

# Frequencies

## Statistics

Do your entry-level positions normally require a college diploma or equivalent or higher?

N	Valid	255
	Missing	5

Do your entry-level positions normally require a college diploma or equivalent or higher?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	68	26.2	26.7	26.7
	No	187	71.9	73.3	100.0
	Total	255	98.1	100.0	
Missing	System	5	1.9		
Total		260	100.0		

## Tables

What are the top three types of entry level jobs you have the hardest time filling in your organization?

	Percent selecting
Administrative / clerical	40.4%
Other	34.6%
Customer service	27.3%
General labor	18.8%
Manufacturing	18.1%
Janitorial/ housekeeping	12.7%
Sales / retail	11.9%
Food service	8.5%
Data entry	7.7%
Transportation	6.2%
Not applicable / out source entry level	5.0%

## Case Summaries

	What are the top three types of entry level jobs you have the hardest time filling in your organization? (Please select only three options.).Other
3	lease administration, accountant
8	College educated engineers and information technologists
12	Health related positions
14	Law Enforcement - Corr. Officers
15	Technical (Engineering)
17	Forest Technician, Forester, Programmer
21	Part time faculty
22	Analyst (often recent college grads)
25	Technical/computer
28	Construction Trades
29	Engineering

### Case Summaries

	What are the top three types of entry level jobs you have the hardest time filling in your organization? (Please select only three options.).Other
33	Loss Prevention
34	Warehousing
35	Architecture and Surveying
38	Scheduling
54	cleared security
56	basic technical positions
57	Architects
62	IT
63	No positions are entry level
65	Direct Care Assoc. (Nurses Aids)
66	Stewarding (kitchen clean-up personnel)
68	CDL Operators
71	Nursing aides
75	9-1-1 Operators
81	Social Workers/Therapist
83	Mechanic
88	Social Workers
89	Juvenile Corrections Workers
92	Telephone collectors
97	Accounting, Contracts, Engineering
101	nursing
103	Dispatch
106	Network Administrators
107	Contract Employees
113	electronic manufacturing
115	p/t switchboard operators
119	Firefighter / Emergency Medical Technician (Trainee)
124	operations research
125	GISTech
126	foreclosure/bankruptcy
130	Maintenance/Technical
135	Jr. Cost Analysts
137	Animal Control Officers, Kennel Attendants, and Radio Technicians
140	part time evening staff
144	Medical Billing
145	finance
147	lifeguard
149	Skilled labor
151	Security Guards
152	technicians
154	CAD Technicians
157	healthcare
163	Maintenance
165	Nursing assistants
166	Network Administrators
168	Direct support staff
169	Copy Editors
170	Banking -Tellers
174	production assistant
178	Civil Engineer
181	Security

### Case Summaries

	What are the top three types of entry level jobs you have the hardest time filling in your organization? (Please select only three options.).Other
188	Accounting positions
189	chemical engineers & Industrial Hygiene staff
191	Civil Engineers
192	P&C claim examiners
194	Human Service Direct Care
195	Engineer / Skilled Maintenance
197	Grants Administration Assistant
200	Building Maintenance
202	no difficulty
203	Recreation
205	Maintenance
211	certified Nurse Aides
212	Chemical Lab Technician
213	DIRECT SUPPORT PROFESSIONALS
218	medical coding
221	Professional Level Consultants
223	Building and Grounds Workers
225	we are a staffing company
226	Technical
231	Healthcare aides
236	Engineering
239	Maintenance
244	Buyer, Accountant
254	care providers for disabled clients
255	Corrections Positions

## Frequencies

### Frequency Table

What is the average annual turnover rate in entry level positions in your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 10%	89	34.2	34.5	34.5
	Between 10% and 25%	103	39.6	39.9	74.4
	Between 26% and 50%	34	13.1	13.2	87.6
	Between 51% and 75%	12	4.6	4.7	92.2
	Greater than 75%	9	3.5	3.5	95.7
	Not applicable	11	4.2	4.3	100.0
	Total	258	99.2	100.0	
Missing	System	2	.8		
Total		260	100.0		

**What % of annual entry level turnover is due to involuntary termination in your organization?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 10%	190	73.1	77.6	77.6
	Between 10% and 25%	36	13.8	14.7	92.2
	Between 26% and 50%	9	3.5	3.7	95.9
	Between 51% and 75%	7	2.7	2.9	98.8
	Greater than 75%	3	1.2	1.2	100.0
	Total	245	94.2	100.0	
Missing	System	15	5.8		
Total		260	100.0		

**Tables**

**What are the top three types of entry level positions within your organization that you experience the most turnover?**

	Percent Selecting
Administrative / clerical	36.5%
Other	25.8%
Customer service	23.1%
General labor	18.8%
Manufacturing	16.5%
Janitorial/ housekeeping	13.5%
Sales / retail	9.2%
Food service	8.1%
Data entry	7.7%
Transportation	5.4%
Not applicable / outsource entry level	5.4%

**Case Summaries**

	What are the top three types of entry level positions within your organization that you experience the most turnover?  (Please select only three options.).Other
8	engineering and computer science
12	Health related positions
14	Law Enforcement - Corr. Officers
17	Forest Technician, Forester
21	adjunct faculty
22	Analyst
25	Technical/computer
28	Construction Trade Helper
33	Loss Prevention
35	Surveying
46	Nuclear trained
57	cleared security guards
58	electronic technician
62	IT
63	NA
68	emergency dispatchers

### Case Summaries

	What are the top three types of entry level positions within your organization that you experience the most turnover?  (Please select only three options.) Other
71	Nursing aides
75	9-1-1 Operations
81	social workers/Therapist
89	Juvenile Corrections/Youth Care Wkr
92	Collectors
101	nursing
103	Dispatch
106	Security Guards
107	Contract Employees
114	Inventory/Shipping
124	cleared support staff who are placed off-site
125	GIS Tech
131	Accounting
135	Jr. Cost Analyst
137	Public Sector CSB & Kennel Attendants
140	part trme evening staff
144	Medical Billing, Medical Documentation
147	Supervised play area and lifeguard
149	Skilled Labor
152	cable technicians
157	certified nursing assistant
161	Certified Nursing Asst.
165	nursing assistants
166	Network Administrators
168	Direct service
170	Tellers
174	production assistant
177	engineers
189	industrial hygiene and technicians
194	Direct Care
196	Order Selection
203	Recreation
205	Maintenance
211	Certified Nurse Aides
212	Have Excellent Retention
213	DIRECT SUPPORT PROFESSIONALS
215	attorneys
223	Building and Grounds Workers
225	we are a staffing service
226	Warehousing
231	healthcare aides
236	Engineering
246	fitness/recreation
254	care providers for disabled clients
255	Corrections/Law Enforcement

### Tables

**Please identify the three most common reasons for all entry level employee departures from your company, both voluntary and involuntary.**

	Percent selecting
Tardiness/Absenteeism	45.8%
Poor Performance	45.4%
Better position with another organization	35.4%
New job	29.2%
Interpersonal skill problems/ attitude	20.4%
Dissatisfaction with supervisor, with company, with job	18.5%
Compensation/Benefits	15.0%
Job abandonment	14.2%
Personal Problems	11.5%
Other	9.6%
Scheduling issues	8.5%
Consistent policy violations	7.7%
Planned turnover / temporary employment	6.9%
Transportation	5.4%
Health	2.3%
Inadequate training	3.8%
Substance abuse	1.5%
Dress code	

### Case Summaries

	Please identify the three most common reasons for all entry level employee departures from your company, both voluntary and involuntary. (Please select only three options.).Other
12	Retirement
33	Commute
40	Poor skill set / lack of technological knowledge
43	Not enough hours
44	School schedule/grades
63	NA
75	Not able to perform the job duties.
81	Mental demands of the job
85	Seasonal Employment
97	career change, return to higher education
117	US ARMY-THE WAR
125	commute
126	Reduction in Force
128	Continue Education
130	Excessive OT
154	Going back to school
170	career growth
172	EE moving out of area
185	1. spouse relocation 2. retirement
188	Relocation
189	too expensive to live in DC area
192	Relocation
221	Planned Career Transition
230	family reasons

### Tables

**The 21st century workforce is always changing. What skills do you foresee that your organization will need in the near future?**

	Percent selecting
Computer literacy	59.6%
Critical thinking	54.6%
Customer service	43.8%
Basic math	9.6%
Interpersonal communication	61.2%
Peer interaction	12.7%
Creativity	14.2%
Organizational	12.3%
Other	10.0%

### Case Summaries

	The 21st century workforce is always changing. What skills do you foresee that your organization will need in the near future?  (Please select only three options.).Other
5	writing
12	Professional health training/skills
15	New Supervisor training
16	initiative
22	Advanced math & data mapping
28	Trade Knowledge
44	nursing/patient care
66	Instil the idea that every job is not going to make \$50K a year
74	Telecommuting
75	Basic english and math abilities.
77	Electronics for Heavy Industry
92	Proficient computer skills
97	strong writing skills
101	nursing
108	Healthcare professional training
114	numbers perception
117	COMBAT READINESS
121	ability & willingness to perform manual labor
152	electronic skills
164	Work ethic
174	digital
181	Growing Pains
214	Life skills that encourage strong work ethic
221	Work/ Life Management (Management of Workload)
224	mechanical skills
241	Training & Development

### Tables

**Do you hire individuals without any experience? Please check all boxes below that apply to the types of training you provide.**

	We do not hire individuals who lack experience/ We do not pr
Job Specific training	67.7%
Management/ Supervisory training	42.7%
Safety/ CPR training	40.4%
Clerical/Computer training	36.2%
Customer service training	35.8%
We do not hire individuals who lack experience/ We do not provide training	14.6%
Vocational/ Equipment training	27.7%
Diversity/ Sensitivity training	25.8%
Technical/ Office Equipment	23.8%
Communication training	23.5%
Financial training	7.7%
Other	5.4%
Language training	4.2%

### Case Summaries

	Do you hire individuals without any experience? Please check all boxes below that apply to the types of training you provide..Other
3	accounts payable/receiveable
28	Apprenticeship in four trades
45	Orientation to the organization
71	Orientation to the work environment
75	9-1-1 Operations...train on-the-job
78	Compliance
106	Housekeeping
108	We train in housekeeping and Dietary
117	US ARMY -COMPLETE GED
121	Sexual harassment training
129	Lean Manufacturing
172	It varies depending on the position.
197	Grants specific training
209	HIPAA compliance training / confidential information training

## Frequencies

### Frequency Table

How do you conduct entry level employee training?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Internally	151	58.1	68.9	68.9
	Outsource	2	.8	.9	69.9
	Combination	66	25.4	30.1	100.0
	Total	219	84.2	100.0	
Missing	System	41	15.8		
Total		260	100.0		

**How much do you invest in entry level employee training annually (Including speakers, consultants, workshops, conferences, literature, etc.)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than \$25,000	126	48.5	57.5	57.5
	\$25,000 to \$50,000	28	10.8	12.8	70.3
	\$51,000 to \$100,000	9	3.5	4.1	74.4
	\$101,000 to \$ 250,000	7	2.7	3.2	77.6
	More than \$250,000	11	4.2	5.0	82.6
	Don't Know	38	14.6	17.4	100.0
	Total	219	84.2	100.0	
Missing	System	41	15.8		
	Total	260	100.0		

**Tables**

**From the list below, please identify the top three most important competencies you expect in your new entry level hires.**

	Percent selecting
Positive attitude / respectful	55.4%
Productivity	42.7%
Follows directions	30.4%
Motivation	27.7%
Punctuality	26.2%
Peer interaction / interpersonal skills	23.5%
Problem-solving	20.0%
Communication	17.7%
Critical thinking	14.2%
Flexibility	10.8%
Basic literacy	7.7%
Appropriate attire	6.5%
English proficiency	5.4%
Other	3.1%
Creativity	2.3%
Good personal hygiene	1.2%

**Case Summaries**

	From the list below, please identify the top three most important competencies you expect in your new entry level hires. (Please select only three options.).Other
12	Job related skills
17	technical experience and skills
29	Job Specific
36	Computer literacy
63	NA
121	Safety
144	Strong Work Ethic
225	Three options is not enough

**Tables**

**From the list below, please identify the top three areas in which your new entry level hires are most deficient.**

	Percent selecting
Motivation	33.5%
Problem-solving	31.9%
Critical thinking	30.4%
Punctuality	26.5%
Communication	24.6%
Positive attitude / respectful	19.6%
Peer interaction / interpersonal skills	18.5%
Productivity	18.1%
Follows directions	12.3%
Appropriate attire	13.1%
Flexibility	11.5%
English proficiency	6.9%
Other	6.5%
Basic literacy	5.4%
Creativity	5.8%
Good personal hygiene	.8%

**Case Summaries**

	From the list below, please identify the top three areas in which your new entry level hires are most deficient. (Please select only three options.).Other
5	writing
8	none
12	Job related skills
17	technical experience
27	computer skills
97	written communication skills
119	Excellent morals/character/ethics
127	Attendance
135	Not aware of specifics
176	common sense
212	New Hires must meet job standards, or not hired.
221	Industry Specific Knowledge

**Tables**

**What are the three most significant challenges you face with entry level job applicants?**

	Percent selecting
Lack of work experience	61.9%
Poor interpersonal skills	40.8%
Lack of sufficient education	25.4%
Criminal background	20.4%
Other	16.2%
No reliable transportation	14.2%
Language barriers / English proficiency	13.1%
Failed drug testing	11.5%
Bad driving record	7.3%
Literacy limitations / illiterate	6.9%
Poor credit history	6.2%
Hygiene / appearance	5.8%
Not credentialed to work in the US	4.6%
Inability to secure a security clearance	4.2%
Not having an existing security clearance	3.8%

### Case Summaries

	What are the three most significant challenges you face with entry level job applicants? (Please select only three options.).Other
5	Don't show up for interviews
12	Always looking for better positions
27	limited computer skills
29	Job Specific Experience
39	dependability
45	Poor work history - attendance and/or performance
61	Lack of stable work experience
63	NA
66	No motivation or desire to work an entry level job.
69	Motivated to continue to work
75	Seems unwilling to work the hours needed to get the job done...or does not 'want' to come to work on a regular basis.
83	Performance
85	Bring a lot of personal baggage/drama to interview
88	Attendance/punctuality
89	Understanding of juvenile corrections
97	communication skills
108	Not qualified for professional positions
117	ADAPT TO MILITARY LIFE
122	Lack of customer service skills
123	Education
144	No career ambitions - just looking for a job
151	Tardy
154	Job Hopping-moving around too much
159	organizational skills
165	lack of specific skills
168	Poor Work Ethics
179	Independent thinkers,
181	Initiative and Drive
185	unrealistic expectations for compensation and advancement
195	GED or HS Diploma
200	job hopper
214	Lack of desire to work
219	poor work ethics
221	Do Not Experience Above-Noted Problems
223	Poor attendance
224	unsatisfactory work history
237	poor cultural fit
241	Work Ethic
247	Follow up, Initiative
253	bad attitude

### Tables

**What are your organization's top three methods of entry level employee recruitment?**

	Percent selecting
Print ads (classified/display)	59.2%
Internet ads (classified/display)	51.5%
Word of Mouth/personal recommendations	46.9%
Website	45.0%
Internal recruiter/HR	34.6%
Outside recruiters/temporary services	18.1%
Job fairs	14.6%
Other	4.6%
Radio ads	1.9%
Window banner/signs/onsite electronic application centers	1.9%
Print materials/flyers/brochures	1.9%
Television ads	.8%

### Case Summaries

	What are your organization's top three methods of entry level employee recruitment? (Please select only three options.).Other
33	Employment Commission
61	Employee Referrals
112	Campus bulletin board
174	colleges/universities career centers
180	Employment Commission
195	VEC
212	Applications Accepted at location.
220	VEC
221	Knowledge Sharing among like Professional organizations
223	campus web site
224	State employment commission
253	walk in

## Frequencies

### Frequency Table

How much does your organization invest annually in entry level employee recruitment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than \$25,000	164	63.1	63.6	63.6
	Between \$25,000 and \$50,000	58	22.3	22.5	86.0
	Between \$51,000 and \$100,000	15	5.8	5.8	91.9
	More than \$100,000	21	8.1	8.1	100.0
	Total	258	99.2	100.0	
Missing	System	2	.8		
Total		260	100.0		

**Please rate the quality of individuals referred to your organization from non profit agencies and state or local programs. Would you say...**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non profit/ program referrals are of a higher quality...	10	3.8	4.4	4.4
	There is no difference between the two	147	56.5	65.3	69.8
	Non profit/ program referrals are of a lower quality...	68	26.2	30.2	100.0
	Total	225	86.5	100.0	
Missing	System	35	13.5		
Total		260	100.0		

**How likely are you to use employment or temporary staffing agencies to fill entry level positions in the next year?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very likely	47	18.1	18.4	18.4
	Somewhat likely	45	17.3	17.6	36.1
	Not sure	22	8.5	8.6	44.7
	Somewhat unlikely	34	13.1	13.3	58.0
	Very unlikely	107	41.2	42.0	100.0
	Total	255	98.1	100.0	
Missing	System	5	1.9		
Total		260	100.0		

**Please rate the quality of individuals you recruit from "for profit" staffing agencies for entry level positions. Would you say...**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agency recruits are of a higher quality than direct hires	26	10.0	11.5	11.5
	There is no difference between the two	159	61.2	70.0	81.5
	Agency recruits are of a lower quality than direct hires	42	16.2	18.5	100.0
	Total	227	87.3	100.0	
Missing	System	33	12.7		
Total		260	100.0		

**Tables**

**Why do you believe agency recruits are of a lower quality than direct hires?**

	Percent selecting
Inability to understand employer expectations	11.5%
Lack of pre-screening for your minimum required skills or experience	8.8%
Lack of job understanding	7.7%
Lack of interview skills	3.1%
Lack of strong communication skills	1.9%

## Tables

### Why do you believe non profit/ program referrals are of a lower quality than direct hires?

	Percent selecting
Lack of pre-screening for your minimum required skills or experience	16.9%
Lack of job understanding	14.2%
Inability to understand employer expectations	13.5%
Lack of strong communication skills	9.2%
Lack of interview skills	6.9%

## Tables

### What services does your business currently out source (all or in-part)?

	Percent selecting
Environmental services (custodial / pest control / grounds maintenance)	36.2%
None	33.8%
Document destruction	27.7%
Employee training / professional development / skills based	21.5%
Laundry services	14.6%
Other	10.8%
Recruitment	10.8%
General labor	8.1%
Production (packaging / assembly / manufacturing / mailroom service)	5.0%
Electronics / computer recycling	6.9%
Clerical / data entry	3.5%
Customer service	2.7%

### Case Summaries

What services does your business currently out source (all or in-part)? (Please select all that apply).Other	
3	payroll
6	mail services, housekeeping
14	Food Service, Medical Services and Commissary Service
15	Waste water treatment and water reclamation
41	financial
44	physical/occupational therapy
47	janitorial
53	Human Resources
61	Human Resources and Bookkeeping
63	IT
89	Food Service/Medical Services
94	food, security
106	Houskeeping and Security
137	custodial
164	COBRA Administration, Compensation Analysis, Auditing
168	We are non-profit: Development, fund raising, grant writing
169	Distribution
178	Some other HR functions
183	transcription
185	courier
192	payroll and benefits
197	Payroll
217	Payroll
218	some medical coding
221	Accounting, Payroll, & Legal Services
236	Benefits
237	bookstore
239	Cleaning and Yard Labor

## Frequencies

### Frequency Table

How do you conduct entry level employee training?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Internally	185	71.2	71.7	71.7
	Outsource	1	.4	.4	72.1
	Combination	66	25.4	25.6	97.7
	N/A	6	2.3	2.3	100.0
	Total	258	99.2	100.0	
Missing	System	2	.8		
Total		260	100.0		

**How much do you invest in entry level employee training annually (Including speakers, consultants, workshops, conferences, literature, etc)?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than \$25,000	159	61.2	61.9	61.9
	Between \$25,000 and \$50,000	35	13.5	13.6	75.5
	Between \$51,000 and \$100,000	10	3.8	3.9	79.4
	Between \$101,000 and \$250,000	8	3.1	3.1	82.5
	More than \$250,000	8	3.1	3.1	85.6
	Don't know	37	14.2	14.4	100.0
	Total	257	98.8	100.0	
Missing	System	3	1.2		
Total		260	100.0		

**What do you believe is the core mission of Goodwill Industries?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To offer discounted clothing and household goods to...	58	22.3	22.4	22.4
	To provide substance abuse treatment and...	8	3.1	3.1	25.5
	To provide food and shelter for the poor and indigent	7	2.7	2.7	28.2
	To provide job training and employment services	130	50.0	50.2	78.4
	To support community based disaster relief services	5	1.9	1.9	80.3
	Don't know	51	19.6	19.7	100.0
	Total	259	99.6	100.0	
Missing	System	1	.4		
Total		260	100.0		

**How important is this mission, presently, to your company's goals?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. Least Important	49	18.8	19.0	19.0
	2.	41	15.8	15.9	34.9
	3.	86	33.1	33.3	68.2
	4.	40	15.4	15.5	83.7
	5. Extremely Important	42	16.2	16.3	100.0
	Total	258	99.2	100.0	
Missing	System	2	.8		
Total		260	100.0		

**How important do you think this mission should be to your company's goals?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. Least Important	28	10.8	10.9	10.9
	2.	34	13.1	13.2	24.0
	3.	73	28.1	28.3	52.3
	4.	58	22.3	22.5	74.8
	5. Extremely Important	65	25.0	25.2	100.0
	Total	258	99.2	100.0	
Missing	System	2	.8		
Total		260	100.0		

**What is your company's annual gross revenue?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than \$1 million	16	6.2	7.5	7.5
	Between \$1 million and \$10 million	54	20.8	25.2	32.7
	Between \$11 million and \$25 million	36	13.8	16.8	49.5
	Between \$26 million and \$50 million	32	12.3	15.0	64.5
	Between \$51 million and \$100 million	22	8.5	10.3	74.8
	More than \$100 million per year	54	20.8	25.2	100.0
	Total	214	82.3	100.0	
Missing	System	46	17.7		
Total		260	100.0		

**What industry best describes your business? (Please select only one option.)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administrative Services	2	.8	.8	.8
	Advertising / Broadcasting & Entertainment	5	1.9	2.0	2.7
	Construction	6	2.3	2.3	5.1
	Education & Health Services	19	7.3	7.4	12.5
	Financial Services	16	6.2	6.3	18.8
	Healthcare	19	7.3	7.4	26.2
	Information Technology	12	4.6	4.7	30.9
	Legal	6	2.3	2.3	33.2
	Leisure & Hospitality	4	1.5	1.6	34.8
	Manufacturing	41	15.8	16.0	50.8
	Non Profit / Association	25	9.6	9.8	60.5
	Professional & Business Services	20	7.7	7.8	68.4
	Public Administration/ Government	19	7.3	7.4	75.8
	Retail Trade	5	1.9	2.0	77.7
	Transportation & Warehousing	4	1.5	1.6	79.3
	Utilities	4	1.5	1.6	80.9
	Other	49	18.8	19.1	100.0
	Total	256	98.5	100.0	
Missing	System	4	1.5		
Total		260	100.0		

What industry best describes your business? (Please select only one option.).Other

	Frequency
Valid Aerospace/Defense	2
ANSWERS ARE FOR VA LOCATION ONLY	1
apparel manufacturing/distribution	1
Bioscience	1
cable television + related services	1
Casino Gaming	1
collections	1
Commercial Real Estate and Property management	1
Communications	1
Consulting	1
consulting & engineering	1
Continuing care retirement community	1
Customer Service	1
Defense and Aerospace	1
Education & Training	1
Employment Service	1
Engineering	1
Engineering/Architecture	1
Environmental Consulting	1
Federal Gov.	1
Government Contracting	1
Graphic and Printing Services	1
Hospitality Hotel Convention Services	1
HR Consulting	1
Industrial Security	1
insurance	1
Juvenile Corrections/Juvenile Justice Services	1
local government	1
Local Government	1
Medical Supply Sales	1
Military	2
MILITARY	1
Mining	1
Publishing	1
Quasi-government	1
real estate	2
Real Estate	2
Residential Property Management	1
software developer	1
Telecommunications	1
Training and Education	1
Water Treatment	1
Wholesale Distribution	1
Total	260

**What is your total labor force from all sources (full time, part time, temp, contract employees)?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fewer than 50	36	13.8	14.3	14.3
	Between 51 and 100	26	10.0	10.4	24.7
	Between 101 and 500	98	37.7	39.0	63.7
	Between 501 and 1,000	31	11.9	12.4	76.1
	Between 1,001 and 5,000	31	11.9	12.4	88.4
	Between 5,001 and 10,000	9	3.5	3.6	92.0
	More than 10,000	20	7.7	8.0	100.0
	Total	251	96.5	100.0	
Missing	System	9	3.5		
Total		260	100.0		

**What is the zip code of the office where you work?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20006	1	.4	.4	.4
	20018	1	.4	.4	.9
	20109	3	1.2	1.3	2.2
	20110	2	.8	.9	3.0
	20112	1	.4	.4	3.4
	20121	1	.4	.4	3.9
	20132	1	.4	.4	4.3
	20151	5	1.9	2.2	6.5
	20164	2	.8	.9	7.3
	20166	3	1.2	1.3	8.6
	20170	1	.4	.4	9.1
	20171	1	.4	.4	9.5
	20175	1	.4	.4	9.9
	20176	2	.8	.9	10.8
	20190	3	1.2	1.3	12.1
	20374	1	.4	.4	12.5
	20852	1	.4	.4	12.9
	22003	3	1.2	1.3	14.2
	22030	4	1.5	1.7	15.9
	22031	3	1.2	1.3	17.2
	22032	1	.4	.4	17.7
	22033	1	.4	.4	18.1
	22042	1	.4	.4	18.5
	22046	1	.4	.4	19.0
	22102	5	1.9	2.2	21.1
	22151	1	.4	.4	21.6
	22180	2	.8	.9	22.4
	22182	1	.4	.4	22.8
	22192	3	1.2	1.3	24.1
	22195	1	.4	.4	24.6
	22201	3	1.2	1.3	25.9
22202	1	.4	.4	26.3	
22206	1	.4	.4	26.7	
22209	1	.4	.4	27.2	
22311	1	.4	.4	27.6	

What is the zip code of the office where you work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	22314	6	2.3	2.6	30.2
	22401	3	1.2	1.3	31.5
	22406	1	.4	.4	31.9
	22408	1	.4	.4	32.3
	22546	1	.4	.4	32.8
	22601	1	.4	.4	33.2
	22645	1	.4	.4	33.6
	22657	1	.4	.4	34.1
	22664	1	.4	.4	34.5
	22801	2	.8	.9	35.3
	22901	1	.4	.4	35.8
	22902	1	.4	.4	36.2
	22903	3	1.2	1.3	37.5
	22932	1	.4	.4	37.9
	22942	1	.4	.4	38.4
	22968	1	.4	.4	38.8
	22974	1	.4	.4	39.2
	23005	2	.8	.9	40.1
	23059	2	.8	.9	40.9
	23060	3	1.2	1.3	42.2
	23069	1	.4	.4	42.7
	23113	1	.4	.4	43.1
	23114	1	.4	.4	43.5
	23116	1	.4	.4	44.0
	23139	1	.4	.4	44.4
	23185	2	.8	.9	45.3
	23188	2	.8	.9	46.1
	23219	9	3.5	3.9	50.0
	23220	1	.4	.4	50.4
	23225	2	.8	.9	51.3
	23228	1	.4	.4	51.7
	23229	2	.8	.9	52.6
	23230	3	1.2	1.3	53.9
	23231	1	.4	.4	54.3
	23238	1	.4	.4	54.7
	23294	4	1.5	1.7	56.5
	23301	1	.4	.4	56.9
	23320	3	1.2	1.3	58.2
	23347	1	.4	.4	58.6
	23434	1	.4	.4	59.1
23451	1	.4	.4	59.5	
23452	2	.8	.9	60.3	
23454	1	.4	.4	60.8	
23455	1	.4	.4	61.2	
23456	1	.4	.4	61.6	
23462	3	1.2	1.3	62.9	
23464	2	.8	.9	63.8	
23501	1	.4	.4	64.2	
23504	1	.4	.4	64.7	
23510	3	1.2	1.3	65.9	
23513	1	.4	.4	66.4	

What is the zip code of the office where you work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	23603	1	.4	.4	66.8
	23604	1	.4	.4	67.2
	23606	3	1.2	1.3	68.5
	23669	3	1.2	1.3	69.8
	23690	1	.4	.4	70.3
	23803	4	1.5	1.7	72.0
	23836	1	.4	.4	72.4
	23851	3	1.2	1.3	73.7
	23860	1	.4	.4	74.1
	23891	1	.4	.4	74.6
	23901	1	.4	.4	75.0
	24012	3	1.2	1.3	76.3
	24013	2	.8	.9	77.2
	24016	1	.4	.4	77.6
	24018	3	1.2	1.3	78.9
	24019	1	.4	.4	79.3
	24060	4	1.5	1.7	81.0
	24070	1	.4	.4	81.5
	24073	1	.4	.4	81.9
	24087	1	.4	.4	82.3
	24112	3	1.2	1.3	83.6
	24115	1	.4	.4	84.1
	24151	1	.4	.4	84.5
	24153	2	.8	.9	85.3
	24319	1	.4	.4	85.8
	24333	1	.4	.4	86.2
	24343	2	.8	.9	87.1
	24382	1	.4	.4	87.5
	24401	2	.8	.9	88.4
	24450	1	.4	.4	88.8
	24477	1	.4	.4	89.2
	24501	3	1.2	1.3	90.5
	24502	3	1.2	1.3	91.8
	24503	1	.4	.4	92.2
	24504	2	.8	.9	93.1
	24517	1	.4	.4	93.5
	24523	1	.4	.4	94.0
	24527	1	.4	.4	94.4
	24531	1	.4	.4	94.8
	24540	4	1.5	1.7	96.6
24551	2	.8	.9	97.4	
24572	1	.4	.4	97.8	
24574	2	.8	.9	98.7	
24588	1	.4	.4	99.1	
24590	1	.4	.4	99.6	
24595	1	.4	.4	100.0	
	Total	232	89.2	100.0	
Missing	System	28	10.8		
Total		260	100.0		

**What percentage of your company's annual gross revenue do you estimate is generated with the Commonwealth of Virginia?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 10%	62	23.8	29.7	29.7
	10% - 19%	13	5.0	6.2	35.9
	20% - 29%	19	7.3	9.1	45.0
	30% - 39%	8	3.1	3.8	48.8
	40% - 49%	6	2.3	2.9	51.7
	50% - 59%	15	5.8	7.2	58.9
	60% - 69%	6	2.3	2.9	61.7
	70% - 79%	11	4.2	5.3	67.0
	80% - 89%	16	6.2	7.7	74.6
	90% - 99%	18	6.9	8.6	83.3
	100%	35	13.5	16.7	100.0
	Total	209	80.4	100.0	
Missing	System	51	19.6		
Total		260	100.0		

**What percentage of your company's your total labor force from all sources (full time, part time, temp, contract employees) is based within the Commonwealth of Virginia?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25%	40	15.4	16.3	16.3
	25% - 49%	29	11.2	11.8	28.0
	50% - 74%	30	11.5	12.2	40.2
	75% - 99%	47	18.1	19.1	59.3
	100%	100	38.5	40.7	100.0
	Total	246	94.6	100.0	
Missing	System	14	5.4		
Total		260	100.0		

**What best describes your position within your organization?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administrative	48	18.5	18.7	18.7
	Manager/Director	153	58.8	59.5	78.2
	VP/Senior/Executive management	49	18.8	19.1	97.3
	President / CEO / Owner / Board Member	7	2.7	2.7	100.0
	Total	257	98.8	100.0	
Missing	System	3	1.2		
Total		260	100.0		

**What is your gender?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	47	18.1	18.3	18.3
	Female	201	77.3	78.2	96.5
	Prefer not to answer	9	3.5	3.5	100.0
	Total	257	98.8	100.0	
Missing	System	3	1.2		
Total		260	100.0		

**In what range does your age fall?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Between 18 and 24	1	.4	.4	.4
	Between 25 and 34	28	10.8	10.9	11.2
	Between 35 and 44	65	25.0	25.2	36.4
	Between 45 and 54	88	33.8	34.1	70.5
	Between 55 and 64	56	21.5	21.7	92.2
	Older than 64	6	2.3	2.3	94.6
	Prefer not to answer	14	5.4	5.4	100.0
	Total	258	99.2	100.0	
Missing	System	2	.8		
Total		260	100.0		

**Tables**

**Where do you most frequently get your Human Resources news?**

	Percent selecting
Society for Human Resource Management (SHRM newsletters/websites)	97.3%
Legal newsletters/websites	53.8%
Specialized vendor/broker newsletters / websites (VEC, NISH, DRS, DSS,	40.8%
Newspapers (local)	7.3%
Other	6.5%
Newspapers (national)	5.0%
Chambers of Commerce	3.8%

### Case Summaries

Where do you most frequently get your Human Resources news? (Please select only three options.).Other	
1	Association Website
8	WorldatWork
10	shrm meetings
12	State Dept of Human Resource Management and Va Dept of Health
17	state's HR office
22	Trade publications such as Workforce and local SHRM Chapter
37	HR trade Magazines
61	HR Consultant
63	ALL
101	VANHA
104	HRCI, SIOP
120	world at work
164	HR magazine
175	corporate office updates
179	Masters classes in HR management
210	IPMA-HR
228	IPMA

### Frequencies

Would you be willing to be a paid participant in a local focus group covering the content in this survey?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	71	27.3	27.6	27.6
	No	186	71.5	72.4	100.0
	Total	257	98.8	100.0	
Missing	System	3	1.2		
Total		260	100.0		