



# PRODUCE & FLORAL HR REVIEW

*2015 - 2016 Center for Growing Talent by PMA Data Release*

Center  
for  
Growing  
Talent  
by pma

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# PRODUCE & FLORAL HR REVIEW

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## THE CENTER FOR GROWING TALENT BY PMA & AGCAREERS.COM PARTNERSHIP

AgCareers.com and the Center for Growing Talent by PMA have joined together to offer access to a comprehensive online career bank that offers internships, entry, intermediate-level and senior-level job openings. This career portal also offers employers access to a diverse group of job seekers. A partnership with AgCareers.com further connects companies to talent and is designed to expand and focus the message of openings in produce and floral to receptive job seekers.

# SECTION 1

## PRODUCE & FLORAL HR REVIEW – INTRODUCTION & KEY FINDINGS

### INTRODUCTION AND KEY FINDINGS

#### *Introduction*

Through a strategic partnership between Center for Growing Talent by PMA and AgCareers.com, produce, produce-related, and floral companies were targeted for participation in an annual human resources survey. The PRODUCE & FLORAL HR REVIEW™ is an annual questionnaire, conducted by AgCareers.com, customized by the Center for Growing Talent by PMA, to document human resource trends and practices. The results of the survey have been compiled to create the PRODUCE & FLORAL HR REVIEW™, a valuable information resource customized for the produce and floral industries.

#### *About the Survey*

The AgCareers.com PRODUCE & FLORAL HR REVIEW™ provides a range of human resource practices relevant to participating produce, produce-related, and floral companies over the last twelve months within the United States. This second edition provides market knowledge, data and trends for 2015-2016.

The PRODUCE & FLORAL HR REVIEW™ involved contribution from 50 companies from the produce and floral sector. This information documents emerging industry trends and developments on a range of human resource management practices. Topics covered include Salary Reviews, HR Management Practices, Management Performance Schemes, Benefits and Salary Packaging, Recruitment Practices, Retirement Trends and Branding Practices.

The information is captured via direct communication with clients. The data is then collated and presented in the following document. The results are represented in both tables and graphs to best capture and display the information.

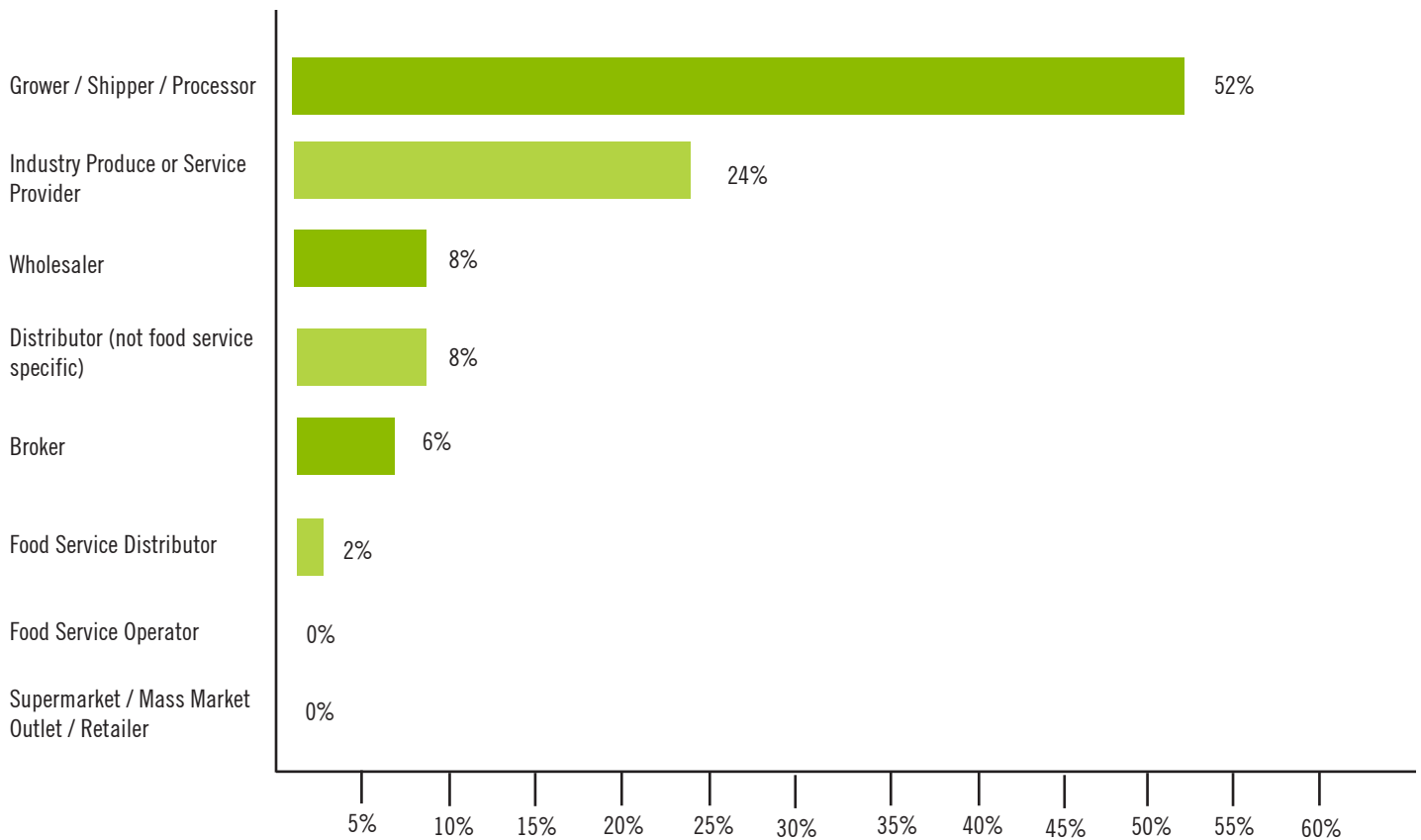
This document provides the key findings, analysis commentary and detailed results

## Participant Profile

The range of 50 produce, produce-related, and floral companies participating in the online HR REVIEW for the second edition is detailed below in the following charts:

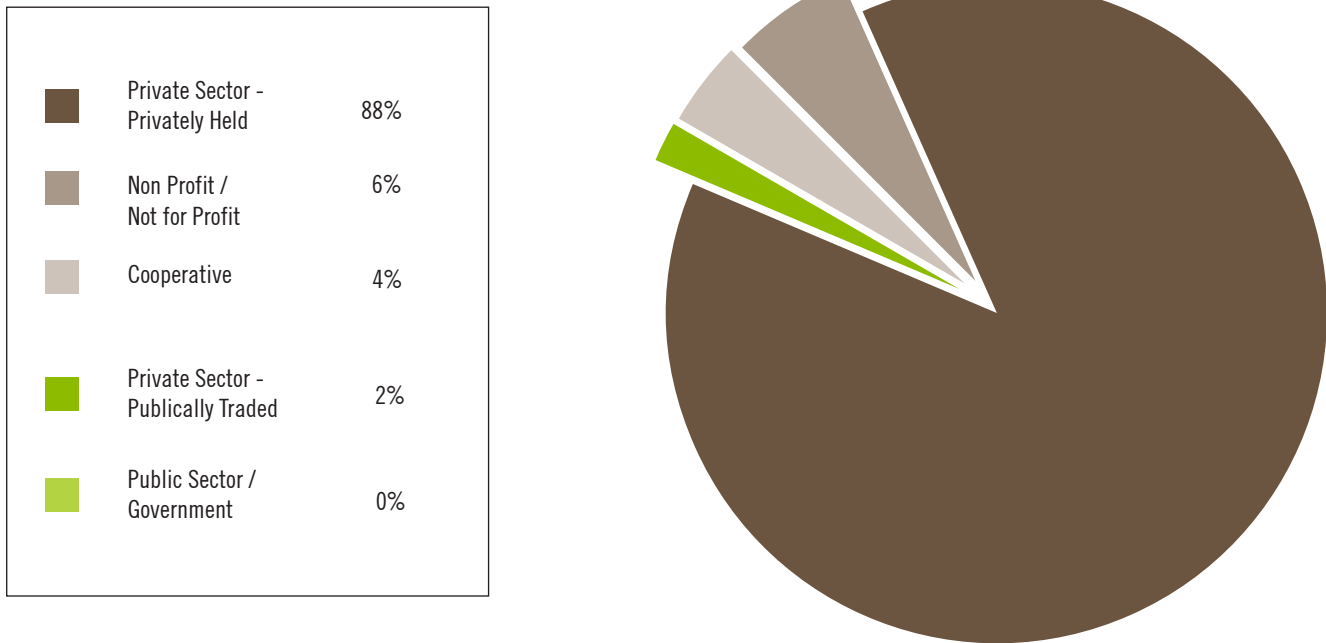
- Diagram 1.0 – Illustrates the company sector.
- Diagram 1.1 – Illustrates the company type.
- Diagram 1.2 – Illustrates the company revenue range provided.
- Diagram 1.3 – Illustrates the number of people employed by the company.
- Diagram 1.4 – Illustrates the number of HR staff to employees in the company.

## DIAGRAM 1.0 | PARTICIPATING COMPANIES BY SECTOR

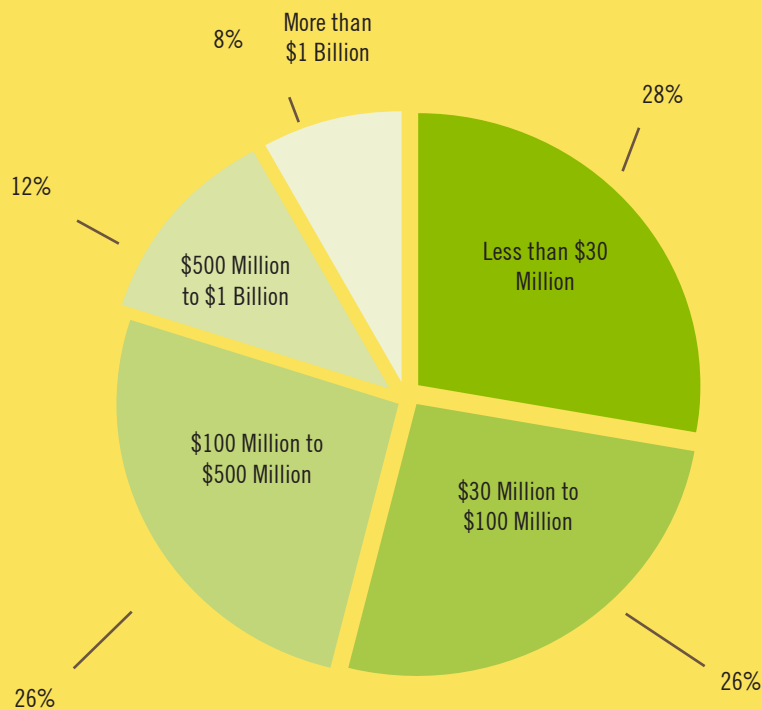


“ The *PRODUCE & FLORAL HR REVIEW* involved contribution from  
**50 PRODUCE & FLORAL COMPANIES.** ”

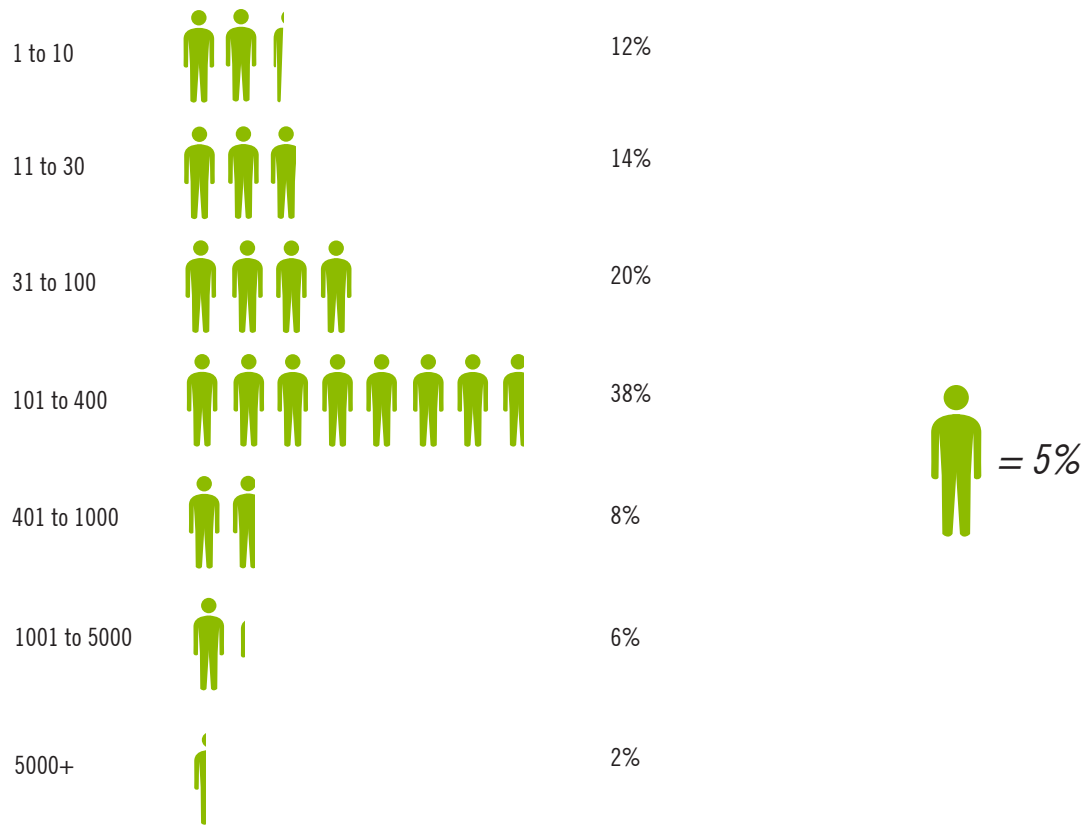
## DIAGRAM 1.1 | PARTICIPATING COMPANIES BY COMPANY TYPE



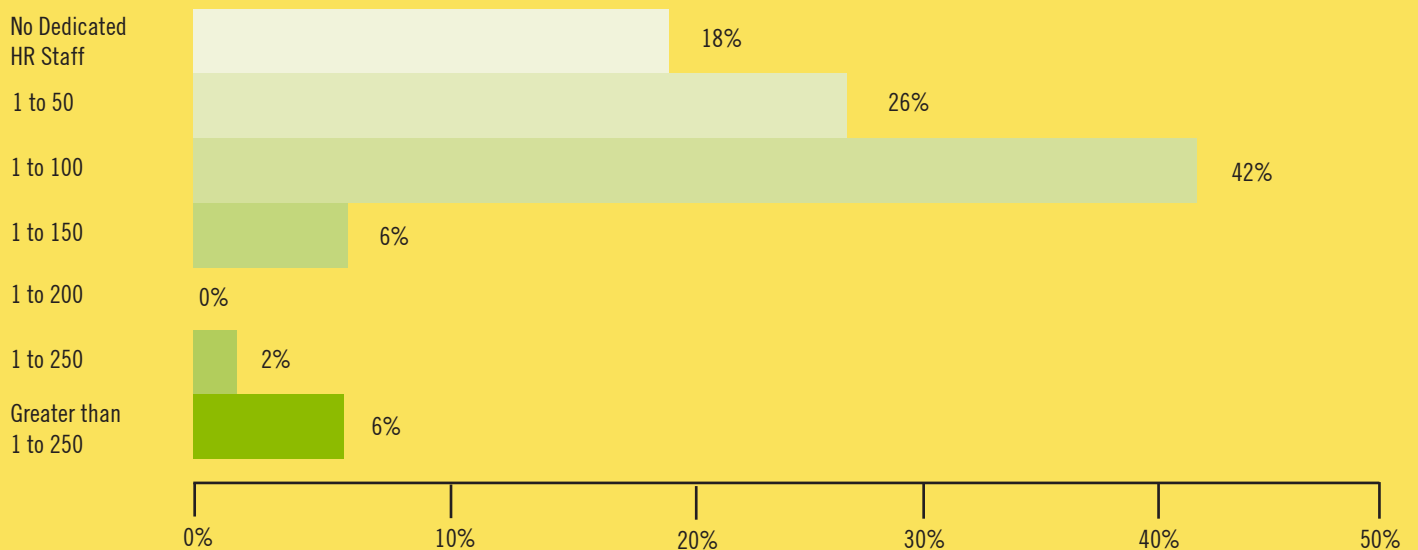
## DIAGRAM 1.2 | PARTICIPATING COMPANIES BY COMPANY REVENUE RANGE



## DIAGRAM 1.3 | PARTICIPATING COMPANIES BY TOTAL NUMBER OF EMPLOYEES



## DIAGRAM 1.4 | PARTICIPATING COMPANIES BY RATIO OF HR STAFF TO EMPLOYEES



# KEY FINDINGS

- 98% of respondent companies conduct salary reviews, an almost 5% increase from the 2014-2015 results. December was the most predominant month for conducting salary reviews at 32.65%, while implementing salaries was January (40.82%).
- 88% of respondent companies experienced an increase in salaries during the last 12 months; only 12% of respondent companies had not increased salaries. 23% of these companies awarding increases, increased salaries by 2.6 to 3.0%; 30% of companies budgeted 2.6 to 3.0% for increases in the next financial year.
- 88% of respondent companies said some or all staff are likely to see increases in the next 12 months (38% said all staff and 50% said some staff are likely to also see increases).
- The majority of basis for salary increase calculations is base salary (70%). Merit/performance based increases, 84%, were the most common type of increase distributed.
- A combined 48% of respondent companies had performed a compensation study in the last 12 months, 28% have never performed a study. 50% use free salary data, while only 14% have no set resource to benchmark salaries.
- 46% of companies in the industry plan to fill 5-50 job openings in 2016.
- In the next two years, 54% of participants expect their workforce to increase in size, 63% due to growth strategy.
- To motivate employees to stay productive and challenged in their roles, respondent companies primarily used bonuses (82%), followed by training and development (60%) and promotion (48%).
- 36% of respondent companies paid bonuses to 91 to 100% of their employees during the last financial year.
- Participants of the HR REVIEW typically offer five or less paid holidays per year to staff, 22%.

**88%**  
of respondent companies said  
some or all staff are likely to  
see increases in the next  
**12 MONTHS.**

---

**54%**  
of participants expect their  
workforce to increase in  
size in the next two years.



# KEY FINDINGS

- Better benefits (56%), higher compensation (40%) and recognition programs (38%) were the top approaches in competing with other employers for talent.
- 40% of respondent companies use social networks or social media to support recruitment efforts, mainly LinkedIn (90%).
- 48% of respondent companies plan to do more college and university recruiting in the next 1 to 5 years. A majority of companies indicated this recruitment was a combined result of career progression/succession planning and competition for talent, both 58.33% (an increase of over 8% for both compared to 2014-2015 results).
- 58% of respondent companies anticipate that they will have 1 to 5% of employees retire in the next 1 to 5 years.

# 36%

of respondent companies paid bonuses to 91 - 100% of their employees during the last financial year.

---

**BETTER BENEFITS** (56%) and higher compensation (40%) were the top approaches in competing with other employers for talent.

# SECTION 2

## PRODUCE & FLORAL HR REVIEW – ANALYSIS

## INTRODUCTION

This section analyzes the online HR REVIEW survey results and documents the trends within the produce and floral industries. Many of the findings are incorporated into this commentary, while detailed results are tabulated in *Section Three – Survey Results*.

The PRODUCE & FLORAL HR REVIEW analysis includes the following topics:

- Salaries and Salary Reviews
- Employee Attrition
- Workforce
- Development
- Flexible Staffing
- Bonus & Incentive Schemes
- Benefits
- Recruitment Practices
- Employer Branding Strategy

## 1. SALARY REVIEWS

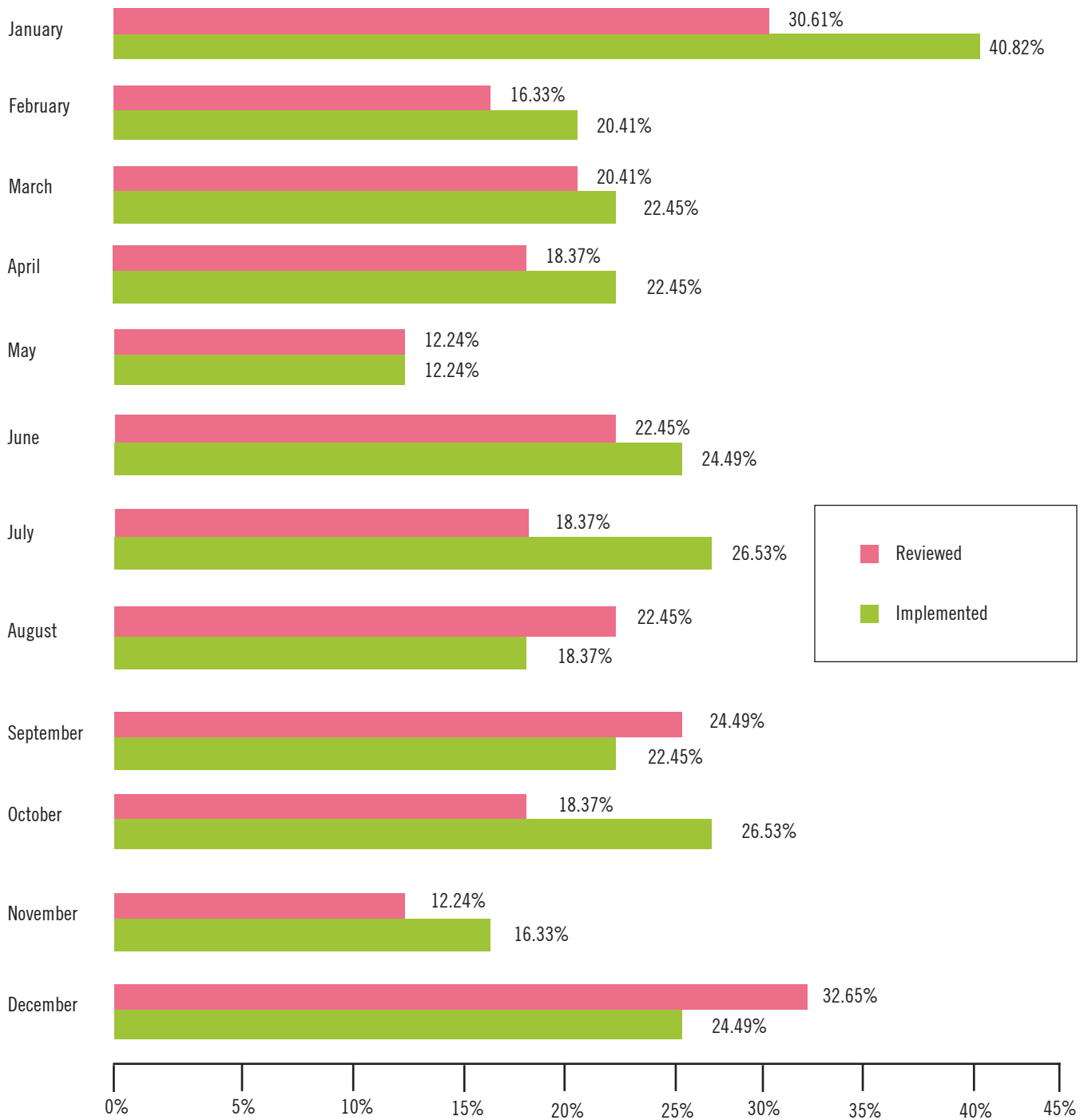
### *Frequency of Reviews*

Of the 50 produce and floral companies participating in the online HR REVIEW, 49 companies conduct salary reviews. Of the companies responding, 80% conduct reviews annually, while 10% continually conduct reviews during the year.

In Diagram 2.1\*, the months when salary reviews occur varies between companies, and some companies conduct reviews year round. The most predominant month for reviewing salaries was December (32.65%). The most predominant month for implementing salaries was January (40.82%).

*\*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

## DIAGRAM 2.1 | MONTHS SALARIES REVIEWED / IMPLEMENTED



“ **DECEMBER WAS THE PREDOMINANT MONTH** for reviewing salary increases while January was for implementing. ”

## Salary Increases per Role

A large majority (88%) of respondent companies indicated salaries increased during the last 12 months from July 2014 to July 2015. The predominant average increase received by employees for 2014-2015 was 2.6% to 3.0% (22.73%).

Employees received similar increases regardless of role type; most categories surveyed reported increases of 2.1 to 3.0% including: middle management, sales staff, and salary/exempt staff, hourly/non-exempt staff. The executive category reported no increase (34%), followed by 3.1 to 4.0% (18%).

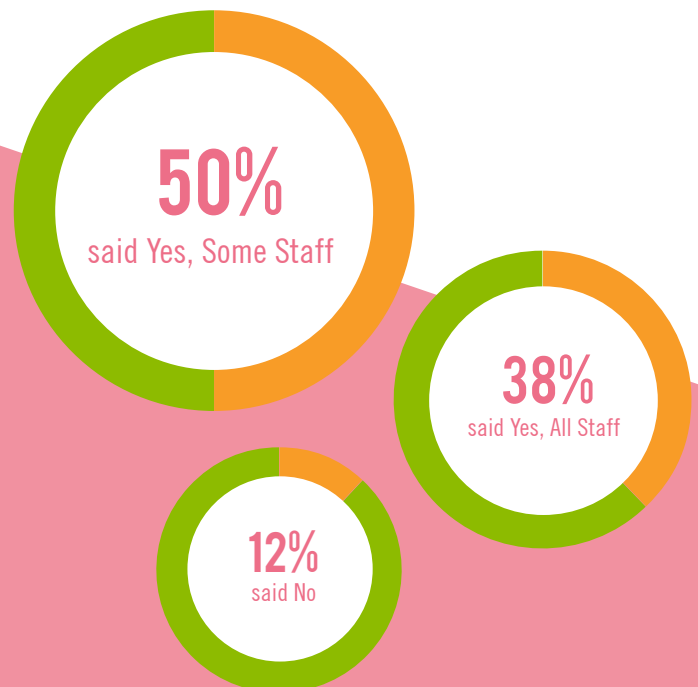
## DIAGRAM 2.2 | SALARY INCREASES PER ROLE



## Budgeted Salary Increases

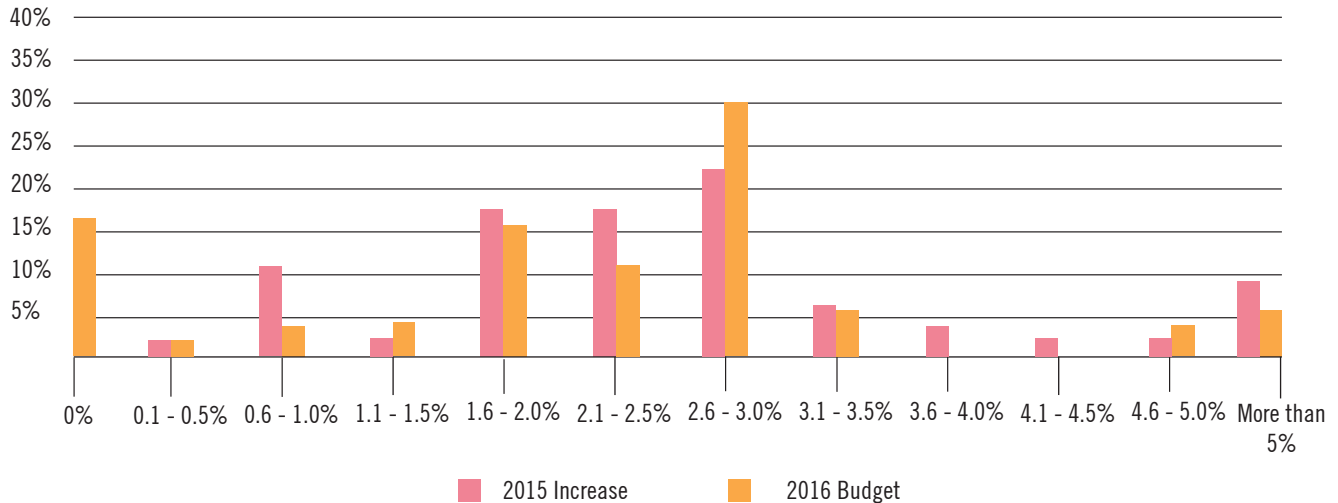
The projection for salary increases in produce and floral companies is very positive for 2016. 50% of respondent companies anticipate “yes, some staff” are likely to receive increases; another 38% indicated “yes, all staff.” Diagram 2.3 shows 88% of staff are likely to receive salary increases in the next 12 months.

## DIAGRAM 2.3 | LIKELIHOOD OF SALARY INCREASE IN NEXT 12 MONTHS



The leading range for budgeted salary increases of respondent companies in 2016 is 2.6% to 3.0% (30%). Diagram 2.4 details the average salary increase for 2015 vs. the budgeted salary increase for 2016.

## DIAGRAM 2.4 | AVERAGE SALARY INCREASE (2015) VS BUDGET (2016)

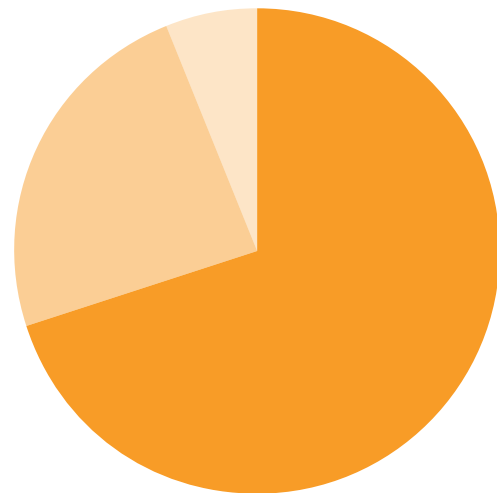


In 2015, the majority basis for salary calculations was

**BASE SALARY (70%).**

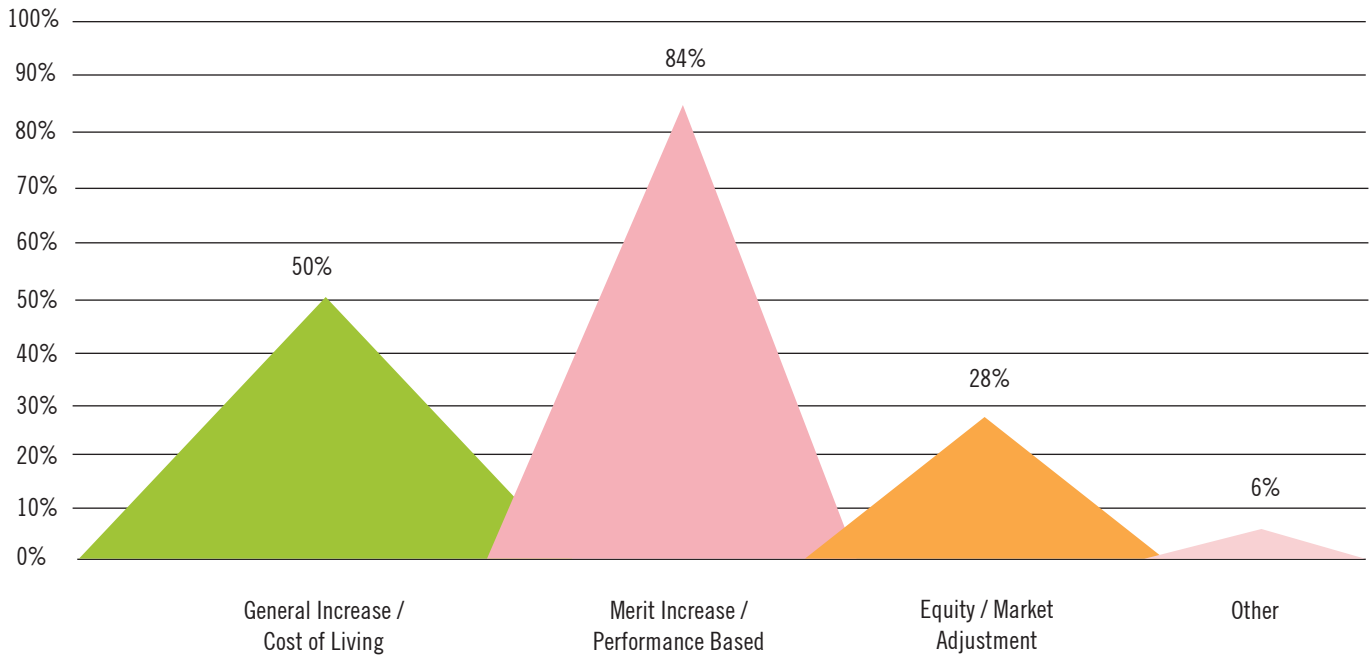
Diagram 2.5 demonstrates the basis for salary increases. Diagram 2.6\* (on the following page) demonstrates the types of salary increases distributed to employees.

## DIAGRAM 2.5 | BASIS FOR SALARY INCREASE



- Base Salary - 70%
- Total Cash (Base Salary + Performance Pay) - 24%
- Other - 6%

## DIAGRAM 2.6 | TYPES OF SALARY INCREASES DISTRIBUTED



*\*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

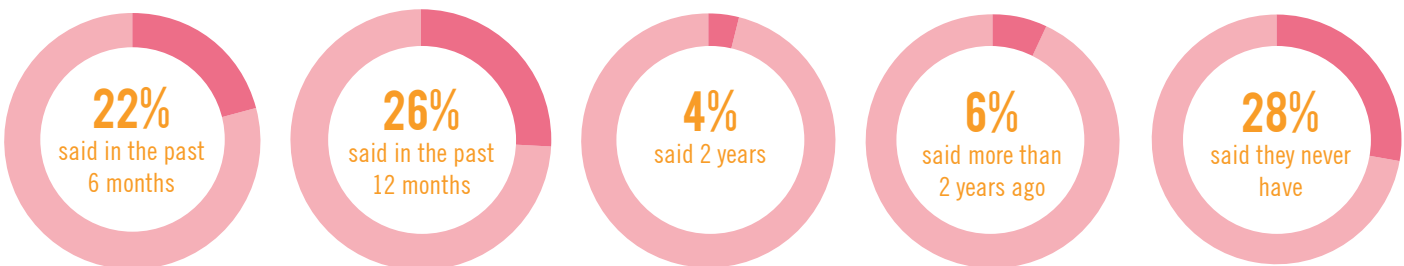
### Compensation Studies

48% of respondent companies performed a compensation market study in the last year. Another 28% had never performed a study, and 14% were unsure. Companies reported they guesstimate wages (word of mouth, industry knowledge, new hires) 36% to benchmark salaries, decreasing over 8% from 2015. 36% also participate in a local salary survey. 50% use free salary data resources. Another 14% indicated having no set resource, also decreasing more than 13% from 2015 survey results.

Diagram 2.7 demonstrates the last time a compensation study was performed in the organization.

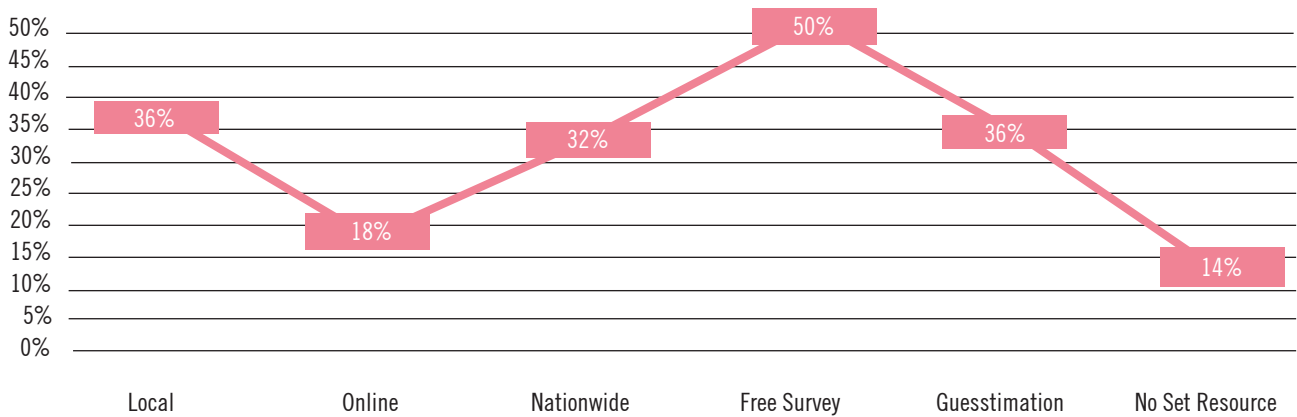
Diagram 2.8 demonstrates the various sources utilized for salary benchmarking.

## DIAGRAM 2.7 | WHEN WAS YOUR LAST COMPENSATION STUDY PERFORMED?



14% said N/A or Unsure

## DIAGRAM 2.8 | SOURCE OF SALARY DATA FOR BENCHMARKING



*\*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

## 2. EMPLOYEE ATTRITION

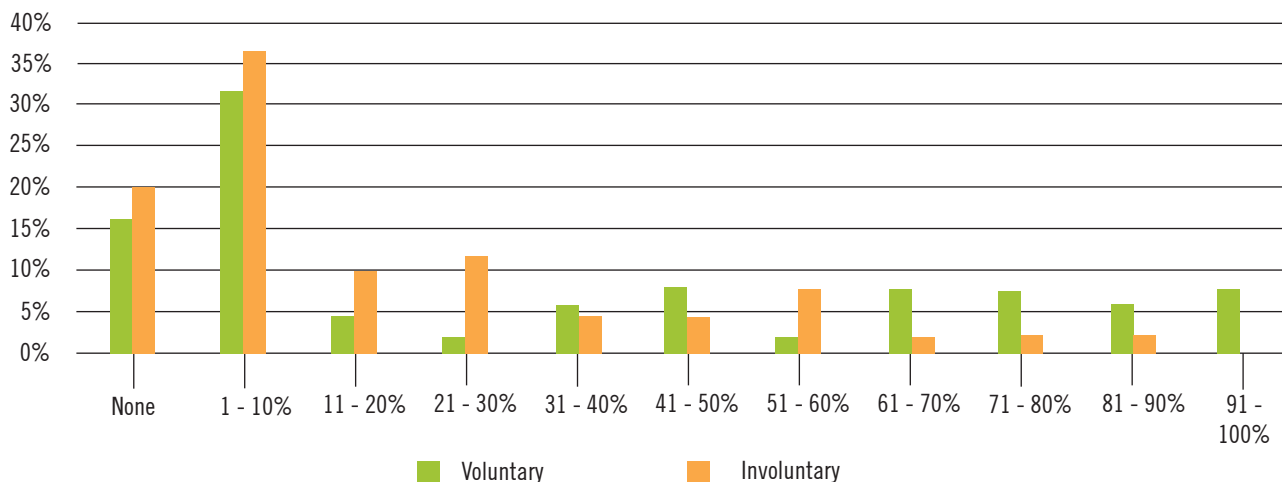
### Employee Turnover Rates

Employee turnover rates varied greatly among participating organizations. 68% reported turnover at 10% or less, 22% reported turnover between 10.1% - 20%, and 20% reported turnover of 20+%.

More than 30% of respondent companies reported both voluntary and involuntary turnover at 1-10%.

Diagram 2.9 demonstrates voluntary vs. involuntary turnover rates for produce and floral companies.

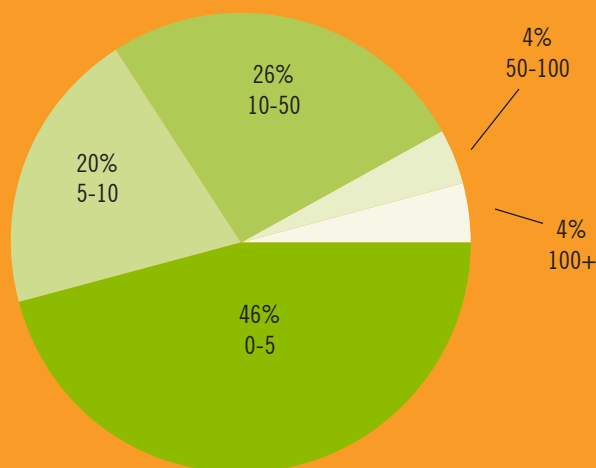
## DIAGRAM 2.9 | VOLUNTARY VS. INVOLUNTARY TURNOVER



## DIAGRAM 2.10 | AVERAGE REPLACEMENT TIME FRAME

|                | Exec. | Middle Mgmt. | Sales Staff | Salaried/ Exempt | Hourly/ Non-Exempt |
|----------------|-------|--------------|-------------|------------------|--------------------|
| <2 weeks       | 0%    | 0%           | 2%          | 6%               | 30%                |
| 2-4 weeks      | 4%    | 6%           | 6%          | 16%              | 36%                |
| 4-6 weeks      | 4%    | 14%          | 24%         | 20%              | 16%                |
| 6-8 weeks      | 8%    | 24%          | 18%         | 26%              | 2%                 |
| 8-10 weeks     | 10%   | 10%          | 12%         | 8%               | 2%                 |
| 10-12 weeks    | 14%   | 14%          | 10%         | 6%               | 2%                 |
| >12 weeks      | 16%   | 4%           | 6%          | 0%               | 0%                 |
| Unable to Fill | 6%    | 2%           | 0%          | 2%               | 2%                 |
| N/A            | 38%   | 26%          | 22%         | 16%              | 10%                |

## DIAGRAM 2.11 | HOW MANY JOB OPENINGS DO YOU ANTICIPATE FILLING IN THE NEXT 12 MONTHS?



### Replacement Time Frame

The number of weeks it takes to replace employees varied by position and their accountability. In general terms, the executive level roles took more than 12 weeks to be filled. Replacement time frame for middle management was spread from 6 to 8 weeks. Sales roles took between 4 and 6 weeks to be filled. Salaried staff replacement time was reported mostly between 6 and 8 weeks. Hourly/non-exempt staff replacement was typically 4 weeks or less. Diagram 2.10 displays these findings.

## 3. WORKFORCE

### Employee Satisfaction

50% of respondent companies measured employee satisfaction/engagement, increasing over 8% from 2015. 48% used both internal surveys and external surveys followed by management reviews (32%). Of the respondent companies measuring employee satisfaction, 72% conducted reviews annually, 24% conducted reviews every two years (increase of more than 15% than in 2015). Another 4% conducted reviews every 3 years.

### Workforce Changes

Over the next two years, 54% of respondent companies believed workforce size would increase, a similar projection to the 2015 data results of the U.S. AGRIBUSINESS HR REVIEW™. 62.96% cited growth strategy as the source of this anticipated increase, natural growth (55.56%), while 44% of respondents stated that their workforce would stay the same.

### Anticipated Job Openings

Seen in Diagram 2.11, in the next 12 months 20% of respondent companies expected to fill 5 to 10 job openings. Over 25% anticipated filling between 10 to 50 openings, 46% projected filling 0 to 5 job openings. There were also 8% of respondent companies that anticipated filling from 50 – 100+ job openings.

### Exit Interviews

Of the participating produce and floral companies 76% stated they conduct exit interviews with employees, a 4% increase from 2015 results.



## 4. DEVELOPMENT

### Training Expenditures

When asked how their company determines training expenditure amounts, 74% of respondent companies reported allocating on an “as needed” basis. Other companies indicated they use a percentage of net profit, based on number of employees, percent of total revenue, or they do not offer training to their employees.

### On Boarding

68% of respondent companies have a specified onboarding plan in place for entry level employees; 30% of these need to revise their plan. 24% state they need to develop a plan. The majority of the plans in place are less than 30 days in length, 55.88%.

Types of onboarding plans varied across the industry. Almost 80% utilize mandatory training, another 47% participate in job shadowing, while 32% practice cross training. 53% of respondent companies use assessments during the onboarding process.

### Staff Development & Training

For staff development and training, most employers use orientation/induction (58%) and cross training (56%). A notable 48% provided certificate courses, another 42% provided financial assistance for external study/tuition reimbursement. When asked about career advancement policy initiatives, 46% of participants have succession planning in place followed by apprenticeship programs, 12%. It was found that 34% of respondent companies have no initiatives in place, a decrease of more than 14%. See Diagram 2.12\* for these findings.

### High Potential Employees

76% of respondent companies formally identify high potential employees for ability, commitment and motivation, an increase from 2015 of more than 34%. 24% do not.

### Motivation for Employees

To keep employees challenged and productive in their roles, 82% of respondents have a bonus system in place. Other approaches to motivate employees included training and development (60%), promotion (48%), renumeration (32%), and notably succession/career planning (30%). Diagram 2.13\* illustrates the popularity of various motivational approaches for employees.

## DIAGRAM 2.12 | TOP FIVE SYSTEMS IN PLACE FOR STAFF DEVELOPMENT



Orientation/  
Induction  
58%



Cross  
Training  
56%



Certificate  
Courses  
48%

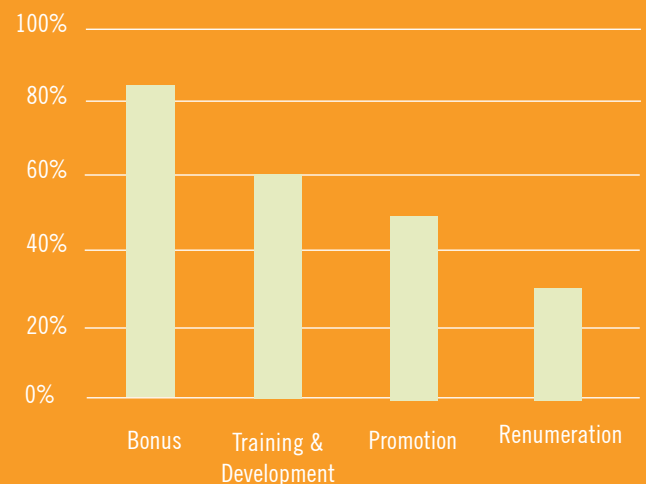


Financial Assistance  
for External Study/Tuition  
42%



Mandatory  
Training  
38%

## DIAGRAM 2.13 | TOP MOTIVATIONAL APPROACHES FOR EMPLOYEES



\*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

## DIAGRAM 2.14 | APPROACHES TO FLEXIBLE STAFFING COMMONLY USED



*\*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

## 5. FLEXIBLE STAFFING

### *Methods Commonly Used*

Approximately 36% of respondent companies have adopted a flexible staffing approach. Two commonly utilized approaches were revealed among produce and floral companies for flexible staffing: companies provided flexibility in schedule and allowed employees to work from home.

Diagram 2.14 illustrates the approaches to flexible staffing that are commonly used.

### *Temporary / Contract Staff*

30% of respondent companies employ temporary/contract staff for less than three months per year. The expected trend was for the use of temporary/contract staff to stay the same in the next year (74%).

### *Skilled Seasonal Workers*

24% of companies employed skilled seasonal staff, typically from 3 to 6 months of the year, 50%. Another 33% utilize the seasonal staff for 6 – 12 months.

## 6. BONUS & INCENTIVE SCHEMES

### *Performance Reward System*

78% of participants indicated that staff performance was linked to a reward, while 22% said their performance was not. 53.85% reported having a performance system in place at their company, while 46.15% do not.

### *Reward Types & Factors*

The majority of employees in all classifications were reported as being eligible for bonus/incentive rewards from the responding companies. Profit share as a performance reward was a notable incentive for each classification. Sales staff were more likely to receive commission (16%), while executives were more likely to receive long term incentives (24%). 26% percent of hourly/non-exempt staff received no performance reward. Diagram 2.15 on the following page displays these results.

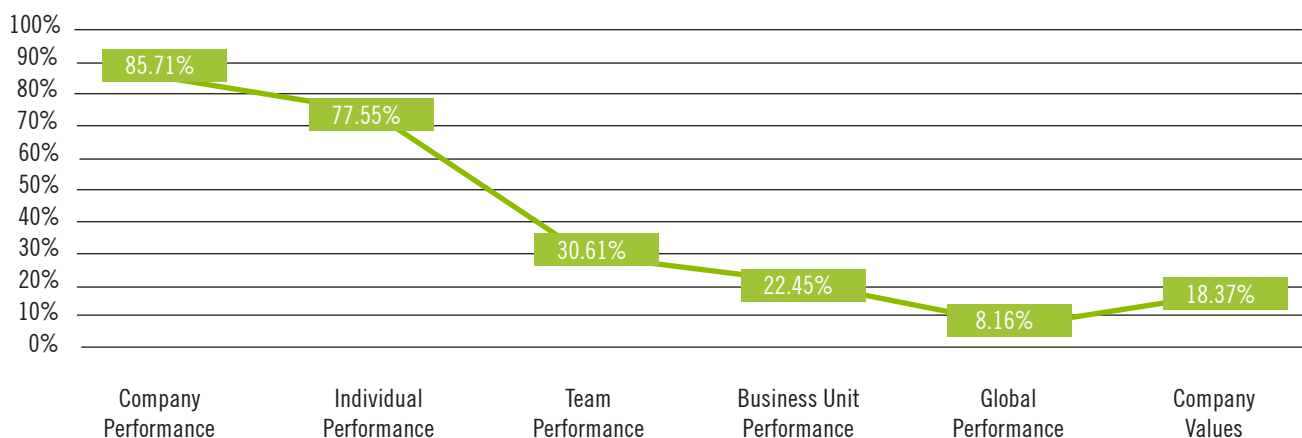
## DIAGRAM 2.15 | WHAT BEST DESCRIBES THE STAFF PERFORMANCE REWARD?

|                   | Executive | Middle Management | Sales Staff | Salaried / Exempt Staff | Hourly / Non-Exempt Staff |
|-------------------|-----------|-------------------|-------------|-------------------------|---------------------------|
| Bonus/Incentive   | 82%       | 80%               | 74%         | 76%                     | 56%                       |
| Profit Share      | 32%       | 22%               | 18%         | 18%                     | 16%                       |
| Commission        | 0%        | 4%                | 16%         | 4%                      | 0%                        |
| Share/Stock Opts. | 6%        | 4%                | 0%          | 0%                      | 0%                        |
| Long Term Incen.  | 24%       | 4%                | 2%          | 2%                      | 2%                        |
| Other             | 4%        | 4%                | 4%          | 6%                      | 10%                       |
| No Reward         | 8%        | 4%                | 8%          | 10%                     | 26%                       |

*\*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

When asked for the factors on which performance rewards were based, company performance (85.71%) and individual performance (77.55%) were most identified, while over 30% were based on team performance.

## DIAGRAM 2.16 | ON WHAT FACTORS ARE PERFORMANCE REWARDS BASED?



*\*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

### Implementation

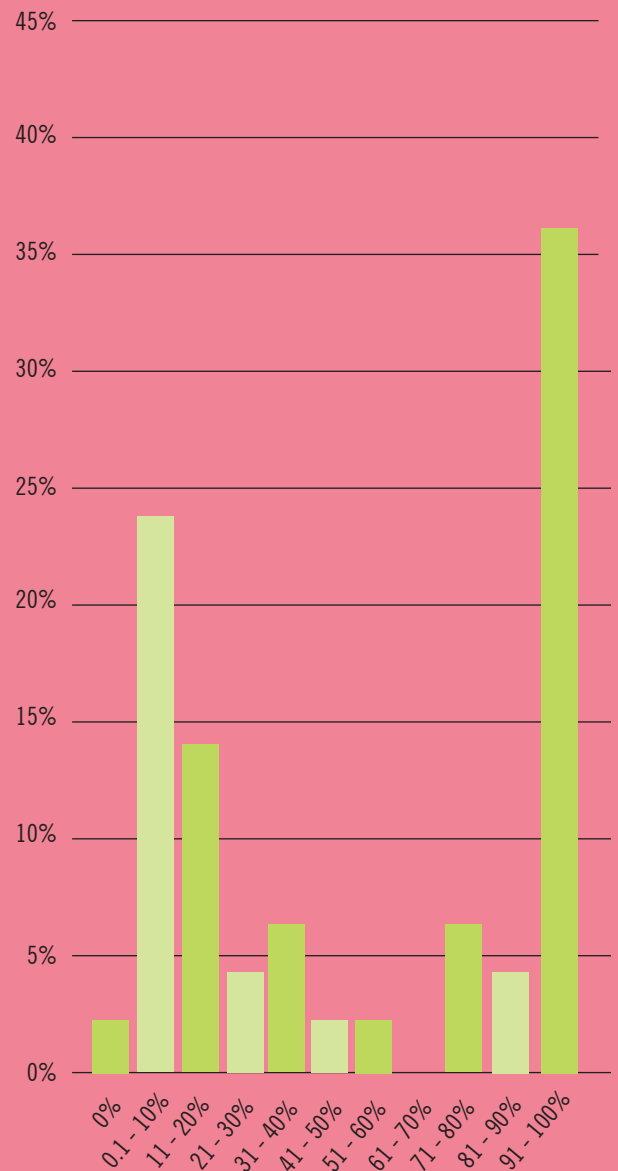
Performance systems are implemented annually 84% of the time, according to 50 diverse companies responding.

### Core Objectives

72% of respondent companies use performance rewards to achieve business objectives. 18 of the 50 participating companies awarded bonuses to 91% to 100% of employees in the last year, 36%.

Diagram 2.17 illustrates the percentage of employees that received a bonus in the last financial year.

## DIAGRAM 2.17 | PERCENTAGE OF EMPLOYEES THAT RECEIVED A BONUS



“36% of responding ag companies paid bonuses to 91 to 100% of their employees in the last financial year, an **INCREASE FROM LAST YEAR.**”

## 7. BENEFITS

### Variety of Benefits Offered

Diagram 2.18 illustrates the top 10 most common benefits for each employee classification, in order of prevalence. ( "/" indicates benefits were evenly ranked )

### DIAGRAM 2.18 | VARIETY OF BENEFITS OFFERED

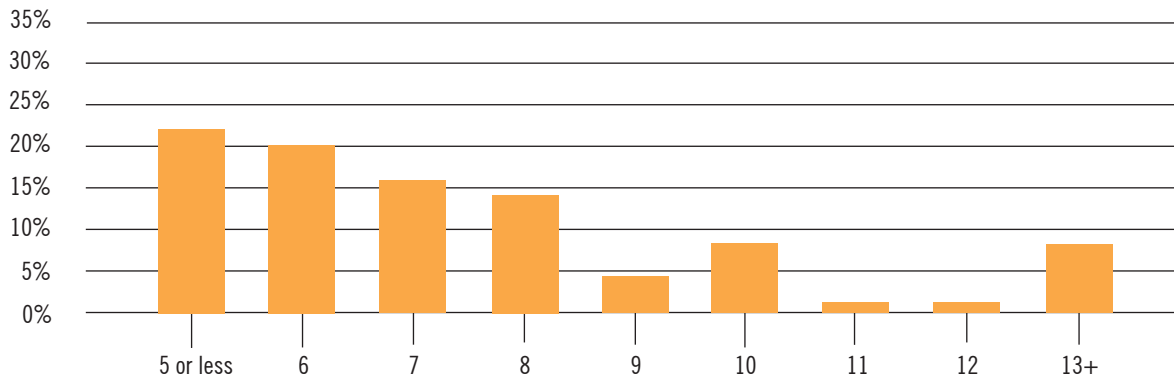
| Rank | Executive                        | Middle Management            | Sales Staff                            | Salaried / Exempt Staff               | Hourly / Non-Exempt Staff       |
|------|----------------------------------|------------------------------|--|---------------------------------------|---------------------------------|
| 1    | Mobile Phones                    | Health Insurance             | Health Insurance                       | Health Insurance                      | Health Insurance                |
| 2    | Health Insurance                 | Mobile Phones / Bonus        | Mobile Phones / Bonus                  | Bonus                                 | Retirement Savings              |
| 3    | Bonus                            | Retirement Savings           | Retirement Savings                     | Retirement Savings                    | Bonus                           |
| 4    | Retirement Savings               | Tuition Reimbursement        | Flexible Working Hours                 | Mobile Phones                         | Wellness Programs               |
| 5    | Flexible Working Hours / Parking | Flexible Working Hours       | Tuition Reimbursement                  | Tuition Reimbursement                 | Anniversary/ Service Rewards    |
| 6    | Vehicle / Tuition Reimbursement  | Vehicle Parking              | Wellness Programs                      | Flexible Working Hours                | Tuition Reimbursement / Parking |
| 7    | Wellness Programs                | Wellness Programs            | Anniversary/ Service Rewards / Parking | Anniversary/Service Rewards / Parking | Flexible Working Hours          |
| 8    | Anniversary/ Service Rewards     | Anniversary/ Service Rewards | Discounted Products                    | Discounted Products                   | Discounted Products             |
| 9    | Discounted Products              | Discounted Products          | Gym Subsidy / Vehicle                  | Gym Subsidy                           | Gym Subsidy                     |
| 10   | Gym Subsidy                      | Vehicle                      | Clothing Allowance                     | Housing Allowance                     | Mobile Phones                   |

### Number of Paid Holidays

Five or less was the most frequently selected response (22%) for number of paid holidays per year. 20% of respondent companies offered 6 paid holidays.

Diagram 2.19 (next page) illustrates the number of paid holidays given by employers.

## DIAGRAM 2.19 | NUMBER OF PAID HOLIDAYS

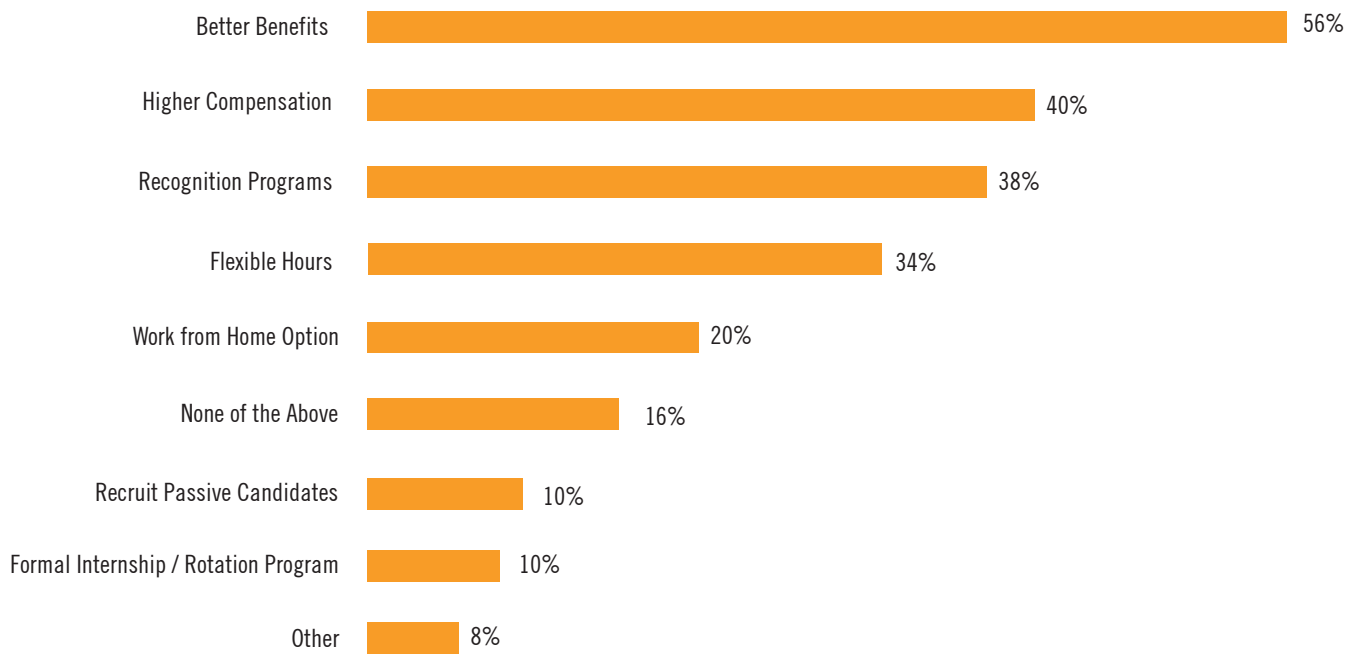


### Competing with Other Employers

In order to compete with other employers for talent, better benefits (56%) and higher compensation (40%) were the top two strategies, followed by recognition programs (38%).

Diagram 2.20 illustrates the strategies used by employers for talent competition.

## DIAGRAM 2.20 | STEPS TO COMPETE AGAINST OTHER EMPLOYERS



*\*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

## 8. RECRUITMENT PRACTICES

### Reaching Prospective Applicants

The top 5 methods of attracting prospective applicants are:

1. Employee Referrals & Networks.....80%
2. General Online Job Boards.....50%
3. Industry Specific Job Boards (i.e. www.agcareers.com)..48%
4. Social Media Sites & Third Party/Search Firms.....46%
5. Corporate Website.....42%

*\*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

### Social Media

40% of respondent companies already use social networks or social media to support recruitment efforts. Of the companies utilizing social media, 90% use LinkedIn, another 70% use Facebook.

Diagram 2.21\* displays the most popular social media tools utilized by participants

### Selection Process

Participants all stated interviews were the top selection and recruitment process utilized to assess the suitability of staff (100%). Reference checks were second most popular (86%), followed by background checks (52%). Diagram 2.22 illustrates these and other top processes.

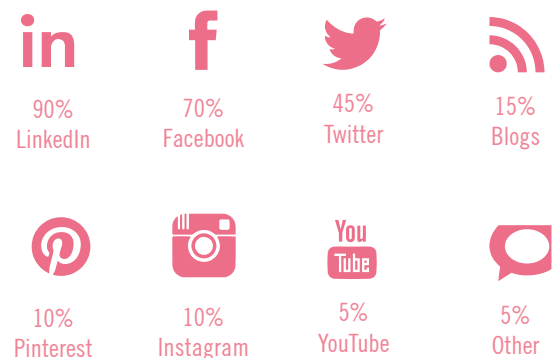
### Organization Planning Needs

The most significant factor influencing workforce planning needs was voluntary turnover at 60% (see Diagram 2.23 on the following page).

The level of roles that are difficult to recruit for are executive and middle management (44%).

The most difficult type of roles to recruit for are sales positions (42%) and technical and hourly / non-exempt (28%).

## DIAGRAM 2.21 | SOCIAL MEDIA TOOLS USED FOR RECRUITING



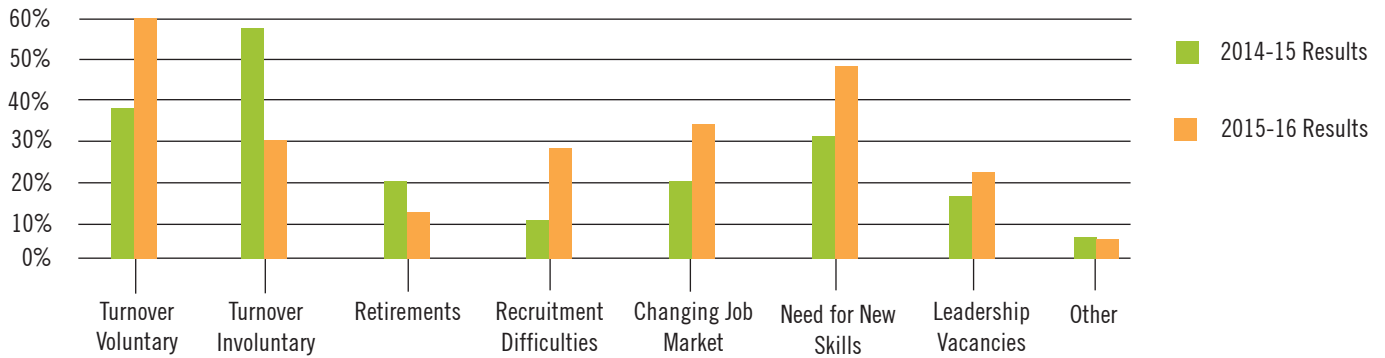
*\*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

## DIAGRAM 2.22 | TOP FIVE PROCESSES USED TO ASSESS STAFF DURING HIRING PROCESS

| Rank | Process                | Percentage |
|------|------------------------|------------|
| 1    | Interview              | 100%       |
| 2    | Reference Checks       | 86%        |
| 3    | Background Checks      | 52%        |
| 4    | Discussion with Agency | 30%        |
| 5    | Drug & Alcohol Testing | 30%        |

*\*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

## DIAGRAM 2.23 | MOST SIGNIFICANT FACTORS INFLUENCING WORKFORCE PLANNING NEEDS



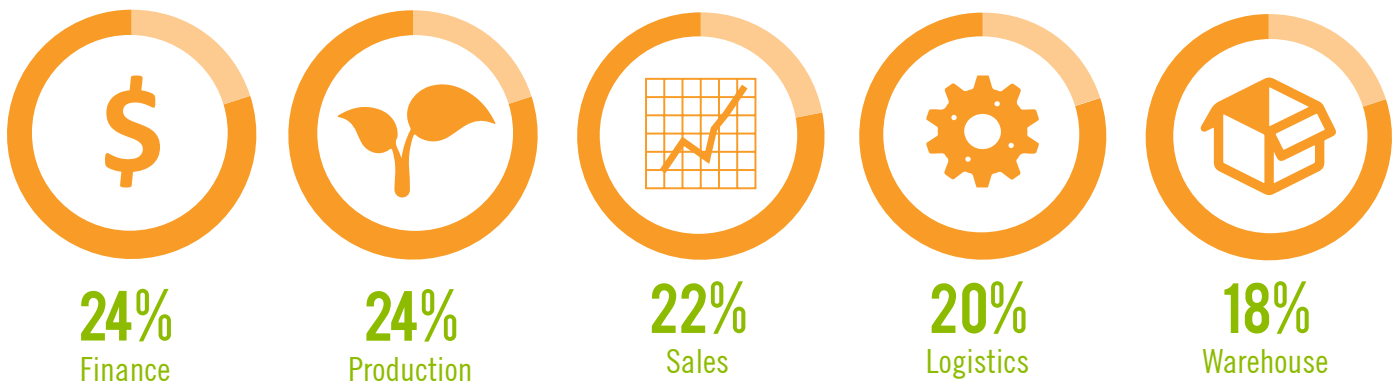
*\*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

### College & University Recruiting

48% of respondent companies plan to do more graduate recruitment in the next 1 to 5 years for their company (primarily driven by the competition for talent and career progression / succession planning), 58.33%. Another 52% do not plan to do more graduate recruitment.

To attract recent graduates, 34% of respondent companies practice on-campus recruiting at colleges and universities. Companies are also using student work experience / general seasonal labor and formal internship programs (24%). Diagram 2.24 illustrates the areas companies are likely to hire new graduates in over the coming year.

## DIAGRAM 2.24 | TOP FIVE FUNCTIONAL AREAS OF EXPECTED NEW GRAD HIRES



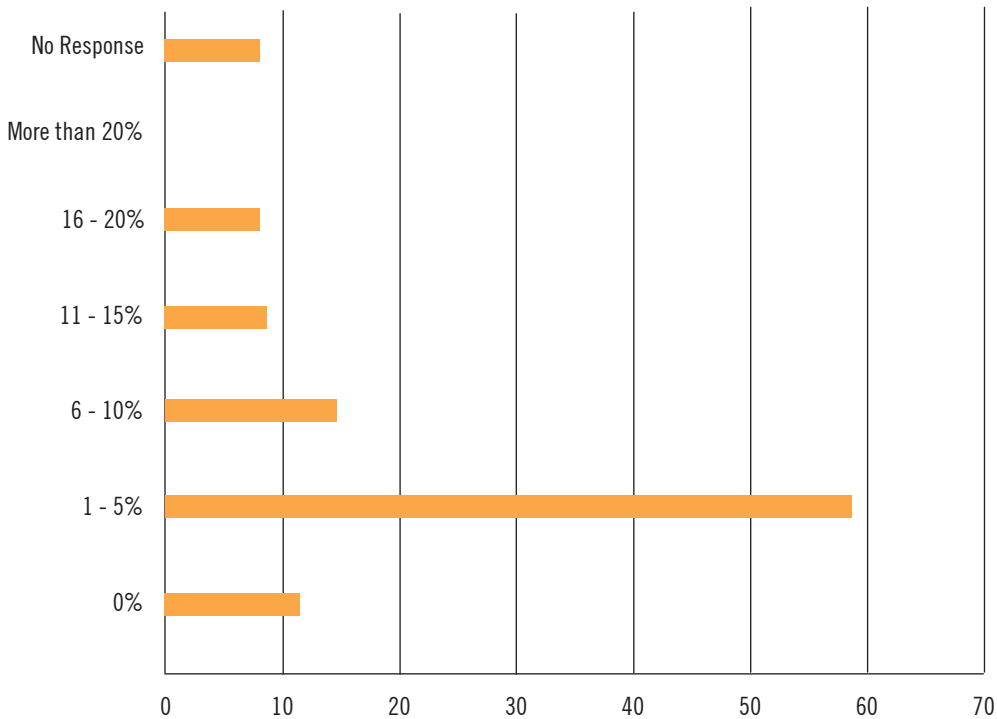
*\*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*



## Retirement Trends

Most participants anticipate between 1% to 5% of the workforce to retire within the next 1 to 5 years. Diagram 2.24 illustrates the retirement trends for 1-5 years.

## DIAGRAM 2.25 | RETIREMENT TRENDS



When asked does your organization have an executive/management succession plan in place, 46% of participating companies reported they do, 54% do not.

## 9. EMPLOYER BRANDING STRATEGY

### Branding Strategy

62% of responding companies have not implemented an employer branding strategy. 26% stated they do have a strategy in place, and 12% said they plan to implement a strategy soon.

AG  
Careers.com

P.O. Box 1736  
Clinton, NC 28329  
agcareers@agcareers.com  
www.AgCareers.com

