



Attract and Retain Survey Results



Survey and results developed through a partnership between New North and The H.S. Group, Inc.

What is your organization type?		
Answer Options	Response Percent	Response Count
Manufacturing	39.53%	34
Service	25.58%	22
Distribution	3.49%	3
Other (please specify)	31.40%	27
Answered Question		86

Other
Academia
Both a distributor and developer of programs/curriculums that are used within the k-12 educational market
Community Action Agency
Construction (3)
Consulting
Education (4)
Energy/utility
Government
Healthcare (8)
Internet/catalog retail
Printing, Packaging and Direct Mail Marketing
Printing/Publishing/Media
Real Estate Brokerage; Development
Retail
Sales and Service of semi-trailers for transportation industry

What is the annual revenue of your organization?		
Answer Options	Response Percent	Response Count
Under \$1 million	7.59%	6
\$1 - \$9.9 million	12.66%	10
\$10 - \$19.9 million	7.59%	6
\$20 - \$50 million	16.46%	13
Over \$50 million	55.70%	44
Answered Question		79

What is your current employee count?		
Answer Options	Response Percent	Response Count
Under 10 employees	3.45%	3
10 - 50 employees	2.30%	2
51 - 100 employees	5.75%	5
101 - 250 employees	20.69%	18
Over 250 employees	67.82%	59
Answered Question		87

In what areas are you currently hiring in or planning to hire in the next 12 months? Select all that apply.		
Answer Options	Response Percent	Response Count
Accounting/Finance	39.51%	32
Customer Service/Call Center	43.21%	35
Engineering	32.10%	26
Human Resources	20.99%	17
Information Technology	43.21%	35
Manufacturing/Production	38.27%	31
Operations	43.21%	35
Purchasing	13.58%	11
Sales/Marketing	39.51%	32
Other (please specify)	29.63%	24
Answered Question		81

Other
Clinical Areas, General Support Areas, Nursing Education Levels, Rehab Areas, Behavior Modification Areas, Provider Areas, etc.
Construction employees such as electrical apprentices and journeymen and data communications apprentices, installers, and technicians
Day Care Teachers, Adult Instructors - working with clients with disabilities, life guards
Drivers, mechanics, laborers, project managers, office support staff
Entry-level medical (medical assistant, etc.), collections, entry level accounting/billing/data entry
Faculty (Instructors) (3)
Health Care Professionals
Instruction, Welding, Hospitality
Logistics
Mechanical Design
Medical, equipment operators, social workers, law enforcement
Nursing (CNA's, RN's, LPN's), Housekeeping, Food Service, dietary (2)
Office/Clerical/technical
Other positions would be outside of the New North in other states
Project Management and safety, designers (2)
Safety/Environmental
Underwriting, Workforce Planners
Weatherization/insulators

What type(s) of schools do you currently recruit from? Select all that apply.

Answer Options	Response Percent	Response Count
High schools	32.05%	25
Technical schools	79.49%	62
4-year colleges	79.49%	62
Other (please specify)	11.54%	9
Answered Question		78

Other
Depends on position
Experienced individuals
Graduate Schools
Master Programs, PhD Programs, MD/Med Schools, etc.
Online recruitment services; professional recruiters
PhD degree institutions
Various Minority Websites
Walk in traffic only. High Schools do not respond to our requests since we look for entry level workers - no secondary education necessary

What methods do you use to recruit students? Select all that apply.

Answer Options	Response Percent	Response Count
Job fairs	71.05%	54
On-site campus visits other than job fairs	44.74%	34
Career center job postings	88.16%	67
Other (please specify)	27.63%	21
Answered Question		76

Other
Career Builder, Monster (6)
College career web-site
CP Website, Job Net
Direct mailing, instructor networking
Hire students from UW-Green Bay
Internet postings
Newspaper (3)
No - do not hire entry level from schools
Online job boards
Radio, signs, website
Referrals
Regional Job Fairs (e.g. National Black MBA, Society of Women Engineers)
Student/intern page on career site.
TechNet for WI technical colleges
Web sites, Recruiters, Professional Journals, etc
Word of mouth (2) Nation Jobs job board

What are the top three reasons that employees have left your organization within the last year?

Answer Options	Response Percent	Response Count
Higher compensation	53.66%	44
Better benefits	8.54%	7
Desire for increased work/life balance	28.05%	23
Personal issues (i.e. family care)	56.10%	46
Employee felt he/she were not a good fit with company culture	20.73%	17
Poor performance (involuntary separation)	59.76%	49
Employee felt that he/she was not a good fit within local community	2.44%	2
Retirement	29.27%	24
Other (please specify)	29.27%	24
Answered Question		82

Other

A new challenge
Advancement opportunity (9)
Attendance (3)
Downsizing
Inability to perform very physical work
Left for position that better fit the education/experience they have/ job growth
Merger-related voluntary severances
N/A - I am fortunate to have zero turn over to date
Relocation of employee or spouse (5)
Seeking other types of work that better align with their interests
Graduation (interns leaving)
Too many hours and don't want to travel

On a scale of one (negative affect) to five (positive affect), how do you feel the following affect your organization's ability to recruit and retain talent?

Answer Options	1 - Negative Affect	2 - Slightly Negative Affect	3 - Neutral	4 - Slightly Positive Affect	5 - Positive Affect	Rating Average	Response Count
Availability and quality of education	1	8	16	36	20	3.81	81
Overall community	1	11	17	33	19	3.72	81
Healthcare	3	6	22	35	14	3.64	80
Arts and Entertainment	4	14	35	24	2	3.08	79
Sports and Recreation	4	7	29	37	4	3.37	81
Culture and Diversity	13	24	27	13	3	2.61	80
Employment Opportunities	7	16	16	34	8	3.25	81
Answered question							81

Do you offer relocation assistance?		
Answer Options	Response Percent	Response Count
Yes	70.00%	56
No	28.75%	23
No, but planning to	1.25%	1
Answered Question		80

If you offer relocation assistance, do you feel it positively assists in the recruiting process?		
Answer Options	Response Percent	Response Count
Yes	89.29%	50
No	10.71%	6
Answered Question		56

If you offer relocation assistance, what types do you offer? Select all that apply.		
Answer Options	Response Percent	Response Count
Home search	51.72%	30
Mortgage/rent reimbursement	51.72%	30
Mover reimbursement	93.10%	54
Other (please specify)	17.24%	10
Answered Question		58

Other
Cash and expense reimbursements for lease/rent agreements
Depends upon level of position. Typically assistance in moving personal belongings and 1-2 weeks temporary living
For higher level positions we offer closing cost; pay for realtor fees
Lump sum (3)
Short-term travel expenses
Storage, closing costs
Temp living (2)
These are offered for select positions, not the majority of positions

Do you currently offer any type of assistance to a new employee's spouse/partner when new to the area?		
Answer options	Response Percent	Response Count
Yes	31.17%	24
No	68.83%	53
Answered Question		77

**If you do offer assistance to a new employee's spouse/partner, what types of services are offered?
Select all that apply.**

Answer options	Response Percent	Response Count
Job search assistance	65.38%	17
Daycare selection	19.23%	5
Community tour	76.92%	20
Other (please specify)	26.92%	7
Answered Question		26

Other
Case by case basis, at least a community tour, and more if needed
Connection to community resources
Home selection, school information
Make contacts within community, let companies know someone who might have skills they could use is available
Nothing formal
Numerous resources on our website and contact information. We are looking into other alternatives to connect with area companies to share employment resources
Offered for selected positions

If you do not currently offer assistance to a new employee's spouse/partner, what services would you be interested in offering? Select all that apply.

Answer Options	Response Percent	Response Count
None	19.57%	9
Job search assistance	52.17%	24
Daycare selection	32.61%	15
Community tour	58.70%	27
Other (please specify)	8.70%	4
Answered Question		46

Other
Direct contact with other area companies who have vacancies to place spouses/partners into positions
Most of our team members are from the area; our recruiting is done in the region so this section really isn't applicable to our organization
Resume to other employers
We rarely bring employees in from too far away. It's not that we don't want to help spouses, but we just have not had to in the past

Are you currently involved in any other affinity groups or organizations, e.g. tech groups, industry organizations, geographic area associations etc.?

Answer Options	Response Percent	Response Count
Yes	59.72%	43
No	40.28%	29
Answered Question		72

If you are involved in other affinity groups, please list those that you are a part of.

Answer Options	Response Count
	40
Answered Question	40

Area HR Directors Group
Associated Builders and Contractors (ABC), Associated General Contractors (AGC), WMC, Fox Valley Electrical Contractor's Association
Electronic Manufacturing Services organizations, Functional organizations
Tech college advisory boards
Chamber (6)
Each department may be involved in numerous groups or organizations related to their area of specialty
Fond du Lac HR Association, Wisconsin Bankers Association
Fox Valley Workforce Development, FABOH
HR Executive Networking
HR Leadership Roundtable (Right Management)
Society for Human Resource Management (19)
HR Roundtable (2)
Lakeshore Area Human Resources Association (3)
American Society of Clinical Pathologists, Franciscan Sisters of Christian Charity
Manitowoc and Sheboygan Society of Human Resources
Have had Tech group memberships, A number of industry specific groups (MEA, EEI, etc.)
NEWTLUG, CIRTN, Fox Valley Excellence Consortium
Number of initiatives associated with LTC, State and manufacturing partnerships
Oshkosh Area HR Group, Ripon Area HR Group, Rural Wisconsin Healthcare Cooperative
Oshkosh Business Coalition on Health, MRA Round tables, FVTC Lean
Outdoor Power Equipment Institute, TEC/EA, New North, NEW Manufacturing Alliance, ASME, NAM, WMC
Partners in Education, Business Advisory Board -- Fox Valley Technical College
PPMA, Paper Council
Printing Industries of Wisconsin, Oshkosh Area HR Roundtable, Ripon Area HR Roundtable
Right Management HR Roundtable, UWO HR Advisory Committee, New North Business and Higher Education Sub-Committee
Several - There are too many to list
HR Roundtable, Wisconsin Family Business Association
TEC, Paranet
Wisconsin Inventors Network, Wisconsin Innovation Network
Wisconsin Technical College System (HR, Recruiting), CUPA
WSHHRA--group of HR professionals in healthcare industry. Many members of our company are involved in similar groups. (2)

If you are not involved in an affinity group, what types might you be interested in joining?

Answer Options	Response Count
	6
Answered Question	6

Depends on value.
Economic Development, Non-profit Boards
Healthcare, Workforce Recruitment
Manufacturing Alliance, Lakeshore Area Human Resources Association
PULSE, Local SHRM Chapter
Technical college programs for Printing and Publishing

Would you be willing to use NEW North marketing/regional collateral pieces along with your organizational promotions materials?

Answer Options	Response Percent	Response Count
Yes	97.18%	69
No	2.82%	2
Answered Question		71

If NEW North sponsored and represented organizations at a regional college recruitment initiative, would you participate?

Answer Options	Response Percent	Response Count
Yes	36.11%	26
No	5.56%	4
Depends upon the details	58.33%	42
Answered Question		72

What would you like to see NEW North do in the areas of attracting and retaining employees?

Answer Options	Response Count
	34
Answered Question	34

Advertising and Promotional efforts---print material, media, etc. (5)
Assist with establishing contacts and connections for spouses and dual career couples
Communicating why this area is a great place to work and live to attract people from big cities. Providing information for employers on how to best attract candidates from outside of the area (2)
Continue to assist in bringing in more cultural diversity (2)
Create the jobs and opportunities and the employees will come
Develop a regional identity/brand that is attractive to potential employees. Provide collateral in support of recruiting. Provide some form of social/business networking opportunities for new arrivals
Do something to draw call center professionals to the area. Do something to retain corporate headquarters in the area and draw new businesses here with corporate headquarters
Education on the recruiting process for potential hires
Focus on marketing the community as a place candidates want to reside. (2)
I am not that familiar with the NEW North, so more information about how they could help would be a good place to start
I would like to see some effort put into building a training/education path and marketing of the mechanic trade similar to what was done for welding and health care recently
Job fairs, relocation assistance (not financial), assist spouses with finding employment
Most of our job openings are for unskilled labor, yet it is still difficult to find individuals who have the work ethics we desire; (good attendance, good quality, motivation, etc.). For this type of position, I believe it is necessary to start with late grade school and high school age students to instill the value of work ethics. Many top jobs in a production facility are obtained by being promoted from within; those who get promoted are those who have good work ethics
Need to dispel concerns over northern weather and lack of diversity in the community.
Networking available skills of incoming spouses
Offer a relocation assistance program.
Offer ideas on what is upcoming in terms of the best ways to attract and retain. What are other employers doing, etc.?
Offer Web Site Resources to area
Our organization needs help in recruiting/retaining entry level warehouse workers. We also need help with front line supervision positions
Partner with companies on offering spousal support....New to the area support groups (to network as a mom, or a job seeker), assistance locating the right schools and daycares, provide someone that can offer the spousal support for our new employees to ease the burden of a new job PLUS a new location
Possibly working with the colleges on touching base with alumni
Promote the area Elementary and Secondary School. I am aware that many of the physicians that relocate to the Lakeshore area move here because of the quality of the private and public schools
Promoting the region as a great place to live. We find it hard to attract people who do not have a natural tie to the area. Without that, we hear: too rural, too little to do, not diverse, limited career choices
Provide information to small business in recruiting into area
Regional Collateral Piece, Job Fairs
Simply education about the opportunities and offerings
This is a difficult question because it comes down to the economic health and growth of Wisconsin. Does NEW North have the power to truly influence the state legislature to change tax levies, employer burdens, and other requirements on employers to do business in Wisconsin. One area the NEW North could influence perhaps is the overall marketing of Wisconsin or the NEW North area. It doesn't all have to be about cows, cheese, or even cheese heads

Overall, what value do you see in being part of the NEW North community?

Answer Options	Response Count
	38
Answered Question	38

Ability to network with other organizations facing similar recruitment challenges (4)
Advertising, promotion (2)
By promoting a region and its strengths, creates a more positive image in the mind of possible candidates
Collaboration adds strength to promoting the area. It gives you more resources, more diversity, and more ideas. Success for one NEW North sector should spill over into success for other sectors (5)
Combining with other organizations to openly share the positives of NEW
Don't know yet!
Easing the transition for new employees
Except for nurses, we have been able to fill the positions we have open. It has probably been a year or more since I placed an ad in the paper. Word of mouth is a big draw here
Good area for employment and to raise a family
Greater understanding of current issues impacting our communities
I have yet to figure that out. In the committee I am on, we haven't gotten very far
I'm very supportive of this initiative, I think it's terrific. Days are past when you could fill all your needs locally
In direct benefits of association once brand is further developed and better know outside of the region
It has its potential
It would be of great value to my clients and I could represent or assist there presence/involvement
It's a good opportunity to network with others who might be seeing the same challenges when it comes to attracting and retaining top talent
Keeping informed on what current trends are. Helping other members in attracting talent to our area and keeping talent here
Leverage the area's strengths because as anyone who lives here know, once you come here most people love it and will stay
More Dialogue, More Interaction Opportunities
Mutual promotion of the area as a destination for good employment and lifestyle options. Provide a united voice in public affairs to encourage public policy decisions is not detrimental to our ability to attract talent (i.e. taxes, regulations, etc.)
New North enables all to unit in the same direction to make a positive impact on our Region by attracting new businesses and new employee
Not sure for our organization since the vast majority of our Associates reside in other areas of the country
Since we are a small rural area about 45 minutes from Appleton, we find that the majority of our employees are from a 20 miles radius. We rarely have management, leadership or technical positions available. Most of our hiring is for entry level production jobs
The fact that there is a group working on these types of initiatives is great!
The value I see in the NEW North community is that it can really be a great resource for all local businesses. They have a greater outreach than one sole business can have on their own
The whole is greater than any of the parts. Collaboration and teamwork are the ways to a more successful future
To keep myself in tuned with what's going on
Value of offering promotional materials and data about the region
Working with other similar companies with similar issues and partnering with them to help all of us achieve our recruiting goals