

2012 ERC Talent Management Practices Survey

October 2012

Conducted by ERC
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ERC
Where Great Workplaces Start.

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 August of 2012, on practices related to talent management. The survey reports trends in:

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

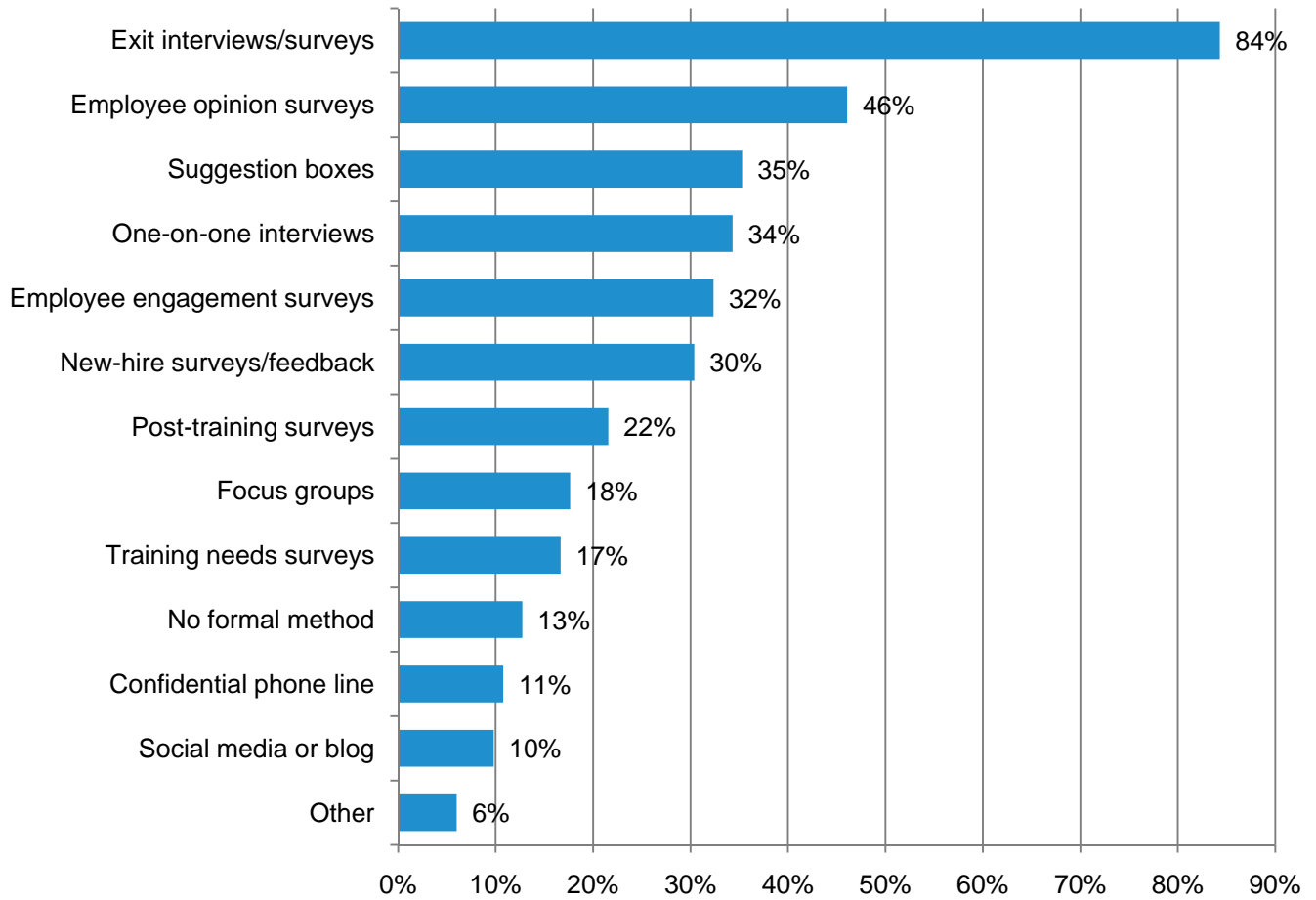
All ERC members were invited to participate in the survey in August via email invitation and other promotions, and participated in the survey throughout the month. The survey officially closed on September 7, 2012. In order to provide the most reliable and accurate information, data was cleaned and duplicate records were removed. Any outliers or invalid data were also eliminated, yielding a final data set of 102 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.

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.

Employee Engagement

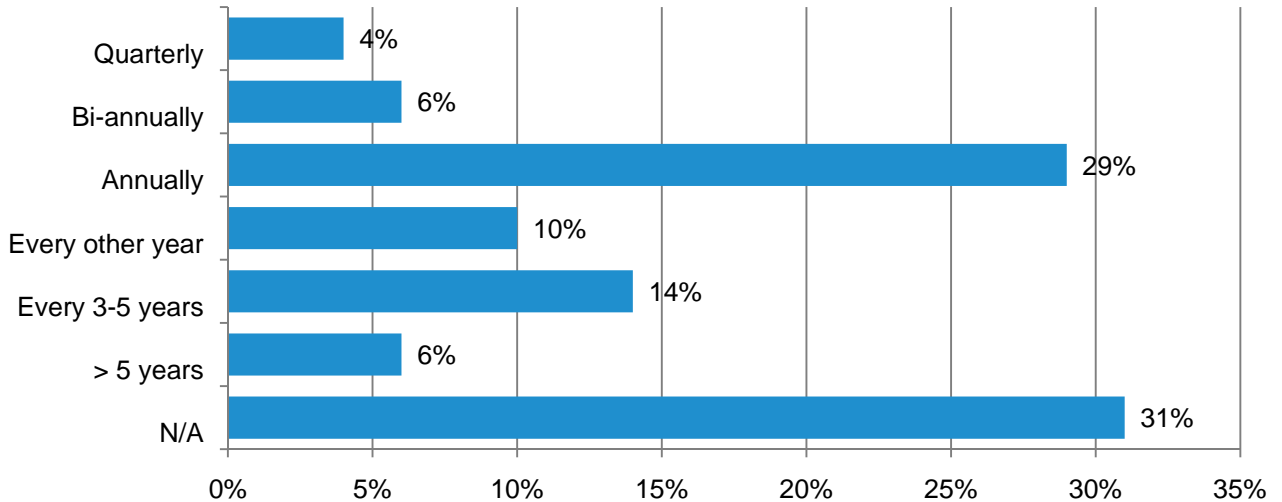
Nearly all respondents indicate that their organization uses some formalized method to collect employee feedback (87%). Exit interviews/surveys are by far the most common method (84%), regardless of industry or organizational size. In general, smaller organizations appear to be less likely to use any one of the methods below than their larger counterparts.

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



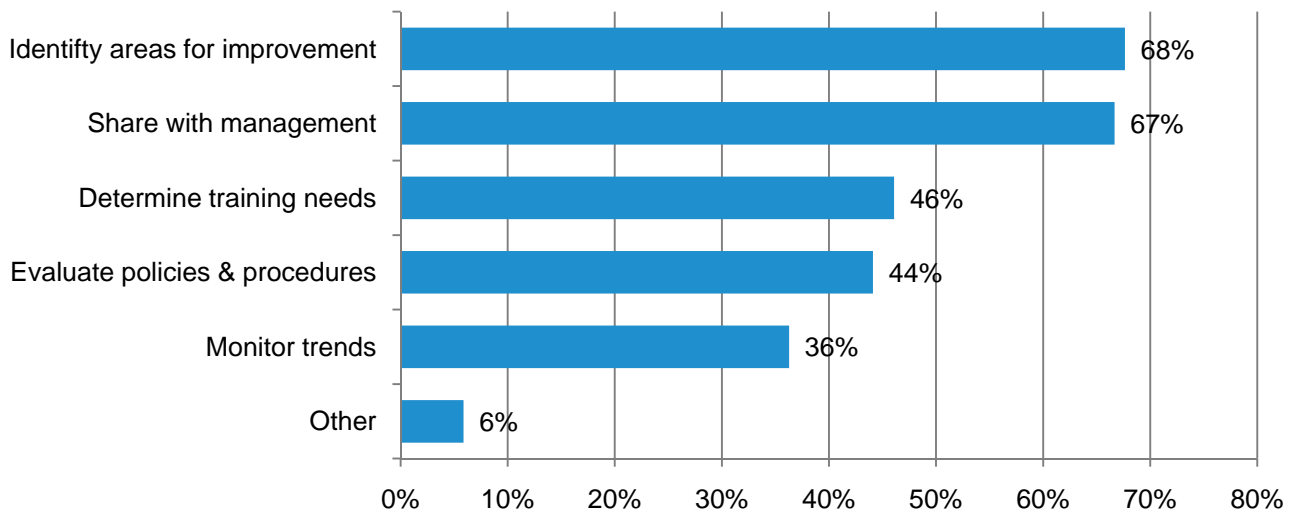
The most common interval in which participants perform employee engagement or opinion surveys is once per year (29%). The distribution for all of the time intervals is fairly consistent across all breakouts.

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



The most common uses for the employee survey data being collected are to identify areas for improvement (68%) and share the information with the management team at the organization (67%).

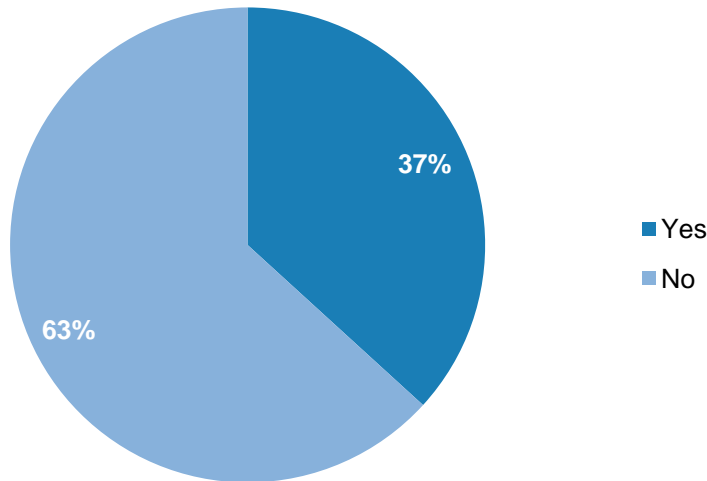
Figure 3 | How does your organization use the data collected from employee surveys?



Defining & Retaining Top/Key Talent

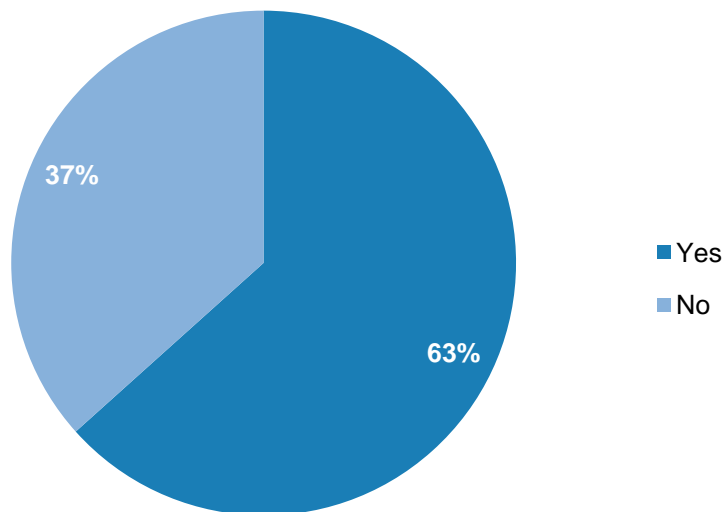
Just over one-third (37%) of organizations indicate that they currently have a formal definition for top/key talent in place. This is more common at larger organizations (201 employees and up).

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



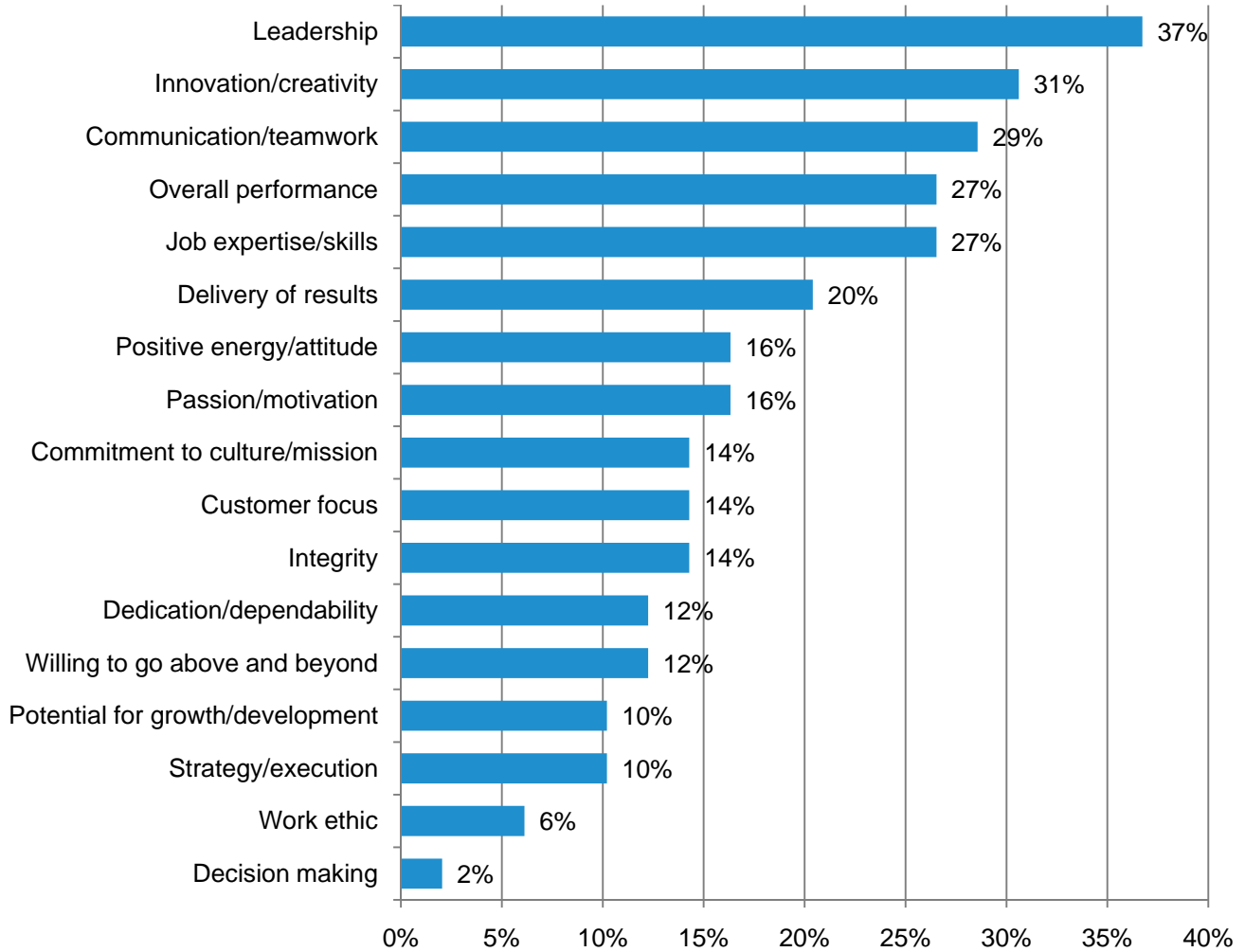
Although many organizations lack a formal definition for top/key talent (see Figure 4 above), 63% of respondents indicate that they have identified individuals as top/key talent at their organization. This is consistent across all industry breakouts.

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



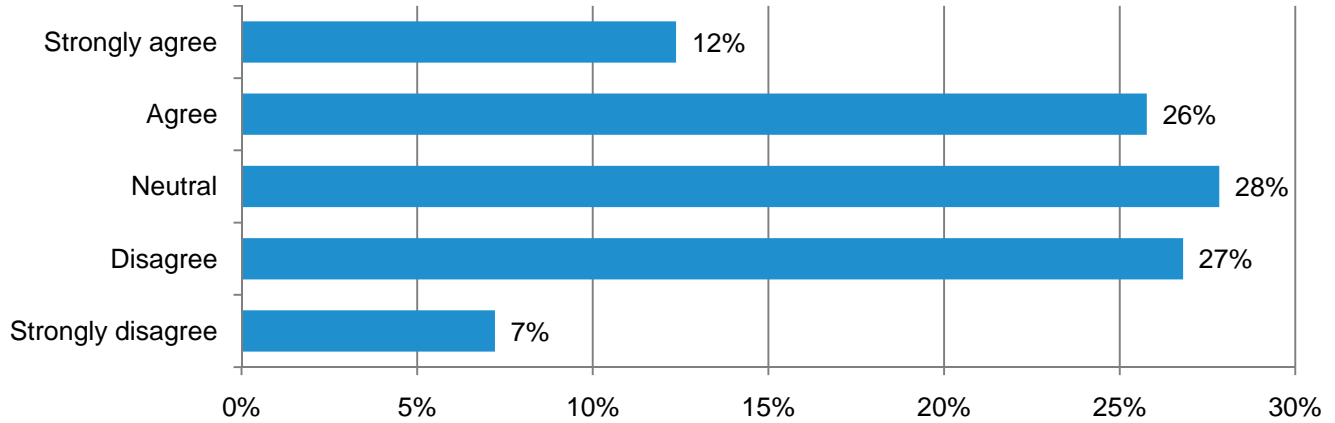
Organizations use a wide variety of competencies/characteristics when identifying top/key talent. In general, manufacturers appear to be less focused on leadership and employee development skills and more focused on overall performance than non-manufacturers and non-profits. For example, the most common characteristic, leadership (37%), is reported by only 27% of manufacturers, but by 50% and 40% of non-manufacturers and non-profits, respectively. However, overall performance is used by 42% of manufacturers- well over the 27% average.

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



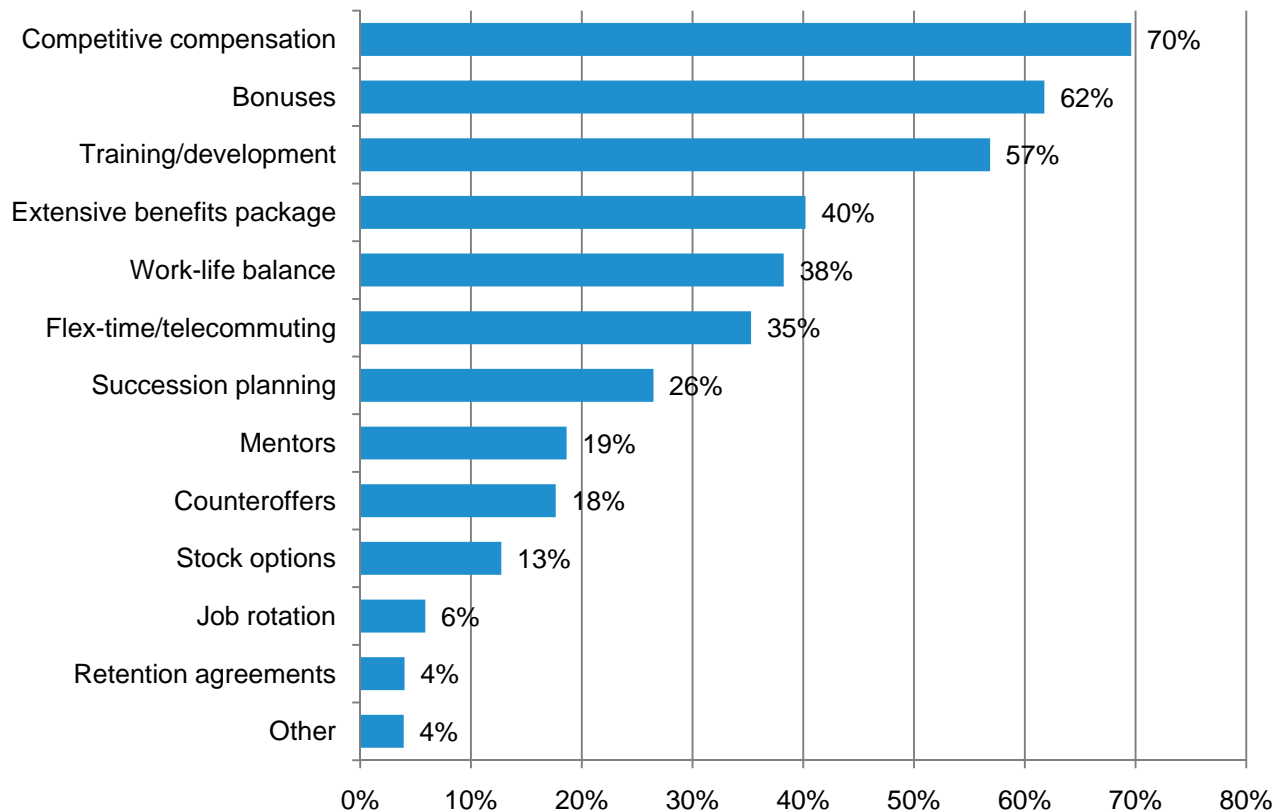
Respondent opinions about the challenge of keeping top/key talent at their organization are evenly divided between agree, neutral and disagree. Only a combined 19% of organizations indicate a strong opinion, either positively or negatively, about the issue.

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.”



Despite reporting a wide range of strategies to retain top/key talent, monetary strategies dominate. Other prominent examples include offering training/development opportunities (57%) as well as two strategies addressing the personal needs of employees, i.e. work-life balance (38%) and flex-time/telecommuting (35%). Non-manufacturing and non-profit organizations utilize this type of strategy more often than manufacturers.

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

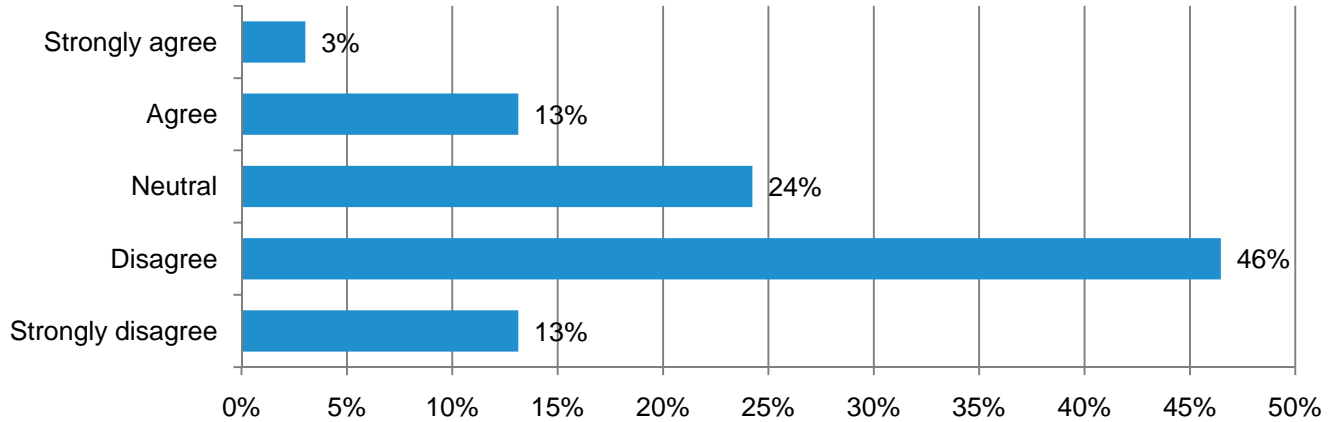


Succession Planning

Over half (59%) of all respondents indicate that their organization is not well prepared for the departure of top leaders. Only 16% of organizations agree or strongly agree with this statement. No major differences of opinion can be seen between industry types or organizational sizes.

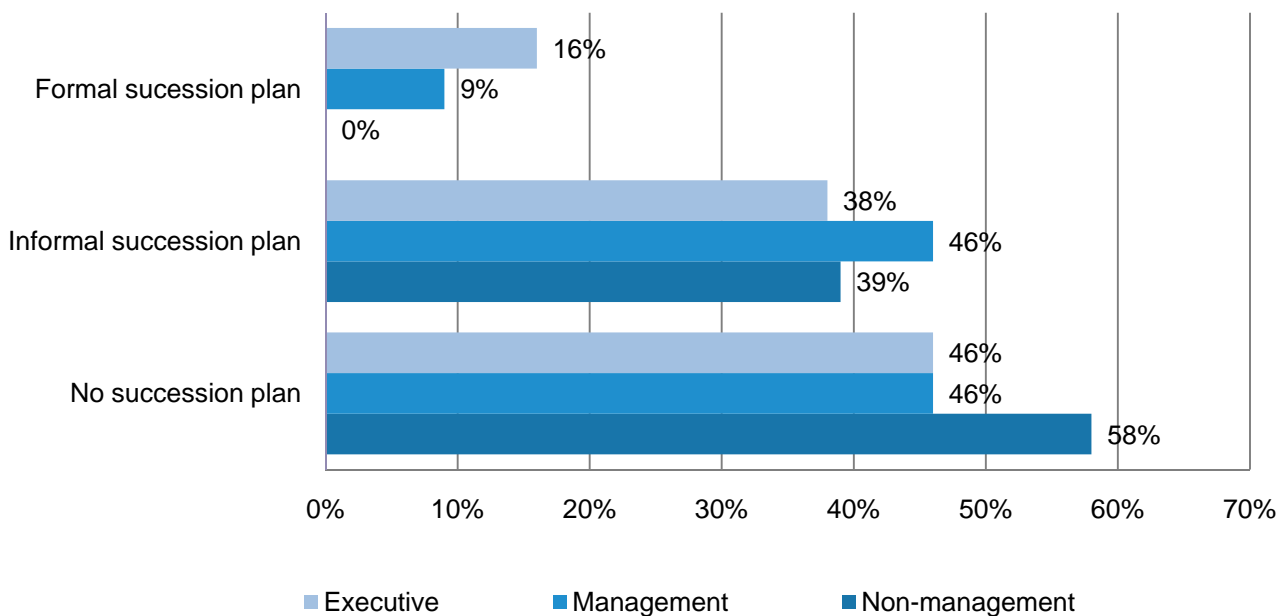
Figure 9 | Please indicate how strongly you agree or disagree with the following statement:

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



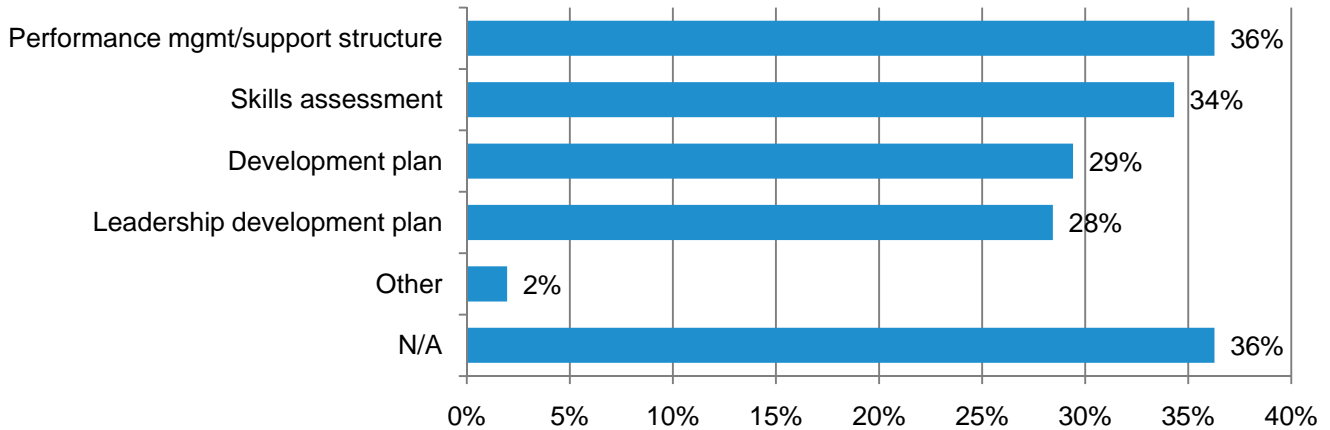
Informal succession plans are by far the most common type among participating organizations. Formal succession plans, one where there is an actual documented plan on file at that organization, are present for executives at only 16% of organizations and for management at only 9% of organizations.

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



Of those organizations that have a succession plan (whether formal or informal), the content consists primarily of the four features listed below with all four being included in around 30% of the plans.

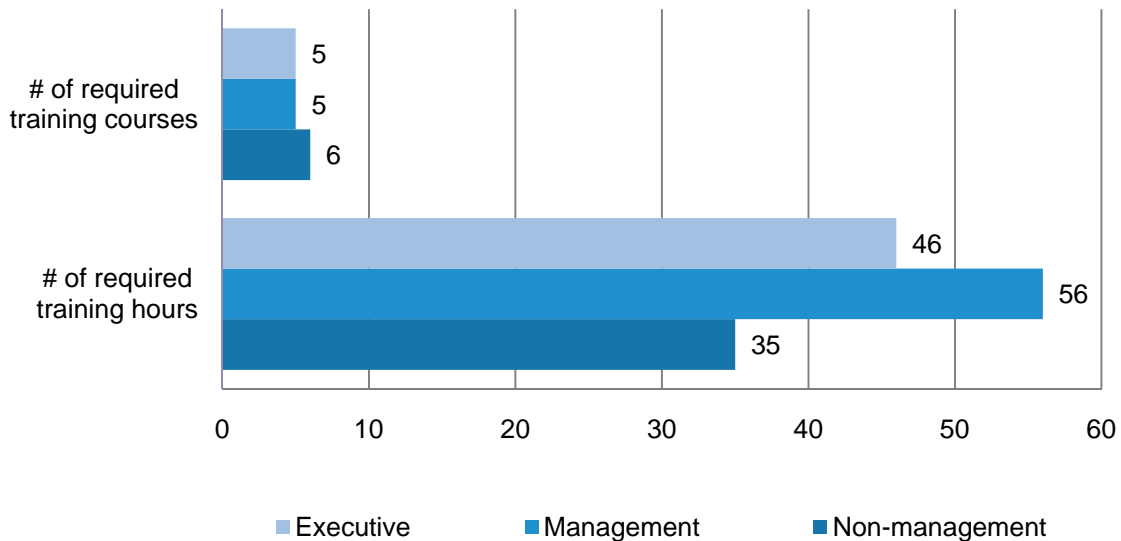
Figure 11 | Which of the following features are included in your organization’s succession plan?



Training & Development

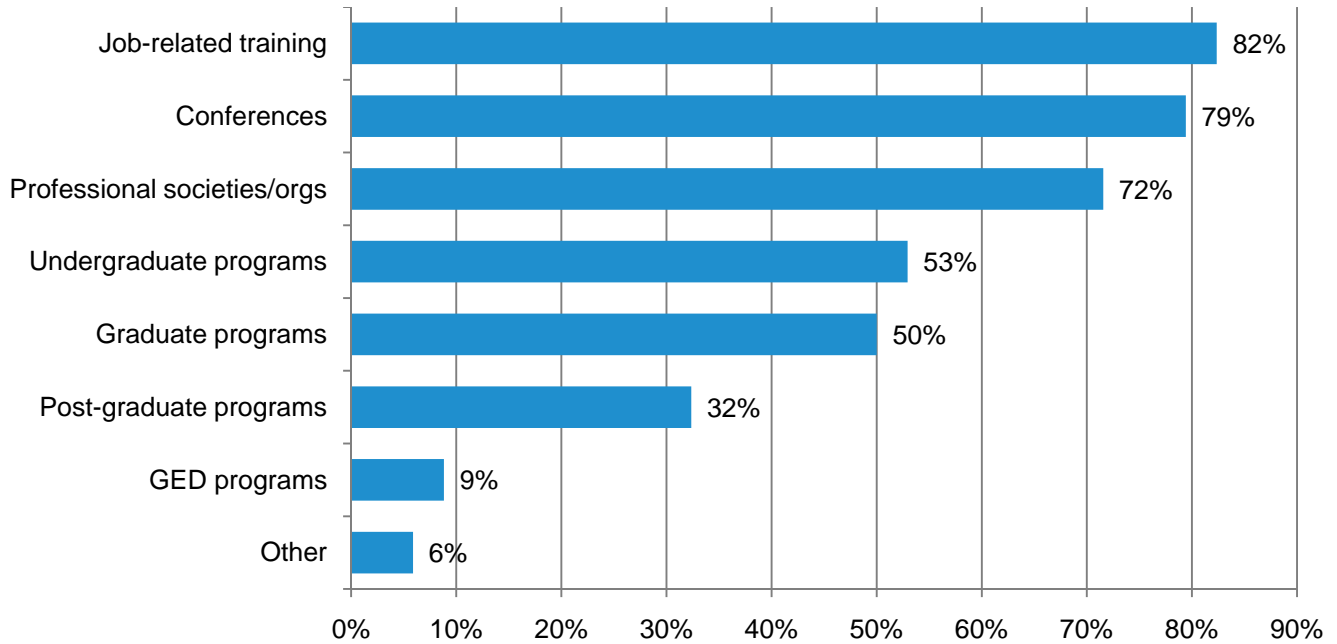
A specific amount of training each year, measured either in courses or hours, is required for executives, management and non-management employees by 11%, 16% and 17% of participating organizations, respectively. This requirement is lowest among non-profit organizations for both hours and courses.

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



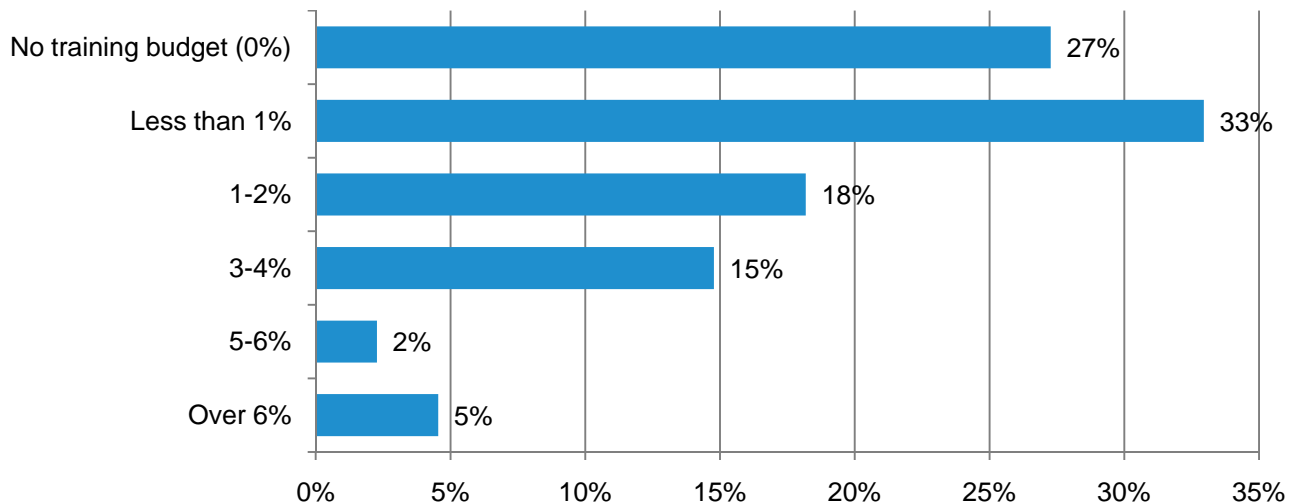
The most common types of financial assistance offered to employees are those with a direct connection to skills building for their current job. Formal degree programs at the undergraduate and graduate level are still offered by about half of participating organizations. Small organizations (1-50 employees) are the least likely to offer any of the programs listed below. The gap between the financial assistance offered by these small organizations and those with more than 50 employees is even more pronounced for those programs resulting in a formal degree/diploma.

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



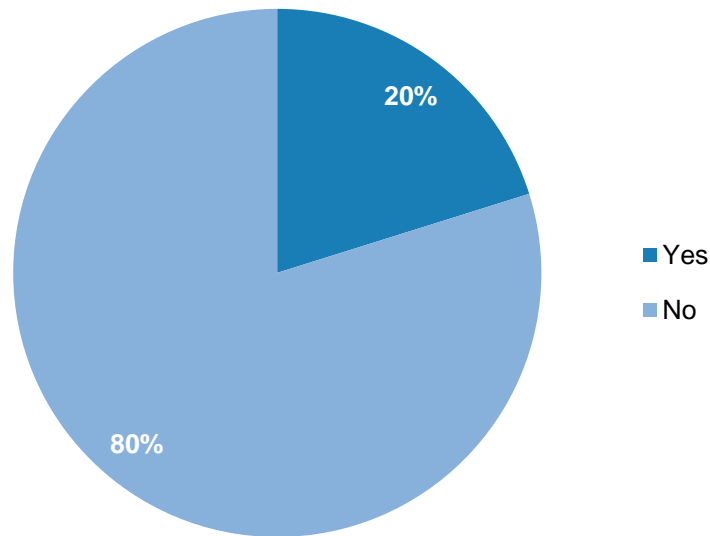
The majority of annual training budgets, reported as a percent of payroll, fell below 1%. There is no clear trend in terms of the level of spending allocated to training among industry types or organizational sizes.

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



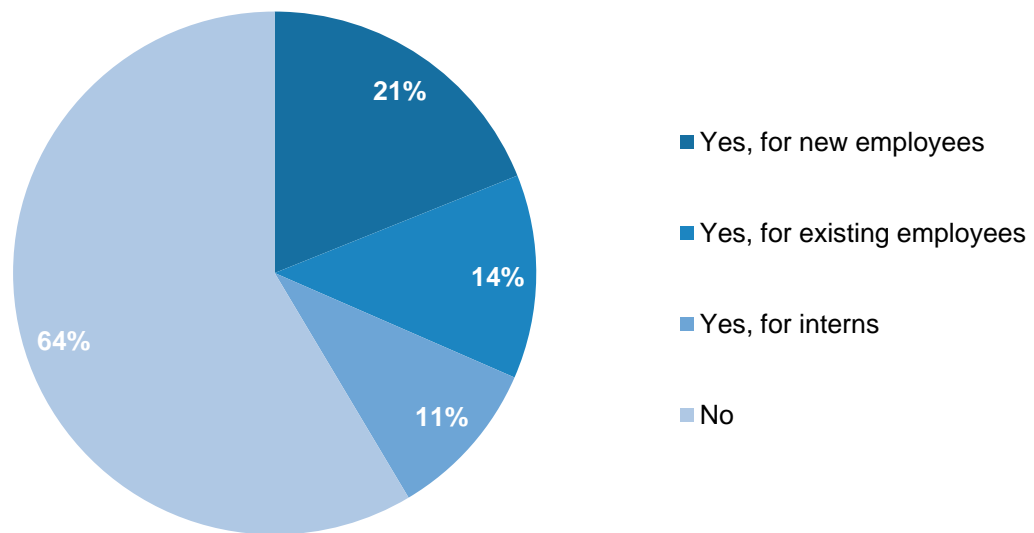
The vast majority of participants indicate that their organization does not have a career development program in place for employees (80%).

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



New employee mentorship programs are the most common type of mentorship program reported with 21% of respondents indicating they have this in place at their organization. Most organizations (64%) have no mentorship (or similar) program.

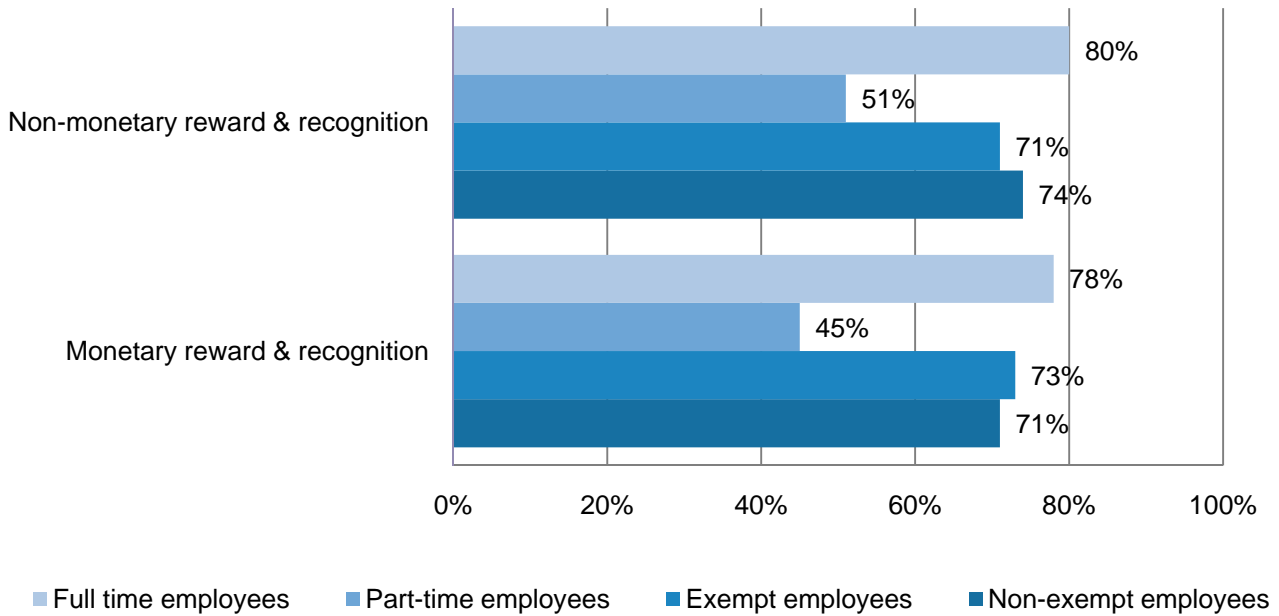
Figure 16 | Does your organization have a mentorship (or similar) program in place?



Reward & Recognition

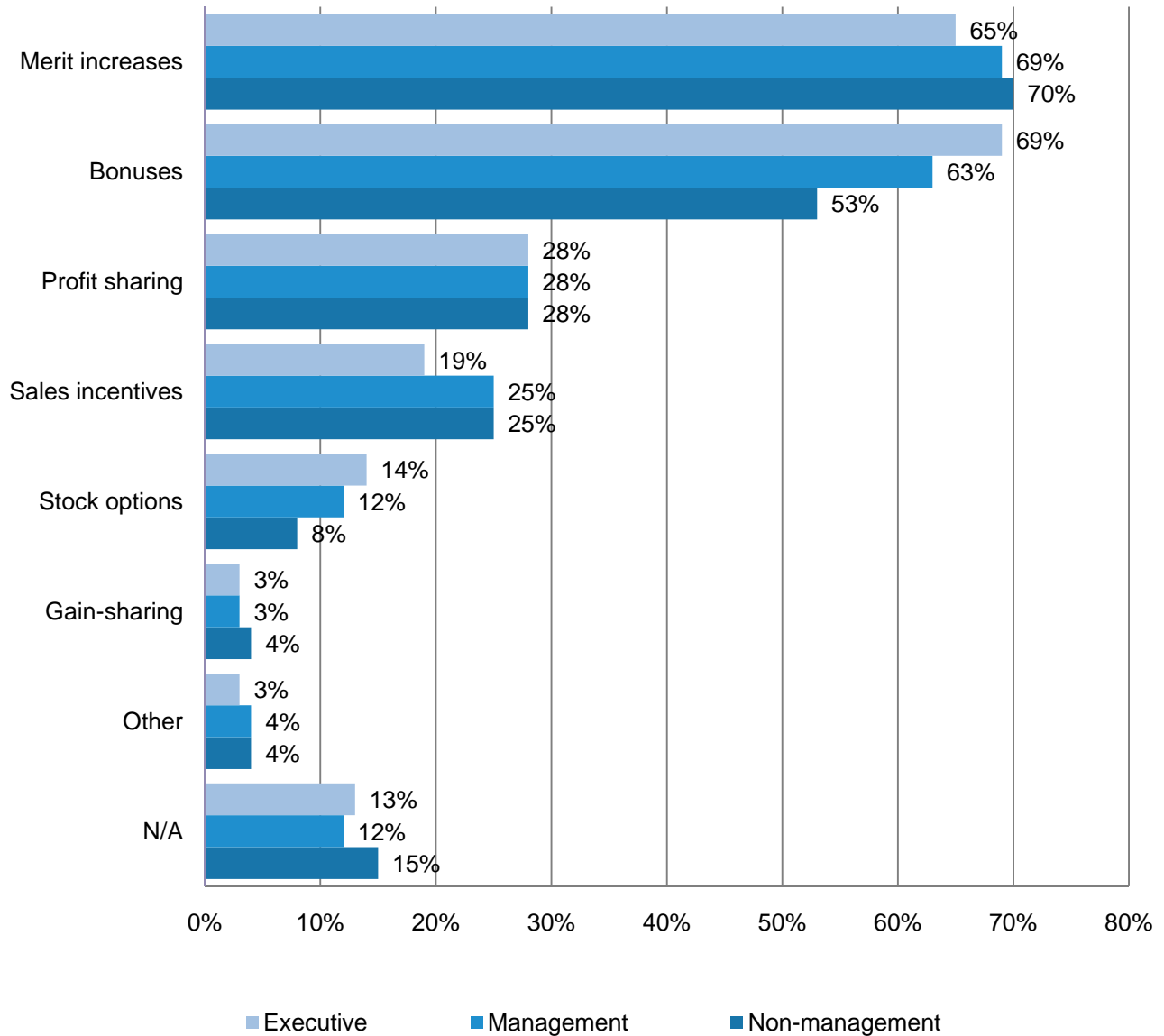
Organizations report that most employees are eligible to receive both non-monetary and monetary rewards & recognition without respect to FLSA status. However, part-time employees are less likely to be eligible for rewards & recognition than their full time counterparts. The non-profits breakout does not follow this trend, as it appears that part-time employees are just as likely to be eligible for reward & recognition as the other employee groups.

Figure 17 | At your organization, who is entitled or eligible to receive the following types of reward & recognition?



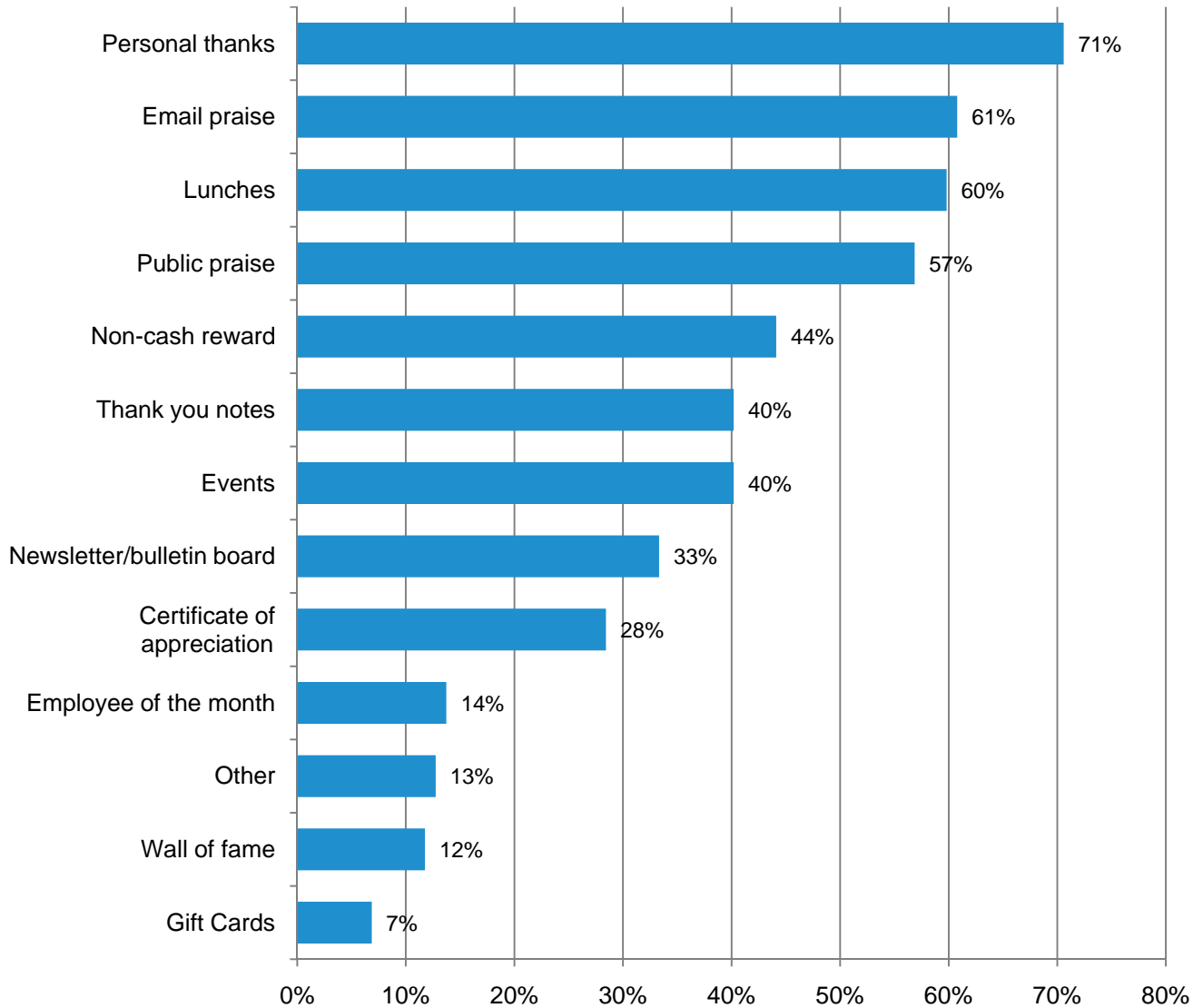
The types of pay for performance options being offered by participating organizations are fairly consistent between each employee group. Merit increases and bonuses are the most common with over 50% of each employee group being indicated as eligible for these options. In general, non-profits reported lower use of pay for performance methods than manufacturers and non-manufacturers, particularly outside of these first two offerings.

Figure 18 | Which of the following pay for performance options are offered at your organization for each employee group?



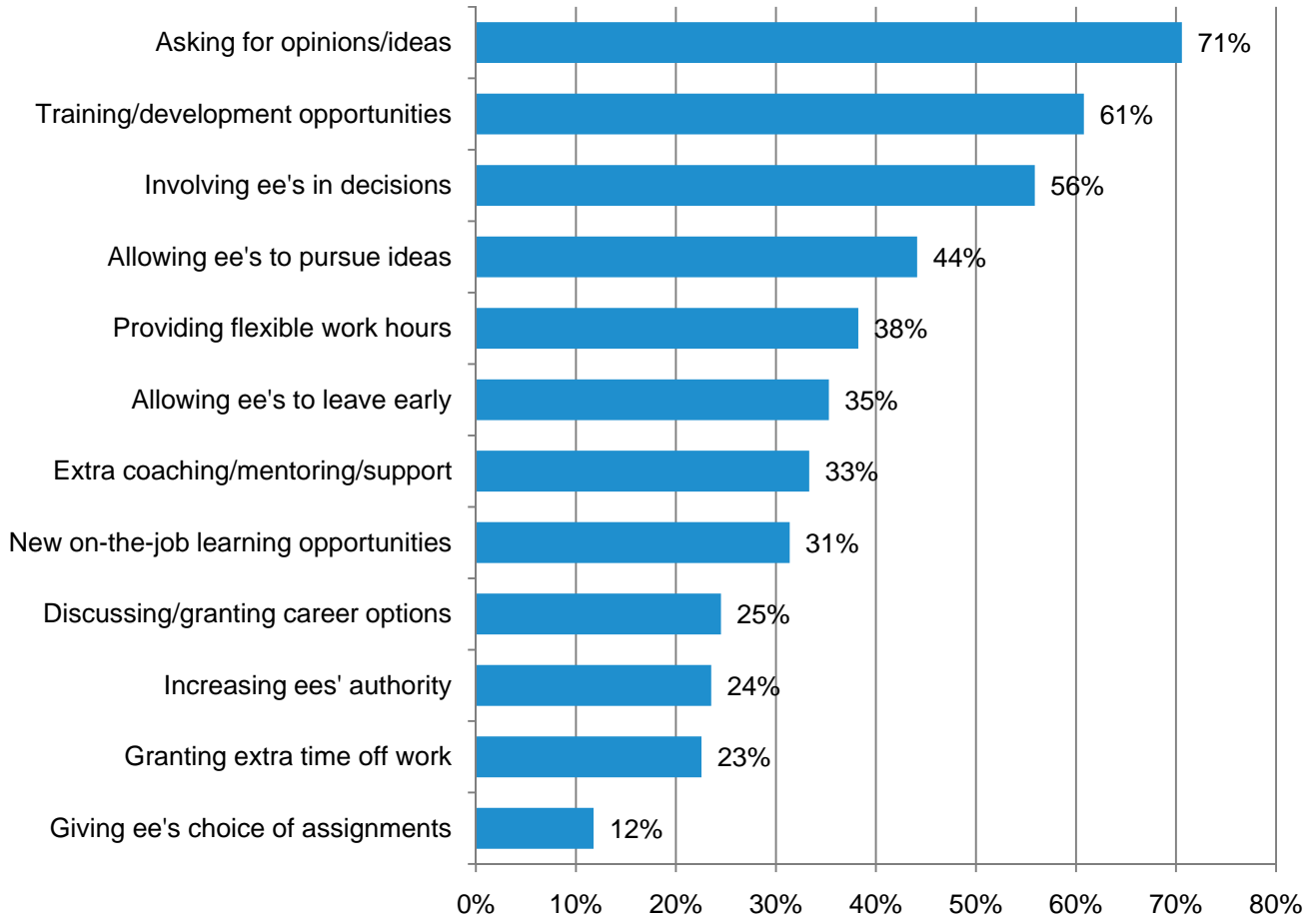
Individualized reward & recognition methods in the form of personal thanks (71%) or email praise (61%) are the most common types of low-cost programs reported by participating organizations. Larger organizations (over 200 employees) tend to offer a wider variety of these programs than smaller organizations.

Figure 19 | Does your organization use any of the following low-cost reward & recognition methods?



The most common alternative forms of reward & recognition being utilized by participating organizations center around increasing employee involvement in making decisions or brainstorming new ideas. Overall, manufacturers tend to have lower usage of nearly all of the alternative methods listed below than non-manufacturers and non-profits.

Figure 20 | Does your organization use any of the following alternative methods of reward & recognition?



Respondent Demographics

One-hundred and two (102) organizations in Northeast Ohio participated in this survey; a breakdown of the industries and sizes they represent is provided below.

Figure 21 | Respondent demographics by industry & organizational size

	Percent
All Organizations	
Industry	
Manufacturing	46%
Non-Manufacturing	39%
Non-Profit	15%
Organizational Size	
1-50	23%
51-200	45%
201-500	23%
Over 500	10%

Appendix A: Industry Type & Organizational Size Breakouts

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

Exit interviews/surveys

	Yes	No
All Organizations	84%	16%
Industry		
Manufacturing	89%	11%
Non-Manufacturing	83%	18%
Non-Profit	73%	27%
Organizational Size		
1-50	70%	30%
51-200	87%	13%
201-500	91%	9%
Over 500	90%	10%

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

	Yes	No
All Organizations	46%	54%
Industry		
Manufacturing	47%	53%
Non-Manufacturing	45%	55%
Non-Profit	47%	53%
Organizational Size		
1-50	17%	83%
51-200	40%	60%
201-500	74%	26%
Over 500	70%	30%

Suggestion boxes

	Yes	No
All Organizations	35%	65%
Industry		
Manufacturing	43%	57%
Non-Manufacturing	33%	68%
Non-Profit	20%	80%
Organizational Size		
1-50	30%	70%
51-200	31%	69%
201-500	43%	57%
Over 500	40%	60%

One-on-one interviews

	Yes	No
All Organizations	34%	66%
Industry		
Manufacturing	32%	68%
Non-Manufacturing	38%	63%
Non-Profit	33%	67%
Organizational Size		
1-50	48%	52%
51-200	27%	73%
201-500	35%	65%
Over 500	40%	60%

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

	Yes	No
All Organizations	32%	68%
Industry		
Manufacturing	34%	66%
Non-Manufacturing	25%	75%
Non-Profit	47%	53%
Organizational Size		
1-50	4%	96%
51-200	31%	69%
201-500	48%	52%
Over 500	60%	40%

New-hire surveys/feedback

	Yes	No
All Organizations	30%	70%
Industry		
Manufacturing	28%	72%
Non-Manufacturing	30%	70%
Non-Profit	40%	60%
Organizational Size		
1-50	17%	83%
51-200	27%	73%
201-500	39%	61%
Over 500	50%	50%

Post-training surveys/evaluations

	Yes	No
All Organizations	22%	78%
Industry		
Manufacturing	21%	79%
Non-Manufacturing	28%	73%
Non-Profit	7%	93%
Organizational Size		
1-50	9%	91%
51-200	13%	87%
201-500	39%	61%
Over 500	50%	50%

Focus groups

	Yes	No
All Organizations	18%	82%
Industry		
Manufacturing	19%	81%
Non-Manufacturing	15%	85%
Non-Profit	20%	80%
Organizational Size		
1-50	0%	100%
51-200	13%	87%
201-500	35%	65%
Over 500	40%	60%

Training needs surveys

	Yes	No
All Organizations	17%	83%
Industry		
Manufacturing	13%	87%
Non-Manufacturing	25%	75%
Non-Profit	7%	93%
Organizational Size		
1-50	13%	87%
51-200	9%	91%
201-500	26%	74%
Over 500	40%	60%

No formal method for collecting employee feedback

	Yes	No
All Organizations	13%	87%
Industry		
Manufacturing	6%	94%
Non-Manufacturing	15%	85%
Non-Profit	27%	73%
Organizational Size		
1-50	26%	74%
51-200	13%	87%
201-500	4%	96%
Over 500	0%	100%

Confidential phone line

	Yes	No
All Organizations	11%	89%
Industry		
Manufacturing	9%	91%
Non-Manufacturing	10%	90%
Non-Profit	20%	80%
Organizational Size		
1-50	4%	96%
51-200	7%	93%
201-500	17%	83%
Over 500	30%	70%

Social media or blog

	Yes	No
All Organizations	10%	90%
Industry		
Manufacturing	9%	91%
Non-Manufacturing	10%	90%
Non-Profit	13%	87%
Organizational Size		
1-50	4%	96%
51-200	4%	96%
201-500	22%	78%
Over 500	20%	80%

Other

	Yes	No
All Organizations	6%	94%
Industry		
Manufacturing	4%	96%
Non-Manufacturing	8%	93%
Non-Profit	7%	93%
Organizational Size		
1-50	4%	96%
51-200	7%	93%
201-500	4%	96%
Over 500	10%	90%

Other reported methods include:

- Roundtable meetings and open forums
- Collection and distribution of best practices from team members.
- Confidential internet mail
- Open Door Policy-allows for confidential feedback
- CEO round table meetings
- Lunch with CEO

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%	6%	29%	10%	14%	6%	31%
Industry							
Manufacturing	4%	2%	26%	17%	17%	2%	30%
Non-Manufacturing	3%	13%	23%	5%	13%	13%	31%
Non-Profit	7%	0%	53%	0%	7%	0%	33%
Organizational Size							
1-50	0%	4%	17%	4%	4%	9%	61%
51-200	2%	5%	30%	14%	16%	0%	33%
201-500	9%	13%	26%	13%	17%	9%	13%
Over 500	10%	0%	50%	0%	20%	20%	0%

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

Identify areas for improvement

	Yes	No
All Organizations	68%	32%
Industry		
Manufacturing	70%	30%
Non-Manufacturing	68%	33%
Non-Profit	60%	40%
Organizational Size		
1-50	48%	52%
51-200	58%	42%
201-500	91%	9%
Over 500	100%	0%

Share with management

	Yes	No
All Organizations	67%	33%
Industry		
Manufacturing	72%	28%
Non-Manufacturing	65%	35%
Non-Profit	53%	47%
Organizational Size		
1-50	30%	70%
51-200	64%	36%
201-500	91%	9%
Over 500	100%	0%

Determine training needs

	Yes	No
All Organizations	46%	54%
Industry		
Manufacturing	45%	55%
Non-Manufacturing	53%	48%
Non-Profit	33%	67%
Organizational Size		
1-50	26%	74%
51-200	36%	64%
201-500	83%	17%
Over 500	60%	40%

Evaluate policies & procedures

	Yes	No
All Organizations	44%	56%
Industry		
Manufacturing	53%	47%
Non-Manufacturing	40%	60%
Non-Profit	27%	73%
Organizational Size		
1-50	48%	52%
51-200	38%	62%
201-500	52%	48%
Over 500	50%	50%

Monitor trends

	Yes	No
All Organizations	36%	64%
Industry		
Manufacturing	40%	60%
Non-Manufacturing	38%	63%
Non-Profit	20%	80%
Organizational Size		
1-50	22%	78%
51-200	31%	69%
201-500	43%	57%
Over 500	80%	20%

Other

	Yes	No
All Organizations	6%	94%
Industry		
Manufacturing	4%	96%
Non-Manufacturing	8%	93%
Non-Profit	7%	93%
Organizational Size		
1-50	4%	96%
51-200	7%	93%
201-500	4%	96%
Over 500	10%	90%

Other reported uses include:

- Use data to develop programs or make changes to employee benefit plans
- Create supervisor action plans for department
- Feedback on leadership effectiveness
- Share the results with employees to define the action plan.
- Exit interview information is shared with Director of OD and Agency Director
- Share with employees with action plans
- Regional goal setting, recognition opportunities
- Benefits Satisfaction
- Develop action plans and objectives for managers
- Still trying to figure out what works best for us.

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

	Yes	No
All Organizations	37%	63%
Industry		
Manufacturing	40%	60%
Non-Manufacturing	31%	69%
Non-Profit	40%	60%
Organizational Size		
1-50	30%	70%
51-200	27%	73%
201-500	48%	52%
Over 500	70%	30%

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

	Yes	No
All Organizations	63%	37%
Industry		
Manufacturing	64%	36%
Non-Manufacturing	62%	38%
Non-Profit	67%	33%
Organizational Size		
1-50	52%	48%
51-200	61%	39%
201-500	74%	26%
Over 500	70%	30%

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

Leadership

	Yes	No
All Organizations	37%	63%
Industry		
Manufacturing	27%	73%
Non-Manufacturing	50%	50%
Non-Profit	40%	60%
Organizational Size		
1-50	38%	63%
51-200	30%	70%
201-500	38%	62%
Over 500	50%	50%

Innovation/creativity

	Yes	No
All Organizations	31%	69%
Industry		
Manufacturing	31%	69%
Non-Manufacturing	28%	72%
Non-Profit	40%	60%
Organizational Size		
1-50	13%	88%
51-200	30%	70%
201-500	38%	62%
Over 500	38%	63%

Communication/teamwork

	Yes	No
All Organizations	29%	71%
Industry		
Manufacturing	12%	88%
Non-Manufacturing	50%	50%
Non-Profit	40%	60%
Organizational Size		
1-50	50%	50%
51-200	20%	80%
201-500	23%	77%
Over 500	38%	63%

Overall performance

	Yes	No
All Organizations	27%	73%
Industry		
Manufacturing	42%	58%
Non-Manufacturing	6%	94%
Non-Profit	20%	80%
Organizational Size		
1-50	0%	100%
51-200	45%	55%
201-500	23%	77%
Over 500	13%	88%

Job expertise/skills

	Yes	No
All Organizations	27%	73%
Industry		
Manufacturing	27%	73%
Non-Manufacturing	33%	67%
Non-Profit	0%	100%
Organizational Size		
1-50	50%	50%
51-200	20%	80%
201-500	31%	69%
Over 500	13%	88%

Delivery of results

	Yes	No
All Organizations	20%	80%
Industry		
Manufacturing	15%	85%
Non-Manufacturing	22%	78%
Non-Profit	40%	60%
Organizational Size		
1-50	13%	88%
51-200	15%	85%
201-500	23%	77%
Over 500	38%	63%

Positive energy/attitude

	Yes	No
All Organizations	16%	84%
Industry		
Manufacturing	27%	73%
Non-Manufacturing	0%	100%
Non-Profit	20%	80%
Organizational Size		
1-50	0%	100%
51-200	20%	80%
201-500	23%	77%
Over 500	13%	88%

Passion/motivation

	Yes	No
All Organizations	16%	84%
Industry		
Manufacturing	19%	81%
Non-Manufacturing	17%	83%
Non-Profit	0%	100%
Organizational Size		
1-50	38%	63%
51-200	15%	85%
201-500	15%	85%
Over 500	0%	100%

Commitment to culture/mission

	Yes	No
All Organizations	14%	86%
Industry		
Manufacturing	19%	81%
Non-Manufacturing	11%	89%
Non-Profit	0%	100%
Organizational Size		
1-50	13%	88%
51-200	10%	90%
201-500	31%	69%
Over 500	0%	100%

Customer focus

	Yes	No
All Organizations	14%	86%
Industry		
Manufacturing	8%	92%
Non-Manufacturing	17%	83%
Non-Profit	40%	60%
Organizational Size		
1-50	0%	100%
51-200	15%	85%
201-500	8%	92%
Over 500	38%	63%

Integrity

	Yes	No
All Organizations	14%	86%
Industry		
Manufacturing	4%	96%
Non-Manufacturing	22%	78%
Non-Profit	40%	60%
Organizational Size		
1-50	13%	88%
51-200	10%	90%
201-500	15%	85%
Over 500	25%	75%

Dedication/dependability

	Yes	No
All Organizations	12%	88%
Industry		
Manufacturing	19%	81%
Non-Manufacturing	6%	94%
Non-Profit	0%	100%
Organizational Size		
1-50	25%	75%
51-200	15%	85%
201-500	8%	92%
Over 500	0%	100%

Willing to go above and beyond

	Yes	No
All Organizations	12%	88%
Industry		
Manufacturing	19%	81%
Non-Manufacturing	6%	94%
Non-Profit	0%	100%
Organizational Size		
1-50	25%	75%
51-200	10%	90%
201-500	15%	85%
Over 500	0%	100%

Potential for growth/development

	Yes	No
All Organizations	10%	90%
Industry		
Manufacturing	12%	88%
Non-Manufacturing	6%	94%
Non-Profit	20%	80%
Organizational Size		
1-50	0%	100%
51-200	10%	90%
201-500	15%	85%
Over 500	13%	88%

Strategy/execution

	Yes	No
All Organizations	10%	90%
Industry		
Manufacturing	15%	85%
Non-Manufacturing	6%	94%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	5%	95%
201-500	15%	85%
Over 500	25%	75%

Work ethic

	Yes	No
All Organizations	6%	94%
Industry		
Manufacturing	4%	96%
Non-Manufacturing	11%	89%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	10%	90%
201-500	0%	100%
Over 500	13%	88%

Decision making

	Yes	No
All Organizations	2%	98%
Industry		
Manufacturing	0%	100%
Non-Manufacturing	6%	94%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	0%	100%
201-500	8%	92%
Over 500	0%	100%

Figure 7a | 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	12%	26%	28%	27%	7%
Industry					
Manufacturing	13%	24%	28%	30%	4%
Non-Manufacturing	14%	30%	24%	24%	8%
Non-Profit	7%	21%	36%	21%	14%
Organizational Size					
1-50	4%	30%	30%	22%	13%
51-200	14%	27%	27%	30%	2%
201-500	10%	20%	25%	30%	15%
Over 500	30%	20%	30%	20%	0%

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

Competitive compensation

	Yes	No
All Organizations	70%	30%
Industry		
Manufacturing	77%	23%
Non-Manufacturing	75%	25%
Non-Profit	33%	67%
Organizational Size		
1-50	74%	26%
51-200	67%	33%
201-500	78%	22%
Over 500	60%	40%

Bonuses

	Yes	No
All Organizations	62%	38%
Industry		
Manufacturing	68%	32%
Non-Manufacturing	63%	38%
Non-Profit	40%	60%
Organizational Size		
1-50	52%	48%
51-200	62%	38%
201-500	70%	30%
Over 500	70%	30%

Training/development

	Yes	No
All Organizations	57%	43%
Industry		
Manufacturing	64%	36%
Non-Manufacturing	50%	50%
Non-Profit	53%	47%
Organizational Size		
1-50	35%	65%
51-200	60%	40%
201-500	65%	35%
Over 500	70%	30%

Extensive benefits package

	Yes	No
All Organizations	40%	60%
Industry		
Manufacturing	32%	68%
Non-Manufacturing	48%	53%
Non-Profit	47%	53%
Organizational Size		
1-50	52%	48%
51-200	38%	62%
201-500	30%	70%
Over 500	50%	50%

Work-life balance

	Yes	No
All Organizations	38%	62%
Industry		
Manufacturing	30%	70%
Non-Manufacturing	48%	53%
Non-Profit	40%	60%
Organizational Size		
1-50	30%	70%
51-200	31%	69%
201-500	48%	52%
Over 500	60%	40%

Flex-time/telecommuting

	Yes	No
All Organizations	35%	65%
Industry		
Manufacturing	21%	79%
Non-Manufacturing	50%	50%
Non-Profit	40%	60%
Organizational Size		
1-50	39%	61%
51-200	20%	80%
201-500	52%	48%
Over 500	50%	50%

Succession planning

	Yes	No
All Organizations	26%	74%
Industry		
Manufacturing	28%	72%
Non-Manufacturing	20%	80%
Non-Profit	40%	60%
Organizational Size		
1-50	9%	91%
51-200	22%	78%
201-500	39%	61%
Over 500	50%	50%

Mentors

	Yes	No
All Organizations	19%	81%
Industry		
Manufacturing	21%	79%
Non-Manufacturing	13%	88%
Non-Profit	27%	73%
Organizational Size		
1-50	0%	100%
51-200	22%	78%
201-500	26%	74%
Over 500	30%	70%

Counteroffers

	Yes	No
All Organizations	18%	82%
Industry		
Manufacturing	26%	74%
Non-Manufacturing	13%	88%
Non-Profit	7%	93%
Organizational Size		
1-50	26%	74%
51-200	11%	89%
201-500	17%	83%
Over 500	30%	70%

Stock options

	Yes	No
All Organizations	13%	87%
Industry		
Manufacturing	13%	87%
Non-Manufacturing	18%	83%
Non-Profit	0%	100%
Organizational Size		
1-50	17%	83%
51-200	11%	89%
201-500	17%	83%
Over 500	0%	100%

Job rotation

	Yes	No
All Organizations	6%	94%
Industry		
Manufacturing	4%	96%
Non-Manufacturing	8%	93%
Non-Profit	7%	93%
Organizational Size		
1-50	0%	100%
51-200	7%	93%
201-500	4%	96%
Over 500	20%	80%

Retention agreements

	Yes	No
All Organizations	4%	96%
Industry		
Manufacturing	6%	94%
Non-Manufacturing	3%	98%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	4%	96%
201-500	0%	100%
Over 500	20%	80%

Other

	Yes	No
All Organizations	4%	96%
Industry		
Manufacturing	6%	94%
Non-Manufacturing	3%	98%
Non-Profit	0%	100%
Organizational Size		
1-50	4%	96%
51-200	0%	100%
201-500	4%	96%
Over 500	20%	80%

Other reported strategies include:

- Roles with impact and authority
- Exposure to top leaders (local/corporate) through lunches, meetings, 1:1; lead strategic projects; local and international assignments.
- Challenging work

Figure 9a | 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	3%	13%	24%	46%	13%
Industry					
Manufacturing	2%	9%	24%	50%	15%
Non-Manufacturing	3%	15%	26%	46%	10%
Non-Profit	7%	21%	21%	36%	14%
Organizational Size					
1-50	4%	9%	22%	48%	17%
51-200	2%	14%	25%	45%	14%
201-500	5%	9%	27%	45%	14%
Over 500	0%	30%	20%	50%	0%

Figure 10a | 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)

	Executive	Management	Non-management
All Organizations	16%	9%	0%
Industry			
Manufacturing	11%	9%	0%
Non-Manufacturing	18%	5%	0%
Non-Profit	27%	20%	0%
Organizational Size			
1-50	4%	0%	0%
51-200	16%	4%	0%
201-500	17%	13%	0%
Over 500	40%	40%	0%

Informal succession plan

	Executive	Management	Non-management
All Organizations	38%	46%	39%
Industry			
Manufacturing	40%	45%	34%
Non-Manufacturing	33%	45%	43%
Non-Profit	47%	53%	47%
Organizational Size			
1-50	35%	22%	30%
51-200	31%	49%	33%
201-500	48%	70%	61%
Over 500	50%	30%	30%

No succession plan

	Executive	Management	Non-management
All Organizations	46%	46%	58%
Industry			
Manufacturing	47%	47%	64%
Non-Manufacturing	45%	45%	53%
Non-Profit	47%	47%	53%
Organizational Size			
1-50	57%	74%	57%
51-200	51%	49%	64%
201-500	35%	17%	39%
Over 500	30%	40%	80%

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

Performance management/support structure

	Yes	No
All Organizations	36%	64%
Industry		
Manufacturing	34%	66%
Non-Manufacturing	33%	68%
Non-Profit	53%	47%
Organizational Size		
1-50	22%	78%
51-200	29%	71%
201-500	52%	48%
Over 500	60%	40%

Skills assessment

	Yes	No
All Organizations	34%	66%
Industry		
Manufacturing	32%	68%
Non-Manufacturing	38%	63%
Non-Profit	33%	67%
Organizational Size		
1-50	22%	78%
51-200	27%	73%
201-500	52%	48%
Over 500	60%	40%

Development plan

	Yes	No
All Organizations	29%	71%
Industry		
Manufacturing	70%	73%
Non-Manufacturing	70%	50%
Non-Profit	73%	60%
Organizational Size		
1-50	91%	63%
51-200	82%	70%
201-500	39%	62%
Over 500	40%	50%

Leadership development plan

	Yes	No
All Organizations	28%	72%
Industry		
Manufacturing	26%	74%
Non-Manufacturing	28%	73%
Non-Profit	40%	60%
Organizational Size		
1-50	13%	87%
51-200	27%	73%
201-500	43%	57%
Over 500	30%	70%

Other

	Yes	No
All Organizations	2%	98%
Industry		
Manufacturing	2%	98%
Non-Manufacturing	3%	98%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	0%	100%
201-500	4%	96%
Over 500	10%	90%

Other features reported include:

- Potential assessment, cross-validation, incentive cross-functional movements
- Key hires or turnover within the past 12 months

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

	Yes	No
All Organizations	36%	64%
Industry		
Manufacturing	32%	68%
Non-Manufacturing	43%	58%
Non-Profit	33%	67%
Organizational Size		
1-50	57%	43%
51-200	36%	64%
201-500	26%	74%
Over 500	20%	80%

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

Average number of required training courses

	Executive	Management	Non-management
All Organizations	6	5	5
Industry			
Manufacturing	8	6	5
Non-Manufacturing	4	4	6
Non-Profit	N/A	N/A	N/A
Organizational Size			
1-50	N/A	5	10
51-200	8	8	10
201-500	N/A	7	2
Over 500	4	2	2

Average number of required training hours

	Executive	Management	Non-management
All Organizations	46	56	35
Industry			
Manufacturing	45	48	21
Non-Manufacturing	55	68	43
Non-Profit	19	23	28
Organizational Size			
1-50	57	53	43
51-200	35	75	40
201-500	20	39	9
Over 500	54	50	42

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

Job-related training

	Yes	No
All Organizations	82%	18%
Industry		
Manufacturing	89%	11%
Non-Manufacturing	75%	25%
Non-Profit	80%	20%
Organizational Size		
1-50	74%	26%
51-200	82%	18%
201-500	87%	13%
Over 500	100%	0%

Conferences

	Yes	No
All Organizations	79%	21%
Industry		
Manufacturing	85%	15%
Non-Manufacturing	75%	25%
Non-Profit	73%	27%
Organizational Size		
1-50	78%	22%
51-200	80%	20%
201-500	74%	26%
Over 500	90%	10%

Professional societies/organizations

	Yes	No
All Organizations	72%	28%
Industry		
Manufacturing	79%	21%
Non-Manufacturing	65%	35%
Non-Profit	67%	33%
Organizational Size		
1-50	52%	48%
51-200	76%	24%
201-500	83%	17%
Over 500	70%	30%

Undergraduate programs

	Yes	No
All Organizations	53%	47%
Industry		
Manufacturing	70%	30%
Non-Manufacturing	30%	70%
Non-Profit	60%	40%
Organizational Size		
1-50	22%	78%
51-200	56%	44%
201-500	65%	35%
Over 500	80%	20%

Graduate programs

	Yes	No
All Organizations	50%	50%
Industry		
Manufacturing	68%	32%
Non-Manufacturing	25%	75%
Non-Profit	60%	40%
Organizational Size		
1-50	17%	83%
51-200	56%	44%
201-500	57%	43%
Over 500	80%	20%

Post-graduate programs

	Yes	No
All Organizations	32%	68%
Industry		
Manufacturing	43%	57%
Non-Manufacturing	18%	83%
Non-Profit	40%	60%
Organizational Size		
1-50	9%	91%
51-200	27%	73%
201-500	52%	48%
Over 500	60%	40%

GED programs

	Yes	No
All Organizations	9%	91%
Industry		
Manufacturing	15%	85%
Non-Manufacturing	5%	95%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	9%	91%
201-500	17%	83%
Over 500	10%	90%

Other

	Yes	No
All Organizations	6%	94%
Industry		
Manufacturing	6%	94%
Non-Manufacturing	6%	93%
Non-Profit	6%	100%
Organizational Size		
1-50	9%	91%
51-200	7%	93%
201-500	4%	96%
Over 500	0%	100%

Other financial assistance programs reported include:

- Personal Training/Massage Therapy (due to them utilizing their degree/certification to benefit our wellness program.)

Figure 14a | 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	27%	33%	18%	15%	2%	5%
Industry						
Manufacturing	37%	26%	16%	16%	2%	2%
Non-Manufacturing	21%	41%	18%	12%	3%	6%
Non-Profit	9%	36%	27%	18%	0%	9%
Organizational Size						
1-50	43%	39%	13%	0%	0%	4%
51-200	29%	32%	11%	18%	5%	5%
201-500	16%	32%	21%	26%	0%	5%
Over 500	0%	25%	63%	13%	0%	0%

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

	Yes	No
All Organizations	20%	80%
Industry		
Manufacturing	17%	83%
Non-Manufacturing	18%	82%
Non-Profit	36%	64%
Organizational Size		
1-50	9%	91%
51-200	25%	75%
201-500	17%	83%
Over 500	30%	70%

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

Yes, for new employees

	Yes	No
All Organizations	21%	79%
Industry		
Manufacturing	17%	83%
Non-Manufacturing	23%	78%
Non-Profit	27%	73%
Organizational Size		
1-50	13%	87%
51-200	13%	87%
201-500	35%	65%
Over 500	40%	60%

Yes, for existing employees

	Yes	No
All Organizations	14%	86%
Industry		
Manufacturing	17%	83%
Non-Manufacturing	5%	95%
Non-Profit	27%	73%
Organizational Size		
1-50	9%	91%
51-200	16%	84%
201-500	13%	87%
Over 500	20%	80%

Yes, for interns

	Yes	No
All Organizations	11%	89%
Industry		
Manufacturing	11%	89%
Non-Manufacturing	10%	90%
Non-Profit	13%	87%
Organizational Size		
1-50	17%	83%
51-200	9%	91%
201-500	13%	87%
Over 500	0%	100%

No mentorship program

	Yes	No
All Organizations	64%	36%
Industry		
Manufacturing	68%	32%
Non-Manufacturing	65%	35%
Non-Profit	47%	53%
Organizational Size		
1-50	65%	35%
51-200	69%	31%
201-500	57%	43%
Over 500	50%	50%

Figure 17a | At your organization, who is entitled or eligible to receive the following types of reward & recognition?

Monetary reward & recognition

	Full time ee's	Part time ee's	Exempt ee's	Non-exempt ee's
All Organizations	78%	45%	73%	71%
Industry				
Manufacturing	85%	43%	79%	77%
Non-Manufacturing	80%	45%	73%	73%
Non-Profit	53%	53%	53%	47%
Organizational Size				
1-50	83%	35%	70%	65%
51-200	76%	42%	73%	69%
201-500	83%	65%	74%	78%
Over 500	70%	30%	70%	70%

Non-monetary reward & recognition

	Full time ee's	Part time ee's	Exempt ee's	Non-exempt ee's
All Organizations	80%	51%	71%	74%
Industry				
Manufacturing	77%	43%	66%	68%
Non-Manufacturing	88%	58%	78%	83%
Non-Profit	73%	60%	67%	67%
Organizational Size				
1-50	65%	35%	52%	52%
51-200	80%	49%	69%	73%
201-500	91%	74%	83%	87%
Over 500	90%	40%	90%	90%

Figure 18 | Which of the following pay for performance options are offered at your organization for each employee group?

Merit increases

	Executive	Management	Non-management
All Organizations	65%	69%	70%
Industry			
Manufacturing	70%	72%	74%
Non-Manufacturing	73%	80%	78%
Non-Profit	27%	27%	33%
Organizational Size			
1-50	61%	61%	57%
51-200	58%	62%	67%
201-500	78%	83%	87%
Over 500	70%	80%	70%

Bonuses

	Executive	Management	Non-management
All Organizations	69%	63%	53%
Industry			
Manufacturing	66%	60%	34%
Non-Manufacturing	83%	75%	33%
Non-Profit	40%	40%	0%
Organizational Size			
1-50	70%	65%	57%
51-200	67%	62%	53%
201-500	78%	65%	52%
Over 500	60%	60%	50%

Profit sharing

	Executive	Management	Non-management
All Organizations	28%	28%	28%
Industry			
Manufacturing	34%	34%	34%
Non-Manufacturing	33%	33%	33%
Non-Profit	0%	0%	0%
Organizational Size			
1-50	17%	22%	22%
51-200	29%	31%	31%
201-500	30%	22%	22%
Over 500	50%	50%	50%

Sales incentives

	Executive	Management	Non-management
All Organizations	19%	25%	25%
Industry			
Manufacturing	26%	23%	21%
Non-Manufacturing	18%	33%	35%
Non-Profit	0%	13%	13%
Organizational Size			
1-50	0%	26%	26%
51-200	22%	22%	20%
201-500	30%	30%	35%
Over 500	20%	30%	30%

Stock options

	Executive	Management	Non-management
All Organizations	14%	12%	8%
Industry			
Manufacturing	15%	13%	9%
Non-Manufacturing	18%	13%	8%
Non-Profit	0%	7%	7%
Organizational Size			
1-50	17%	17%	13%
51-200	11%	9%	4%
201-500	17%	13%	9%
Over 500	10%	10%	10%

Gain sharing

	Executive	Management	Non-management
All Organizations	3%	3%	4%
Industry			
Manufacturing	0%	2%	4%
Non-Manufacturing	8%	5%	5%
Non-Profit	0%	0%	0%
Organizational Size			
1-50	0%	0%	0%
51-200	2%	2%	4%
201-500	4%	4%	4%
Over 500	10%	10%	10%

Other

	Executive	Management	Non-management
All Organizations	3%	4%	4%
Industry			
Manufacturing	4%	4%	4%
Non-Manufacturing	0%	3%	3%
Non-Profit	7%	7%	7%
Organizational Size			
1-50	0%	0%	0%
51-200	2%	2%	2%
201-500	0%	4%	4%
Over 500	20%	20%	20%

N/A (i.e. do not pay for performance)

	Executive	Management	Non-management
All Organizations	13%	12%	15%
Industry			
Manufacturing	9%	6%	9%
Non-Manufacturing	5%	5%	13%
Non-Profit	47%	47%	40%
Organizational Size			
1-50	22%	17%	17%
51-200	13%	13%	18%
201-500	4%	4%	9%
Over 500	10%	10%	10%

Figure 19a | Does your organization use any of the following low-cost reward & recognition methods?

Personal thanks

	Yes	No
All Organizations	71%	29%
Industry		
Manufacturing	64%	36%
Non-Manufacturing	80%	20%
Non-Profit	67%	33%
Organizational Size		
1-50	65%	35%
51-200	60%	40%
201-500	87%	13%
Over 500	90%	10%

Email praise

	Yes	No
All Organizations	61%	39%
Industry		
Manufacturing	55%	45%
Non-Manufacturing	70%	30%
Non-Profit	53%	47%
Organizational Size		
1-50	48%	52%
51-200	56%	44%
201-500	78%	22%
Over 500	70%	30%

Lunches

	Yes	No
All Organizations	60%	40%
Industry		
Manufacturing	70%	30%
Non-Manufacturing	50%	50%
Non-Profit	53%	47%
Organizational Size		
1-50	57%	43%
51-200	56%	44%
201-500	65%	35%
Over 500	70%	30%

Public praise

	Yes	No
All Organizations	57%	43%
Industry		
Manufacturing	57%	43%
Non-Manufacturing	55%	45%
Non-Profit	60%	40%
Organizational Size		
1-50	52%	48%
51-200	51%	49%
201-500	65%	35%
Over 500	70%	30%

Non-cash award

	Yes	No
All Organizations	44%	56%
Industry		
Manufacturing	45%	55%
Non-Manufacturing	43%	58%
Non-Profit	47%	53%
Organizational Size		
1-50	26%	74%
51-200	40%	60%
201-500	61%	39%
Over 500	70%	30%

Thank you notes

	Yes	No
All Organizations	40%	60%
Industry		
Manufacturing	36%	64%
Non-Manufacturing	38%	63%
Non-Profit	60%	40%
Organizational Size		
1-50	22%	78%
51-200	33%	67%
201-500	57%	43%
Over 500	70%	30%

Events

	Yes	No
All Organizations	40%	60%
Industry		
Manufacturing	47%	53%
Non-Manufacturing	30%	70%
Non-Profit	47%	53%
Organizational Size		
1-50	26%	74%
51-200	36%	64%
201-500	52%	48%
Over 500	70%	30%

Newsletter/bulletin board

	Yes	No
All Organizations	33%	67%
Industry		
Manufacturing	28%	72%
Non-Manufacturing	40%	60%
Non-Profit	33%	67%
Organizational Size		
1-50	13%	87%
51-200	22%	78%
201-500	52%	48%
Over 500	80%	20%

Certificate of appreciation

	Yes	No
All Organizations	28%	72%
Industry		
Manufacturing	30%	70%
Non-Manufacturing	25%	75%
Non-Profit	33%	67%
Organizational Size		
1-50	13%	87%
51-200	31%	69%
201-500	26%	74%
Over 500	60%	40%

Employee of the month

	Yes	No
All Organizations	14%	86%
Industry		
Manufacturing	13%	87%
Non-Manufacturing	15%	85%
Non-Profit	13%	87%
Organizational Size		
1-50	9%	91%
51-200	13%	87%
201-500	9%	91%
Over 500	40%	60%

Other

	Yes	No
All Organizations	13%	87%
Industry		
Manufacturing	15%	85%
Non-Manufacturing	13%	88%
Non-Profit	7%	93%
Organizational Size		
1-50	4%	96%
51-200	11%	89%
201-500	22%	78%
Over 500	20%	80%

Other methods reported include:

- Sales Club for meeting or exceeding goals; get company paid dinner and prizes
- Dinner with management team
- Quarterly CEO's award to an employee
- Seniority plaques
- Service Award Program
- Snowbell, San of the Year, monthly Silver-Gold Star
- Anniversary gifts in 5-year multiples
- Quarterly recognition of employees who are nominated by manager and selected by upper management to receive gift certificate and name in newsletter
- Annual recognition awards
- Perfect Attendance Award, Top 20 Customers Award
- P.R.I.D.E. Board - Recognition by peers and above
- Service award program

Wall of fame

	Yes	No
All Organizations	12%	88%
Industry		
Manufacturing	6%	94%
Non-Manufacturing	10%	90%
Non-Profit	33%	67%
Organizational Size		
1-50	4%	96%
51-200	7%	93%
201-500	13%	87%
Over 500	50%	50%

Gift cards

	Yes	No
All Organizations	7%	93%
Industry		
Manufacturing	11%	89%
Non-Manufacturing	5%	95%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	9%	91%
201-500	13%	87%
Over 500	0%	100%

Figure 20a | Does your organization use any of the following alternative methods of reward & recognition?**Asking for opinions/ideas**

	Yes	No
All Organizations	71%	29%
Industry		
Manufacturing	62%	38%
Non-Manufacturing	80%	20%
Non-Profit	73%	27%
Organizational Size		
1-50	70%	30%
51-200	69%	31%
201-500	78%	22%
Over 500	60%	40%

Training/development opportunities

	Yes	No
All Organizations	61%	39%
Industry		
Manufacturing	62%	38%
Non-Manufacturing	58%	43%
Non-Profit	67%	33%
Organizational Size		
1-50	48%	52%
51-200	58%	42%
201-500	74%	26%
Over 500	70%	30%

Involving employees in decisions

	Yes	No
All Organizations	56%	44%
Industry		
Manufacturing	49%	51%
Non-Manufacturing	65%	35%
Non-Profit	53%	47%
Organizational Size		
1-50	61%	39%
51-200	47%	53%
201-500	70%	30%
Over 500	60%	40%

Allowing employees to pursue ideas

	Yes	No
All Organizations	44%	56%
Industry		
Manufacturing	45%	55%
Non-Manufacturing	40%	60%
Non-Profit	53%	47%
Organizational Size		
1-50	43%	57%
51-200	42%	58%
201-500	52%	48%
Over 500	30%	70%

Providing flexible work hours

	Yes	No
All Organizations	38%	62%
Industry		
Manufacturing	26%	74%
Non-Manufacturing	53%	48%
Non-Profit	40%	60%
Organizational Size		
1-50	35%	65%
51-200	27%	73%
201-500	52%	48%
Over 500	60%	40%

Allowing employees to leave early

	Yes	No
All Organizations	35%	65%
Industry		
Manufacturing	21%	79%
Non-Manufacturing	53%	48%
Non-Profit	33%	67%
Organizational Size		
1-50	52%	48%
51-200	31%	69%
201-500	30%	70%
Over 500	30%	70%

Extra coaching/mentoring/support

	Yes	No
All Organizations	33%	67%
Industry		
Manufacturing	30%	70%
Non-Manufacturing	38%	63%
Non-Profit	33%	67%
Organizational Size		
1-50	26%	74%
51-200	27%	73%
201-500	52%	48%
Over 500	40%	60%

New on-the-job learning opportunities

	Yes	No
All Organizations	31%	69%
Industry		
Manufacturing	34%	66%
Non-Manufacturing	33%	68%
Non-Profit	20%	80%
Organizational Size		
1-50	13%	87%
51-200	29%	71%
201-500	43%	57%
Over 500	50%	50%

Discussing/granting career options

	Yes	No
All Organizations	25%	75%
Industry		
Manufacturing	19%	81%
Non-Manufacturing	33%	68%
Non-Profit	20%	80%
Organizational Size		
1-50	22%	78%
51-200	24%	76%
201-500	22%	78%
Over 500	40%	60%

Increasing employee's authority

	Yes	No
All Organizations	24%	76%
Industry		
Manufacturing	28%	72%
Non-Manufacturing	25%	75%
Non-Profit	7%	93%
Organizational Size		
1-50	22%	78%
51-200	24%	76%
201-500	22%	78%
Over 500	30%	70%

Granting extra time off work

	Yes	No
All Organizations	23%	77%
Industry		
Manufacturing	9%	91%
Non-Manufacturing	38%	63%
Non-Profit	27%	73%
Organizational Size		
1-50	43%	57%
51-200	13%	87%
201-500	17%	83%
Over 500	30%	70%

Giving employees choice of assignments

	Yes	No
All Organizations	12%	88%
Industry		
Manufacturing	13%	87%
Non-Manufacturing	10%	90%
Non-Profit	13%	87%
Organizational Size		
1-50	0%	100%
51-200	7%	93%
201-500	22%	78%
Over 500	40%	60%

ERC Talent Management Practices Survey

Conducted by ERC

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