

# Employee Turnover Pulse Survey

Preliminary Results



INSTITUTE FOR  
CORPORATE PRODUCTIVITY

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## About i4cp

i4cp focuses on the people management practices that make high-performance organizations unique. Years of research make it clear that top companies approach their workforces differently. At i4cp, we work with our network of organizations to:

- Reveal what high-performance organizations are doing differently.
- Identify best and next practices for all levels of management.
- Provide the resources to show how workforce improvements have bottom-line impact.

Through our exclusive, vendor-free network – in which peers collaborate to drive strategic research and share tools and insights – i4cp provides a unique, practical view of how human capital practices drive high-performance.

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### The five domains of high-performance organizations



## About this report

This report provides preliminary results from our recent study. More complete results, including charts, market performance breakdown and other analysis, are made available exclusively to i4cp corporate members.

In this survey, multiple questions used the well-accepted 1-5 Likert-type scale, with a 1 rating generally designated as “not at all” and a 5 rating as “a very high extent.” Mean scores are the average of those ratings.

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## Survey Responses

1. What was your overall corporate turnover rate in 2011?

Response	Percent
Minimum	0.0%
Maximum	600%
Average	18.3%

n=182

2. How confident are you in the turnover data that you provided for total turnover?

Response	Percent
Complete guess	3.3%
Little confidence	4.4%
Some confidence	16.9%
Very confident	40.4%
100% accurate	35.0%

n=183

3. Does your organization have the following?

Response	Percent
Retail representatives	24.0%
Call center/customer service employees	56.8%
Both retail and call center/customer service employees	19.1%
Neither retail or call center/customer service employees	39.9%

n=183

4. What was your turnover rate for retail representatives in 2011?

Response	Percent
Minimum	0.0%
Maximum	83.0%
Average	22.3%

n=37

5. How confident are you in the turnover data that you provided for retail employees?

Response	Percent
Complete guess	13.5%
Little confidence	10.8%
Some confidence	24.3%
Very confident	29.7%
100% accurate	21.6%

n=37

6. What was your turnover rate for call center employees (or customer service) in 2011?

Response	Percent
Minimum	0.0%
Maximum	80.0%
Average	16.9%

n=90

7. How confident are you in the turnover data that you provided for call center/customer service employees?

Response	Percent
Complete guess	11.0%
Little confidence	5.5%
Some confidence	23.1%
Very confident	36.3%
100% accurate	24.2%

n=91

8. In the last 13 months, how has turnover for your organization changed:

Response	Don't know	Decreased	Stayed the same	Increased
Voluntary turnover	3.1%	17.1%	40.2%	39.6%
Involuntary turnover	6.7%	18.9%	45.7%	28.7%

n=164

9. What is the order of importance in factors affecting your retention rate?  
(please rank from 1 to 5)

Response	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
General economic conditions	26.9%	14.9%	30.6%	21.6%	6.0%
Internal retention efforts	22.4%	18.7%	17.9%	29.9%	11.2%
Availability of jobs within your market	11.2%	33.6%	24.6%	23.1%	7.5%
Your organization's compensation and benefits package in comparison to your competition	15.7%	25.4%	26.9%	21.6%	10.4%
Other	19.5%	6.3%	1.6%	4.7%	65.6%

n=134

10. Did you attribute change in turnover to these factors based on...?

Response	Percent
Data your organization collected	56.7%
Intuitive feeling	33.5%
Other	9.8%

n=164

## 11. Is your organization taking action today to prevent an increase in turnover?

Response	Percent
Yes	68.9%
No	25.6%
Don't know	5.5%

n=164

## 12. Which of the following actions has your organization already taken to prevent an increase in turnover?

Response	Percent
Adjusting compensation levels to market rates (or above)	58.0%
Expanding employee training and development budgets	50.0%
Conducting employee personality and/or work style assessments	36.6%
Investing in employee appreciation efforts (training managers on recognition, instituting company-wide recognition programs, etc.)	67.9%
Adjusting individual workloads for high turnover positions	19.6%
Increasing frequency of performance reviews	25.0%
Performing exit interviews	83.0%
Assessing overall employee experiences (e.g. climate surveys)	61.6%
Reassigning or removing managers with high turnover rates	24.1%
Establishing processes for identifying employees at risk	47.3%
Offering paid time off for volunteer work	21.4%
Providing flexible work arrangements	51.8%
All of the above	2.7%
None of the above	0.9%

n=112

## 13. In the past 12-18 months has your organization had:

Response	Percent
Significant job eliminations	6.2%
Moderate job eliminations	23.5%
Neither job eliminations or job additions	22.2%
Moderate job additions	37.0%
Significant job additions	11.1%

n=162

14. In terms of total headcount, what changes have you seen in the last 12 months for the following?

Response	Don't know	Decrease in headcount	No changes	Increase in headcount
Full-time workforce	1.9%	24.7%	27.2%	46.3%
Part-time workforce	4.9%	13.0%	63.0%	19.1%
Contingent workforce	13.0%	11.7%	40.7%	34.6%

n=162



## Demographic Questions

### Primary industry

Response	Percent
Aerospace & Defense	2.4%
Automotive & Transport	0.8%
Banking	1.6%
Beverages	1.2%
Business Services	8.4%
Charitable Organizations	0.8%
Chemicals	2.4%
Computer Hardware	2.0%
Computer Services	0.8%
Computer Software	3.2%
Construction	2.4%
Consumer Products Manufacturers	2.0%
Education	4.8%
Electronics	4.8%
Energy & Utilities	4.0%
Environmental Services & Equipment	1.2%
Financial Services	2.8%
Food	2.0%

Response	Percent
Government	4.8%
Health Care	6.4%
Industrial Manufacturing	5.6%
Insurance	10.0%
Leisure	2.4%
Media	0.4%
Membership Organizations	2.0%
Metals & Mining	0.8%
Other	6.0%
Pharmaceuticals	2.8%
Real Estate	0.4%
Retail	4.0%
Security Products & Services	0.4%
Telecommunications Services	5.6%
Transportation Services	1.2%

n=251

## Size of workforce throughout the world

Response	Percent
1 - 24 employees	8.4%
25 - 49 employees	2.8%
50 - 99 employees	4.8%
100 - 249 employees	10.4%
250 - 499 employees	7.2%
500 - 999 employees	7.2%
1000 - 4,999 employees	21.5%
5,000 - 9,999 employees	10.8%
10,000 - 19,999 employees	7.2%
20,000 - 49,999 employees	9.2%
50,000 - 99,999 employees	4.8%
More than 100,000 employees	6.0%

n=251

## Geographic structure

Response	Percent
Global (high level of global integration)	31.9%
Multinational (national / regional operations act independently)	16.3%
National (operations in one country only)	51.8%

n=251

## Job level

Response	Percent
Board Member / Chairperson	1.6%
CEO / President	2.8%
Partner / Owner	2.8%
C-level executive	4.0%
EVP / SVP	3.2%
VP	8.8%
Director	27.1%
Manager	25.9%
Supervisor	8.4%
Individual Contributor	12.4%
Other	3.2%

n=251

## Department / function

Response	Percent
Accounting / Finance	1.2%
Administrative	2.8%
Consulting / Advisory	2.4%
Customer Service / Account Management	2.4%
Engineering	2.4%
Executive / Owner	2.4%
Facilities Management	0.4%
General Management	3.2%
Human Resources	62.2%
Information Technology	0.8%

Response	Percent
Marketing / Advertising	0.4%
Market Research	0.4%
Operations / Production	4.4%
Other	1.6%
Planning	1.2%
Procurement / Sourcing	0.4%
Product Development / Design	0.4%
Research & Development (Product related)	1.2%
Sales / Business Development	1.6%
Training	8.4%

n=251

Please indicate your organization's performance in the following areas:

Question	N/A	At an all-time low	Significantly worse	About the same	Significantly better	At an all-time high
Compared with the past five years, your revenue growth is...	8.8%	1.9%	8.4%	42.8%	29.3%	8.8%
Compared with the past five years, your market share is...	12.1%	0.9%	6.0%	44.7%	29.8%	6.5%
Compared with the past five years, your profitability is...	12.6%	1.9%	8.8%	41.4%	28.8%	6.5%
Compared with the past five years, your customer satisfaction is...	5.1%	0.9%	4.7%	56.3%	28.4%	4.7%

n=215

Generally speaking, how would you gauge your organization's performance?

Response	Percent
We're in bad shape	0.0%
We perform at below-average levels	4.4%
We're about average for our industry	30.4%
We're better than average	52.2%
We're in great shape	13.0%

n=23

\*This question was only given to respondents who could not answer at least three categories from the previous question.

## Organization type

Response	Percent
Governmental	6.5%
Nonprofit	16.8%
Private (shares are not traded on the stock market)	44.5%
Public (shares are traded on the stock market)	31.6%

n=155

## Total revenue for the entire organization worldwide (in US Dollars)

Response	Percent
\$0 - \$0.99 million	8.3%
\$ \$1.99 million	3.8%
\$2 - \$4.99 million	8.3%
\$5 - \$9.99 million	4.5%
\$ \$49.99 million	14.4%
\$50 - \$99.99 million	6.8%
\$ \$499.99 million	9.8%
\$500 - \$999.99 million	6.1%
\$ \$1.99 billion	9.1%
\$2 - \$4.99 billion	9.1%
\$5 - \$9.99 billion	6.8%
\$10+ billion	12.9%

n=132

## Location of company headquarters

Response	Percent
United States	72.7%
Canada	11.0%
Australia	0.6%
China, People's Republic of	0.6%
Denmark	0.6%
Egypt	0.6%
Germany	0.6%
India	1.3%
Japan	0.6%
Malaysia	1.3%
Mexico	0.6%
Netherlands	1.3%

Response	Percent
Nigeria	0.6%
Pakistan	0.6%
Portugal	0.6%
Singapore	0.6%
Spain	0.6%
Switzerland, Cantons of	1.3%
Thailand	0.6%
United Arab Emirates	0.6%
United Kingdom	0.6%
United States Minor Outlying Islands	0.6%
Uruguay	0.6%

n=154

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