51-200	6%	N/A	7%	17%	36%
201-500	5%	N/A	7%	13%	47%
Over 500	N/A	N/A	N/A	N/A	N/A

Figure 21a | What were the average dollar amounts of incentive/bonus awards that participants received in 2014?

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	\$992	\$833	\$1,563	\$4,737	\$31,322
Industry					
Manufacturing	\$1,067	\$1,000	\$1,361	\$5,267	\$36,020
Non-Manufacturing	\$1,000	\$500	\$2,000	\$4,520	\$28,500
Non-Profit	\$650	N/A	\$1,200	\$2,100	\$6,425
Organizational Size					
1-50	\$500	\$1,500	\$2,500	\$2,825	\$18,617
51-200	\$1,155	\$500	\$1,335	\$5,258	\$18,731
201-500	\$425	N/A	\$600	\$5,300	\$98,587
Over 500	N/A	N/A	\$2,000	\$5,000	N/A

Figure 22a | What is the basis for incentive/bonus targets?

Budget

	Yes	No
All Organizations	34%	66%
Industry		
Manufacturing	50%	50%
Non-Manufacturing	16%	84%
Non-Profit	29%	71%
Organizational Size		
1-50	11%	89%
51-200	58%	42%
201-500	0%	100%
Over 500	0%	100%

Improvement over prior year

	Yes	No
All Organizations	23%	77%
Industry		
Manufacturing	25%	75%
Non-Manufacturing	21%	79%
Non-Profit	29%	71%
Organizational Size		
1-50	22%	78%
51-200	26%	74%
201-500	20%	80%
Over 500	25%	75%

Formula

	Yes	No
All Organizations	20%	80%
Industry		
Manufacturing	32%	68%
Non-Manufacturing	11%	89%
Non-Profit	0%	100%
Organizational Size		
1-50	11%	89%
51-200	13%	87%
201-500	50%	50%
Over 500	25%	75%

Fixed standard

	Yes	No
All Organizations	21%	79%
Industry		
Manufacturing	21%	79%
Non-Manufacturing	26%	74%
Non-Profit	14%	86%
Organizational Size		
1-50	22%	78%
51-200	19%	81%
201-500	30%	70%
Over 500	25%	75%

Relative to peers

	Yes	No
All Organizations	11%	89%
Industry		
Manufacturing	7%	93%
Non-Manufacturing	16%	84%
Non-Profit	14%	86%
Organizational Size		
1-50	33%	67%
51-200	6%	94%
201-500	10%	90%
Over 500	0%	100%

Other

	Yes	No
All Organizations	7%	93%
Industry		
Manufacturing	4%	96%
Non-Manufacturing	16%	84%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	10%	90%
201-500	0%	100%
Over 500	25%	75%

Figure 23a | On average, what percentage of total cash pay does incentive/bonus pay represent?

	PMS-NU	PMS-U	CT	SMP	EXEC
All Organizations	4%	7%	5%	9%	16%
Industry					
Manufacturing	3%	N/A	4%	11%	17%
Non-Manufacturing	5%	7%	6%	8%	17%
Non-Profit	2%	N/A	3%	2%	2%
Organizational Size					
1-50	2%	N/A	6%	4%	21%
51-200	4%	7%	5%	9%	15%
201-500	4%	N/A	3%	11%	14%
Over 500	N/A	N/A	10%	10%	20%

Figure 24a | What is your organization's compensation cost as a percentage of revenue?

	Percentage
All Organizations	23%
Industry	
Manufacturing	18%
Non-Manufacturing	26%
Non-Profit	28%
Organizational Size	
1-50	53%
51-200	19%
201-500	18%
Over 500	N/A

Figure 25a | What is the percent of variable compensation as a percentage of revenue?

	Percentage
All Organizations	11%
Industry	
Manufacturing	15%
Non-Manufacturing	4%
Non-Profit	40%
Organizational Size	
1-50	15%
51-200	14%
201-500	2%
Over 500	N/A

Figure 26a | Does your organization use any of the following low-cost reward & recognition methods?

Certificate of appreciation

	Yes	No
All Organizations	21%	79%
Industry		
Manufacturing	18%	82%
Non-Manufacturing	16%	84%
Non-Profit	43%	57%
Organizational Size		
1-50	11%	89%
51-200	23%	77%
201-500	30%	70%
Over 500	25%	75%

Email praise

	Yes	No
All Organizations	34%	66%
Industry		
Manufacturing	18%	82%
Non-Manufacturing	63%	37%
Non-Profit	29%	71%
Organizational Size		
1-50	44%	56%
51-200	32%	68%
201-500	20%	80%
Over 500	50%	50%

Employee of the month

	Yes	No
All Organizations	9%	91%
Industry		
Manufacturing	4%	96%
Non-Manufacturing	21%	79%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	3%	97%
201-500	30%	70%
Over 500	25%	75%

Events

	Yes	No
All Organizations	54%	46%
Industry		
Manufacturing	64%	36%
Non-Manufacturing	53%	47%
Non-Profit	14%	86%
Organizational Size		
1-50	56%	44%
51-200	55%	45%
201-500	50%	50%
Over 500	75%	25%

Feature in company newsletter/bulletin board

	Yes	No
All Organizations	25%	75%
Industry		
Manufacturing	21%	79%
Non-Manufacturing	32%	68%
Non-Profit	14%	86%
Organizational Size		
1-50	11%	89%
51-200	29%	71%
201-500	30%	70%
Over 500	25%	75%

Lunches

	Yes	No
All Organizations	57%	43%
Industry		
Manufacturing	75%	25%
Non-Manufacturing	53%	47%
Non-Profit	0%	100%
Organizational Size		
1-50	56%	44%
51-200	61%	39%
201-500	50%	50%
Over 500	75%	25%

Non-cash award

	Yes	No
All Organizations	32%	68%
Industry		
Manufacturing	36%	64%
Non-Manufacturing	32%	68%
Non-Profit	29%	71%
Organizational Size		
1-50	22%	78%
51-200	45%	55%
201-500	10%	90%
Over 500	25%	75%

Personal thanks

	Yes	No
All Organizations	59%	41%
Industry		
Manufacturing	64%	36%
Non-Manufacturing	58%	42%
Non-Profit	43%	57%
Organizational Size		
1-50	67%	33%
51-200	65%	35%
201-500	50%	50%
Over 500	25%	75%

Public praise

	Yes	No
All Organizations	45%	55%
Industry		
Manufacturing	43%	57%
Non-Manufacturing	47%	53%
Non-Profit	43%	57%
Organizational Size		
1-50	44%	56%
51-200	52%	48%
201-500	40%	60%
Over 500	25%	75%

Thank you notes

	Yes	No
All Organizations	34%	66%
Industry		
Manufacturing	25%	75%
Non-Manufacturing	42%	58%
Non-Profit	43%	57%
Organizational Size		
1-50	33%	67%
51-200	26%	74%
201-500	50%	50%
Over 500	50%	50%

Wall of fame

	Yes	No
All Organizations	5%	95%
Industry		
Manufacturing	4%	96%
Non-Manufacturing	11%	89%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	3%	97%
201-500	20%	80%
Over 500	0%	100%

Other

	Yes	No
All Organizations	13%	88%
Industry		
Manufacturing	7%	93%
Non-Manufacturing	21%	79%
Non-Profit	14%	86%
Organizational Size		
1-50	22%	78%
51-200	6%	94%
201-500	20%	80%
Over 500	25%	75%

Other alternative methods cited:

- Awards Program – Quarterly
- Service awards
- Gift
- Poker chips in recognition to turn in for gifts
- Gifts, gift cards or flowers
- PTO hours awarded

Figure 27a | Does your organization use any of the following alternative methods of reward & recognition?

Allowing employees to leave work early

	Yes	No
All Organizations	32%	68%
Industry		
Manufacturing	21%	79%
Non-Manufacturing	47%	53%
Non-Profit	43%	57%
Organizational Size		
1-50	56%	44%
51-200	29%	71%
201-500	10%	90%
Over 500	75%	25%

Allowing employees to pursue ideas

	Yes	No
All Organizations	27%	73%
Industry		
Manufacturing	25%	75%
Non-Manufacturing	37%	63%
Non-Profit	14%	86%
Organizational Size		
1-50	33%	67%
51-200	26%	74%
201-500	20%	80%
Over 500	50%	50%

Asking for opinions/ideas

	Yes	No
All Organizations	61%	39%
Industry		
Manufacturing	54%	46%
Non-Manufacturing	74%	26%
Non-Profit	57%	43%
Organizational Size		
1-50	78%	22%
51-200	61%	39%
201-500	40%	60%
Over 500	75%	25%

Discussing/granting career options

	Yes	No
All Organizations	23%	77%
Industry		
Manufacturing	25%	75%
Non-Manufacturing	26%	74%
Non-Profit	14%	86%
Organizational Size		
1-50	11%	89%
51-200	32%	68%
201-500	0%	100%
Over 500	50%	50%

Giving employees choice of assignments

	Yes	No
All Organizations	5%	95%
Industry		
Manufacturing	4%	96%
Non-Manufacturing	5%	95%
Non-Profit	14%	86%
Organizational Size		
1-50	0%	100%
51-200	6%	94%
201-500	0%	100%
Over 500	25%	75%

Granting extra time off work

	Yes	No
All Organizations	25%	75%
Industry		
Manufacturing	25%	75%
Non-Manufacturing	26%	74%
Non-Profit	29%	71%
Organizational Size		
1-50	56%	44%
51-200	23%	77%
201-500	10%	90%
Over 500	25%	75%

Increasing employees' authority

	Yes	No
All Organizations	16%	84%
Industry		
Manufacturing	14%	86%
Non-Manufacturing	21%	79%
Non-Profit	14%	86%
Organizational Size		
1-50	22%	78%
51-200	16%	84%
201-500	10%	90%
Over 500	25%	75%

Involving employees in decisions

	Yes	No
All Organizations	48%	52%
Industry		
Manufacturing	57%	43%
Non-Manufacturing	42%	58%
Non-Profit	43%	57%
Organizational Size		
1-50	67%	33%
51-200	48%	52%
201-500	40%	60%
Over 500	25%	75%

Offering training/development opportunities

	Yes	No
All Organizations	55%	45%
Industry		
Manufacturing	54%	46%
Non-Manufacturing	63%	37%
Non-Profit	43%	57%
Organizational Size		
1-50	78%	22%
51-200	58%	42%
201-500	30%	70%
Over 500	50%	50%

Providing extra coaching/mentoring/support

	Yes	No
All Organizations	20%	80%
Industry		
Manufacturing	18%	82%
Non-Manufacturing	26%	74%
Non-Profit	14%	86%
Organizational Size		
1-50	11%	89%
51-200	23%	77%
201-500	10%	90%
Over 500	50%	50%

Providing flexible work hours

	Yes	No
All Organizations	36%	64%
Industry		
Manufacturing	29%	71%
Non-Manufacturing	53%	47%
Non-Profit	29%	71%
Organizational Size		
1-50	67%	33%
51-200	29%	71%
201-500	20%	80%
Over 500	75%	25%

Providing new on-the-job learning opportunities

	Yes	No
All Organizations	32%	68%
Industry		
Manufacturing	29%	71%
Non-Manufacturing	42%	58%
Non-Profit	14%	86%
Organizational Size		
1-50	44%	56%
51-200	35%	65%
201-500	20%	80%
Over 500	25%	75%

Other

	Yes	No
All Organizations	4%	96%
Industry		
Manufacturing	4%	96%
Non-Manufacturing	5%	95%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	3%	97%
201-500	0%	100%
Over 500	25%	75%

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Conducted by ERC

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