

American Society of Employers

Recruitment and Retention Survey

Instructions:

This questionnaire includes a series of multiple choice, yes/no, numerical and open-ended questions. To record your responses, either select the box or boxes that correspond to your answer choice or type your answer in the space provided.

Please use the navigation buttons located at the bottom of this window to move back and forth through the survey. Do not use your browser buttons.

At anytime you may pause and resume the survey. To do this, simply click "SAVE" and your survey responses will be stored. You will then be provided with further instructions to save your data.

Completed questionnaire responses should be submitted by **August 26, 2016**.

If you have any questions regarding this survey, please contact Survey Services at surveys@aseonline.org or (248) 353-4500; especially if it makes the difference between participating or not. Thank you!

Is your organization concerned about employee retention?

- Yes
 No

Which employee groups do you have at your organization? (check all that apply)

- Executive / Senior Management
 Managerial / Supervisory
 Professional
 Administrative / Technician
 Production Union
 Production Non-Union

Recruitment

Over the last 12 months, how difficult has it been for your organization to **FIND/SOURCE** qualified applicants?

	Not Difficult	Somewhat Difficult	Very Difficult	N/A-No hiring activity of this group
Non-technical applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Technical applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not Difficult	Somewhat Difficult	Very Difficult	
Executive / Senior Management applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Managerial / Supervisory applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Professional applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Administrative / Technician applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Production Union applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Production Non-Union applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

In your experience, which of the following has had the most significant positive impact on your organization's ability to **ATTRACT** qualified applicants to your organization?
Please rank order your responses with **1** being the most significant.

	1-Most Significant	2	3	4	5	6	7	8-Least Significant
Base salary, other cash incentives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health/welfare benefits, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible work arrangements/perquisites	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee growth and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intrinsic incentives/benefits (i.e., the type of work performed)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization's employment brand/reputation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working environment/conditions/location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee referrals/word of mouth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Which of the following types of broad based recruitment methods does your organization use? (check all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Major or local newspapers | <input type="checkbox"/> Job fairs |
| <input type="checkbox"/> Employment agencies or search firms | <input type="checkbox"/> College co-op or intern program |
| <input type="checkbox"/> Internet employment sites (i.e., CareerBuilder, Monster, etc.) | <input type="checkbox"/> On-campus college recruitment |
| <input type="checkbox"/> Company website | <input type="checkbox"/> Employee referral program |
| <input type="checkbox"/> State employment services | <input type="checkbox"/> Professional organization listings (i.e., job hotline) |
| | <input type="checkbox"/> Social media sites (i.e., LinkedIn, Facebook, etc.) |

Please rate the effectiveness of each at finding **QUALIFIED APPLICANTS?** (check all that apply)

	Not Effective	Somewhat Effective	Very Effective
Major or local newspapers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Employment agencies or search firms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet employment sites (i.e., CareerBuilder, Monster, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Company website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
State employment services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job fairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
College co-op or intern program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-campus college recruitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee referral program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional organization listings (i.e., job hotline)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social media sites (i.e., LinkedIn, Facebook etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What other recruitment methods, not listed in the previous questions, has your organization found to be "Very Effective" in finding **QUALIFIED APPLICANTS**?

Over the last 12 months, how difficult has it been for your organization to get qualified applicants to **ACCEPT EMPLOYMENT**?

	Not Difficult	Somewhat Difficult	Very Difficult	N/A-No hiring activity of this group
Non-technical applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not Difficult	Somewhat Difficult	Very Difficult	
Executive / Senior Management applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Managerial / Supervisory applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Professional applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Administrative / Technician applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Production Union applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Production Non-Union	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Does your organization formally track or calculate time-to-fill metrics?

- Yes
- No

What does your organization use as the starting point for the time-to-fill measurement period?

- When the position becomes open
- When the opening is approved
- When the job requisition was received
- When the position is published
- Other

Please describe other:

How does your organization report time-to-fill metrics?

- By employee category (i.e., technical)
- By employee department/group (i.e., accounting)
- By job level (i.e., supervisors)
- Time-to-fill reported as one number for overall organization
- Other

Please describe other:

What type(s) of employment test does your organization utilize? (check all that apply)

- Assessment center
- Cognitive ability tests (i.e., reasoning or reading comprehension)
- Integrity tests (i.e., honest or trustworthiness)
- Job knowledge
- Personality tests (i.e., extraversion or optimism)
- Work simulation tests
- None, no employment tests used
- Other

Please describe other:

How important are the following employment tests in your organization's hiring decisions?
Please rate the answer choices from 1 to 5, with 5 having great importance in hiring decisions.

	1-Little Importance	2	3	4	5-Great Importance
Assessment center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cognitive ability tests (i.e., reasoning or reading comprehension)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integrity tests (i.e., honesty or trustworthiness)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personality tests (i.e., extraversion or optimism)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work simulation tests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Retention

How concerned is your organization regarding its ability to retain key employees over the next 12 to 24 months?

- Not concerned at all
- Somewhat concerned
- Very concerned

Compared to the previous 12 months, has your organization's concern:

- Increased
- Stayed the same
- Decreased

Does your organization utilize any form of **retention bonuses**?

- Yes
- No

Under what circumstances are **retention bonuses** utilized? (check all that apply)

- Case by case basis
- Merger / acquisition
- Operation / plant closure
- Project completion
- Other milestone

Please describe other:

What type of payment method is used for the retention bonus?

- Lump sum
- Increase to base pay
- Combination
- Other

Please describe other:

Please describe the retention bonuses you have paid in the last 12 months:

	Average dollar amount (\$)
Executive / Senior Management	<input style="width: 100px; height: 20px;" type="text"/>
Managerial / Supervisory	<input style="width: 100px; height: 20px;" type="text"/>
Professional	<input style="width: 100px; height: 20px;" type="text"/>
Administrative / Technician	<input style="width: 100px; height: 20px;" type="text"/>
Production Union	<input style="width: 100px; height: 20px;" type="text"/>
Production Non-Union	<input style="width: 100px; height: 20px;" type="text"/>

Average Award (%)
<input style="width: 100%; height: 20px;" type="text"/>
<input style="width: 100%; height: 20px;" type="text"/>
<input style="width: 100%; height: 20px;" type="text"/>
<input style="width: 100%; height: 20px;" type="text"/>
<input style="width: 100%; height: 20px;" type="text"/>
<input style="width: 100%; height: 20px;" type="text"/>

In your experience, what are the most critical factors impacting your organization's ability to **RETAIN** key employees?

*Please rank order your responses with **1** being the most significant.*

	1-Most Significant	2	3	4	5	6	7	8-Least Significant
Base salary, other cash incentives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health/welfare benefits, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible work arrangements/perquisites	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee growth and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Intrinsic incentives/benefits (i.e., the type of work performed)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization's employment brand/reputation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working environment/conditions/location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectiveness/strength of supervisors/managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Among the following components, how will your organization's focus change in 2017 in an effort to **RETAIN** key employees?

	More focus	No Change	Less focus
Competitiveness of base salaries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee development training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee recognition/rewards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible work arrangements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other cash incentives, long-term	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other cash incentives, short-term	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Specific retention efforts (i.e, retention bonuses, counter-offers)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Succession planning/career pathing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisory/managerial development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use of non-cash incentives (e.g., gifts, merchandise, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Welfare/retirement benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Which of the following employee retention programs does your organization formally maintain? *(Note: "formally maintain" implies that program(s) is documented with established procedures and practices)*

	Yes	No	No, but considering
High-potential program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee mentoring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-boarding (i.e., expanded employee orientations)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stay interviews	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exit interviews	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alumni programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Does your organization have plans, programs, or practices that specifically address the retention of key employees?

- Yes
- No

What specific measures has your organization taken, or intends to take, to retain key employees?

Does your organization specifically track/measure turnover of key employees? (e.g., high-potential turnover)

- Yes
- No

Sign-On Bonus Program

Does your organization utilize **sign-on** bonuses for new hires?

- Yes
- No

Does your organization utilize **sign-on** bonuses for new hires in each of the following employee groups?

	Yes, all hires	Yes, select hires only	No
Executive / Senior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managerial / Supervisory	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administrative / Technician	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Production Union	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Production Non-Union	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please describe the **sign-on** bonuses your organization paid in the last 12 months:

	Minimum bonus (\$)
Executive / Senior Management	<input type="text"/>
Managerial / Supervisory	<input type="text"/>
Professional	<input type="text"/>
Administrative / Technician	<input type="text"/>
Production Union	<input type="text"/>

Production Non-Union

Average bonus (\$)

Maximum bonus (\$)

Does your organization split the payout so that part of the **sign-on** bonus is given upon hire and remainder after a set period of time?

	Yes	No
Executive / Senior Management	<input type="radio"/>	<input type="radio"/>
Managerial / Supervisory	<input type="radio"/>	<input type="radio"/>
Professional	<input type="radio"/>	<input type="radio"/>
Administrative / Technician	<input type="radio"/>	<input type="radio"/>
Production Union	<input type="radio"/>	<input type="radio"/>
Production Non-Union	<input type="radio"/>	<input type="radio"/>

What is the service requirement to receive the full **sign-on** bonus payment?

	1-30 days	31-60 days	61-90 days	91-180 days	Over 180 days	One year
Executive / Senior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managerial / Supervisory	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administrative / Technician	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Production Union	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Production Non-Union	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Is the employee required to pay back the **sign-on** bonus if they voluntarily leave within the following time frames?

	Yes, 0-3 months	Yes, 4-6 months	Yes, 7-9 months	Yes, 10-12 months	Varies	No
Executive / Senior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managerial / Supervisory	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administrative / Technician	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Production Union	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Production Non-Union	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In the last 12 months, the use of a **sign-on** bonus has:

	Increased	Decreased	Stayed the same
Executive / Senior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managerial / Supervisory	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administrative / Technician	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Production Union	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Production Non-Union	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Referral Bonus Program

Does your organization maintain an **employee referral program**?

Note: With this program your organization provides incentives to employees who refer a qualified applicant who is subsequently hired.

- Yes
 No

Does your organization target certain job families in its **referral program**?

- Yes
 No

Which job families?

What type of incentives does your organization use? (check all that apply)

- Cash
- Non-cash (i.e., gift cards, extra vacation time, etc.)

Please describe the non-cash incentives.

How does your organization handle payment of employee **referral bonuses**?

	One lump sum payment after the employee has worked a set number of days	Incremental payments (i.e., 50% now, 50% later)	Other
Executive / Senior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managerial / Supervisory	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administrative / Technician	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Production Union	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Production Non-Union	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How long must the new employee be employed for the full employee **referral bonus** to be paid out?

	1-30 days	31-60 days	31-90 days	91-180 days	Over 180 days	One year
Executive / Senior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managerial / Supervisory	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administrative / Technician	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Production Union	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Production Non-Union	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If your organization uses incremental payments, how are they paid out? (check all that apply)

	Award for referring a qualified candidate	Award for candidate being interviewed	Award for candidate being offered position	Award for candidate accepting position	Award for employee working a set number of days (e.g. 30 days after hire)	Award for employee working a further set number of days (e.g. 60 days after hire)	Other
Executive / Senior Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managerial / Supervisory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative / Technician	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production Union	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production Non-Union	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please describe any **referral bonuses** paid in the last 12 months:

Minimum bonus (\$)

Executive / Senior Management	<input type="text"/>
Managerial / Supervisory	<input type="text"/>
Professional	<input type="text"/>
Administrative / Technician	<input type="text"/>
Production Union	<input type="text"/>
Production Non-Union	<input type="text"/>

Average bonus (\$)

Maximum bonus (\$)

Counter Offers

Under what circumstances are **counter offers** made by your organization?

- Employees who are in key positions and who are outstanding performers
- Employees who are in key positions
- Employees who are outstanding performers
- Routinely at the request of the employee's manager
- Other
- Not applicable-counter offers are never made

Please describe other:

Which response best describes your organization's **counter offer** policy?

- Formal policy that is strictly followed
- Formal policy; exceptions are made for unique situations
- Informal policy that provides general guidance
- No policy but made decisions based on each individual situation

Please describe the **counter offers** your organization has paid in the last 12 months:

Average percentage increase over current salary (%)

Executive / Senior Management

Managerial / Supervisory

Professional

Administrative / Technician

Production Union

Production Non-Union

Demographic Information

Required information: Information contained in the next questions is used for categorization and informational purposes and will be kept confidential.

Organization name:

Address:

City:

Zip code:

Submitted by:

Telephone number:

Email address:

A majority of the employees reported in the questionnaire work in which geographical area?

- Ann Arbor** (Washtenaw county)
- Detroit Metro** (Livingston, Macomb, Oakland, St. Clair or Wayne county)
- Flint** (Genesee, Lapeer, or Shiawassee county)
- Grand Rapids/Muskegon/Holland** (Allegan, Barry, Kent, Montcalm, Muskegon, or Ottawa)
- Grand Traverse** (Antrim, Benzie, Charlevoix, Emmet, Grand Traverse, Kalkaska, or Leelanau county)
- Jackson** (Hillsdale, Jackson, or Lenawee county)
- Kalamazoo/Battle Creek** (Berrien, Branch, Calhoun, Cass, Kalamazoo, Ottawa, St. Joseph, or Van Buren county)
- Lansing** (Clinton, Eaton, Ingham, or Ionia county)
- Monroe** (Monroe county)
- Saginaw/Bay/Midland** (Arenac, Bay, Clare, Gladwin, Gratiot, Huron, Isabella, Midland, Saginaw, Sanilac, or Tuscola county)
- Wexford/Missaukee** (Lake, Manistee, Mason, Mecosta, Missaukee, Newaygo, Oceana, Osceola, or Wexford county)
- Other Michigan region**

How many employees does your organization have in the State of Michigan?

- Fewer than 100
- 101 to 500
- 501 to 1,000
- More than 1,000

Is your organization a Nonprofit Organization?

- Yes
- No

Would your organization be classified as an Automotive Supplier?

Note: An Auto Supplier, for the purpose of this survey, is defined as any organization that designs, sells, or manufactures automotive parts or components to any Original Equipment Manufacturer (OEM).

- Yes
- No

Please select one of the following industry families:

- Good Producing, Non-Manufacturing
- Non-Durable Goods Manufacturing
- Durable Goods Manufacturing
- Trades & Services
- Government & Financial Services
- Educational & Health Services

Please select one of the following industry categories:

- Natural Resources / Mining
- Utilities
- Construction

Please select one of the following industry categories:

- Retail Trade
- Wholesale Trade
- Transportation / Warehousing
- Information (Communication / Broadcasting)
- Professional / Business Services
- Leisure / Hospitality Services
- Services, not elsewhere classified

Please select one of the following industry categories:

- Financial Activities
- Public Administration

Please select one of the following industry categories:

- Education Services
- Health Services
- Social Services

Thank you for your participation in this survey!

Click "Submit" to process your survey.

Please wait for the Thank You page to appear before closing this window, this ensures your answers were sent.