



Climbing The Great Wall of Employee Turnover

2012 | 中国员工保留调研报告

CHINA EMPLOYEE RETENTION RESEARCH REPORT

调研主办方



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前言

人力资源智享会 (HREC) 联合美国知名机构 *The Retention Institute* 针对 200 多名人力资源主管进行了员工保留的调研。调研显示中国企业在员工保留方面正面临着严峻的挑战，而对多数企业来说，这种情况在近期内并无好转迹象。

该报告为参与调研的中国企业提供了下列信息：

第 1 部分 | 主要发现

第 2 部分 | 数据分析

- ① 2011 年总离职率
- ② 2011 年各岗位离职率
- ③ 2011 年员工离职率满意度
- ④ 2012 年总离职率预测
- ⑤ 最受关注岗位的离职情况
- ⑥ 各岗位离职原因
- ⑦ 应对离职的最佳方案
- ⑧ 离职成本

- ⑨ 员工保留的汇报方式和频率
- ⑩ 员工保留的目标和责任
- ⑪ 员工调查的频率和效果
- ⑫ 离职访谈的有效性

第 3 部分 | 意见和建议

提高员工保留率的建议：运用业务驱动程序留住有助企业发展的员工

第 4 部分 | 关于调研样本



第1部分 | 主要发现

1 中国地区的员工离职问题相当严重，受访者预计该问题在短期内不会得到改善。

仅 19% 的受访者对 2011 年的离职水平满意，多数受访者认为 2012 年的离职率将与 2011 年持平。

2 人们低估了员工离职对生产率的阻碍作用，也低估了员工保留作为战略生产力工具的作用。

受访者中，只有少数报告岗位离职情况、在组织层面上设立保留目标，以及设法计算员工离职成本，这足以证明多数受访者仅仅象征性地关注员工保留情况。此外，近半数受

访者表示他们对企业 2011 年的离职率感到“一般”，人数远远超过了明确表示满意或不满意的受访者数量。主要调研数据表明中国企业对员工保留问题多少会有一些关注，但并没有致力于提高员工保留率。

3 员工离职中最受关注的是继任成本最高并且最难找到继任者的岗位。

受访者最担心失去的是技术岗位以及研发部门的员工。

4 员工离职的主要原因和留住员工的最佳方法之间存有较大鸿沟。

员工离职的最主要原因有薪资，职业前景及工作特定因素等方面，而受访者认为更好的直线领导者与管理者在很大程度上是提高保留率的最佳方案。

5 几乎所有受访者都表示不清楚如何计算离职成本。

94% 的受访者无法估算出所在企业的离职成本，这表明员工离职很可能仅仅被当作人力资源工作的度量标准来管理，而不是一个需要运用业务驱动方案来解决，足以影响企业运营的问题。

6 少数企业定期汇报员工离职情况并加以分析离职趋势，员工保留责任制方面更是缺乏重视。

在参与调研的企业当中，按部门、主管人员以及高绩效员工这三个标准汇报离职率的企业不到总数的一半。此外，为改善员工离职现状而设立目标的企业不到一半，员工离职率长期保持在较高水平的经理人也很少承担实质性的后果。

7 员工调查和离职访谈对提高保留率的效果甚微。

相当比例的受访者表示这些方法起不到任何作用。这表明需要改变传统的人力资源干预手段，转而采用此报告中反复提到的方案：员工保留须由管理人员和人力资源部共同负责。



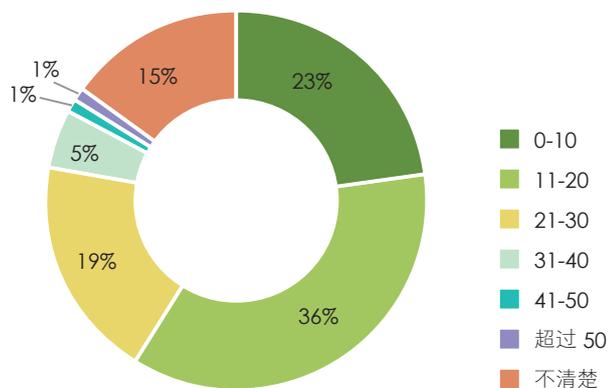
第2部分 | 数据分析

▶ 1

2011 年总离职率

共有 213 位受访者接受了此次调研。其中 181 位受访者统计了 2011 年企业的总离职率（见图表 1A），他们中的大部分表示企业总离职率在 30% 或以下，而 36% 的受访者表示离职率在 11-20% 之间，这也是最大的一个群体。这 181 家企业的平均离职率为 14.7%。值得注

图表 1A 2011 年受访者所在企业的总体离职率（指所有岗位包括各种原因离职）：



意的是，15%的受访者表示他们不清楚公司的离职率，因此无从知道离开企业的员工人数。

我们还计算了6个行业的离职率，这6个行业在调研中都涵盖了15家以上的企业。计算结果如图表1B所示，其中机械制造行业的离职率最低(14.2%)，生命科学行业的离职率最高(19.4%)。

2

2011年各岗位离职率

在那些跟踪计算特定岗位离职率的企业中，离职率最高的是销售和市场营销人员以及蓝领工人(见图表2)。然而值得注意的是，在所有参与此次调研的企业当中，不到半数的企业对特定岗位的离职率进行了跟踪统计，包括高潜力员工。

图表1B 2011年六个行业的总离职率(按离职率从高到低排列)：

行业	2011年总离职率 %
生命科学	19.4
快速消费品	18.6
汽车及零部件	17.2
化工与石化	16.8
信息技术，半导体和通讯	15.2
机械制造	14.2

将这组数据与前面列出的2011年总离职率数据相比较可以发现，按岗位跟踪计算离职率的企业，其总离职率比不按岗位计算离职率的企业总离职率要低。得出这个结论的依据是，那些按岗位跟踪计算离职率的企业只有销售和市场营销人员以及蓝领工人这两个岗位

图表2 企业各岗位的离职率：

岗位名称	跟踪计算离职率的企业 %	2011年该岗位离职率平均值 %	离职率范围 % (从低到高)	跟踪计算该岗位的离职率但无离职记录的企业比率 %
首席执行官, 总裁, 总经理, 副总裁	41	2.1	0-28.5	78
总监或部门主管	45	5.2	0-28.9	33
研发类人员	38	8.4	0-38	20
技术类人员	40	9.3	0-55	8
生产运营及支持人员	36	9.9	0-50	17
销售和市场营销人员	47	13.8	0-79	13
蓝领工人	44	22	0-120	12
高潜力员工	38	7	0-40	15



类别离职率高于10%。这一结果强于2011年总离职率数据，2011年多数企业的离职率都高于10%。

3

2011年员工离职率满意度

不到20%的企业对2011年的员工离职率表示满意(见图表3)，但是三分之一以上的企业表示还不甚满意，希望能做到更好。不过，更值得注意的是，将近一半的企业表示他们对结果表示“一般”。

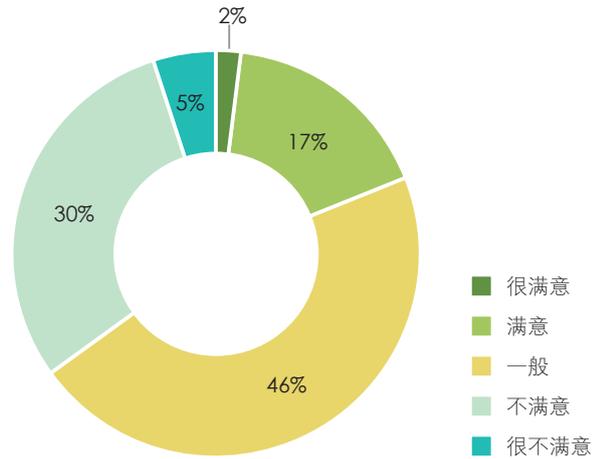
基于这样的反应以及此报告后面所呈现的数据，难免让人质疑降低员工离职率的问题是否得到了改善其所应有的关注，或者人们是否把该问题当作是在当代中国开展业务的客观条件而普遍接受。数据所表明现状——认为“我们的离职率不算糟糕”，这样的反应就好像是在说离职率与上下班高峰期的交通相似，暗示着没有改进该方法。而那些认为离职率不是一个优先考虑事项或无法改善的人，他们想要降低企业离职率的可能性也不大。

4

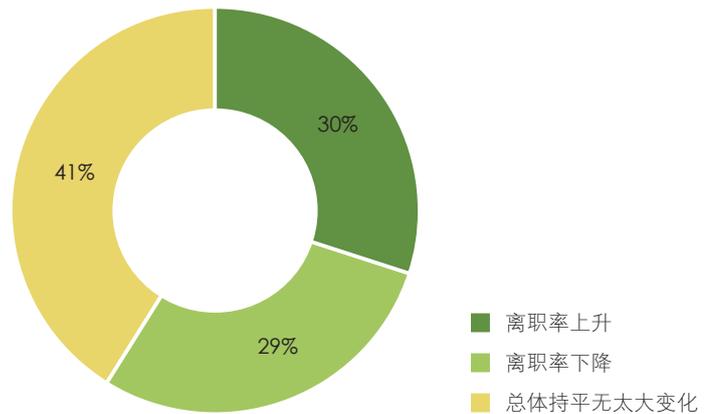
2012年总离职率预测

受访者被提供三个回答选项(离职

图表3 2011年员工离职率满意度：



图表4 2012年企业总体离职率的变化预测：



率上升，离职率下降，总体持平无太大变化)对2012年员工离职率进行预测。他们选择的答案较为分散，所有选项的选择率都不超过半数(见图表4)。

5

最受关注岗位的离职情况

我们要求受访者在图表 5 所列的岗位中选出三个他们最关心的出现离职的岗位。图表 5 按关注度从高到低的顺序反映出他们的总体回应。

将他们的回答与之前按岗位划分的离职率数据相比较，受访者所选的岗位似乎都是比较难找到继任者，并且继任成本比较高的岗位，而不是离职率历来较高的岗位。之前的数据表明，对那些按岗位跟踪记录离职率的企业来说，其技术和研发岗位的离职率低于 10%，而在此处，这两个岗位也是最受企业关注的。

6

各岗位离职原因

我们要求受访者在一系列可能的离职原因中选出 3 个他们认为员工离职的最主要原因。图表 6A 中列出了员工离职的可能原因，图表 6B 是受访者的选择，按照图表 5 中所列的岗位关注度顺序排列。

这些回答中最常见的离职原因是薪资、职业前景渺茫、以及与工作有关的一些特定因素。尽管此处所列的离职原

图表 5 最受关注离职岗位类型：

排名顺序	岗位
1	技术类人员
2	研发类人员
3	销售和市场营销人员
4	总监或部门主管
5	蓝领工人
6	首席执行官, 总裁, 总经理, 副总裁
7	生产运营及支持人员

图表 6A 员工离职的可能原因：

可能原因
与直属上司的关系
与其他管理者的关系
与其他同事的关系
工作中有关的一些特定因素
职业前景渺茫
对于未来的培训发展较少
工作资源匮乏
薪资
福利
工作计划和其弹性
上下班交通
企业前景不乐观
与工作本身无关的个人原因（注：如果不是因为此原因，不会离开公司）



因也许能够精确地反映出员工真实的离职原因，但是需要说明的是要确认员工离职的真实原因是一个世界性挑战。确定员工离职的真实原因所面临的阻碍包括：在离职访谈中员工通常会隐瞒事实，而且一些管理人员也倾向于将工资以及其他不在他们控制范围内的因素认作员工的离职原因。

7 应对离职的最佳方案

我们要求受访者选出他们认为可以提高所在企业保留率最有效的三个方案。选项按选择比例从高到低排列，每一项的后面都列出了选择该选项的受访者比例（见图表 7）。

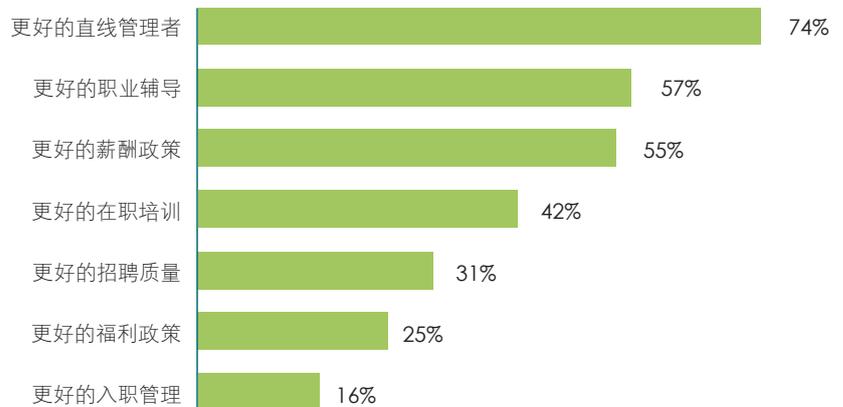
最值得注意的是，比例最高的选项是“更好的直线管理者”，与其他选项悬殊较大。这与图表 6B 所反映的最主要离职原因（薪资、职业前景渺茫和与工作中有关的一些特定因素）相违背。所以尽管调查受访者认为主要的离职原因都是管理人员不能控制的因素，但是他们仍然认为提高管理人员技巧是提高员工保留率的最有效方法。

关于这个现象，有几个可能的解释。受访者也许认为虽然离职访谈数据表明员工因为工资和其他原因离职，但是其他传闻告诉他们员工离职的主要原因在

图表 6B 每一个岗位最主要的三种离职原因：

岗位	离职原因前三位
技术类人员	<ul style="list-style-type: none"> 薪资 职业前景渺茫 工作中有关的一些特定因素
研发类人员	<ul style="list-style-type: none"> 薪资 职业前景渺茫 工作中有关的一些特定因素
销售和市场营销人员	<ul style="list-style-type: none"> 工作资源匮乏 薪资 职业前景渺茫
总监或部门主管	<ul style="list-style-type: none"> 职业前景渺茫 薪资 与直属上司的关系
蓝领工人	<ul style="list-style-type: none"> 薪资 福利 与工作本身无关的个人原因
首席执行官，总裁，总经理，副总裁	<ul style="list-style-type: none"> 与直属上司的关系 工作中有关的一些特定因素 职业前景渺茫
生产运营及支持人员	<ul style="list-style-type: none"> 薪资 职业前景渺茫 工作中有关的一些特定因素

图表 7 企业员工离职的有效解决方法：



于他们的上级。另外一个可能的解释是员工因为上级的原因开始寻找新工作，但是最终找到的新工作能够给予他们更高的薪酬，所以在离职访谈中，他们表明离职是为了更高的报酬。

8

离职成本

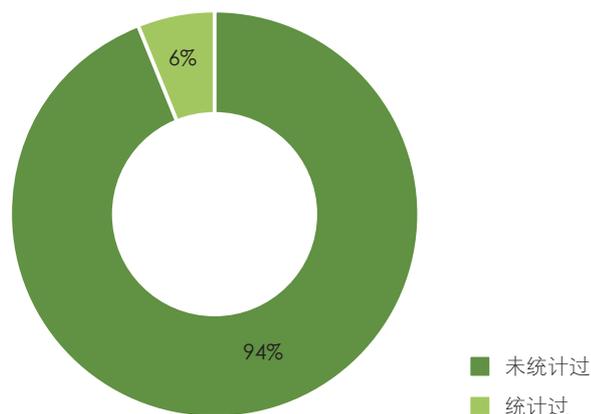
我们要求受访者估算出 2011 年所在企业因离职带来的总成本。需要指出的是，94% 的受访者选择不对这个问题作答（见图表 8），反映出他们可能没有可用的计算该成本的方法或者他们从不认为离职会造成实际的金钱损失。另一个调查问题要求受访者说出他们公司离职率最高的三个岗位的离职成本，213 位受访者无一作答。

代表各自企业回答该问题的受访者，他们的回答从 5,000 美元到 600,000 美元不等，跨度很大。其中一位受访者表示该成本应该是离职员工的总工资的 250%。

那些不知道公司离职成本的企业正在错过一个绝好的节约成本、获得收益的机会，因为给离职贴上一个真金白银的成本标签会激励高管和他们手下的员工降低离职率。

可以确定的是，如果离职的是技术型和专业人才，5000 美元的预计损失

图表 8 员工离职的总成本：

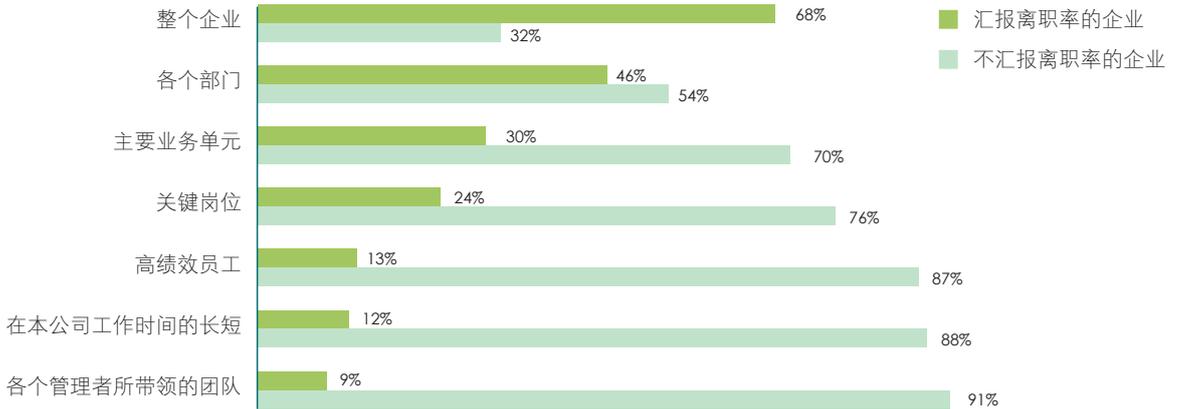


根据此处列出的数据我们可以合理估算，参与调研的企业平均雇佣 1500 名员工，年离职率为 15%（根据平均离职率：14.7%）。这意味着公司每年流失 225 名员工。如果每流失一名员工所造成的雇佣新员工费用和失去的生产力价值共计 5000 美元，那么总损失就是每年 1,125,000 美元。如果进一步正确看待这个问题，离职率降低 20% 就可以为企业每年节省 225,000 美元，而离职率降低 50% 就可以为企业每年节省 56,250 美元。

将远远低于实际值，每流失一位这样的人才所造成的损失可能是这个数值的 10 倍。



图表 9A 员工离职率的汇报方式：



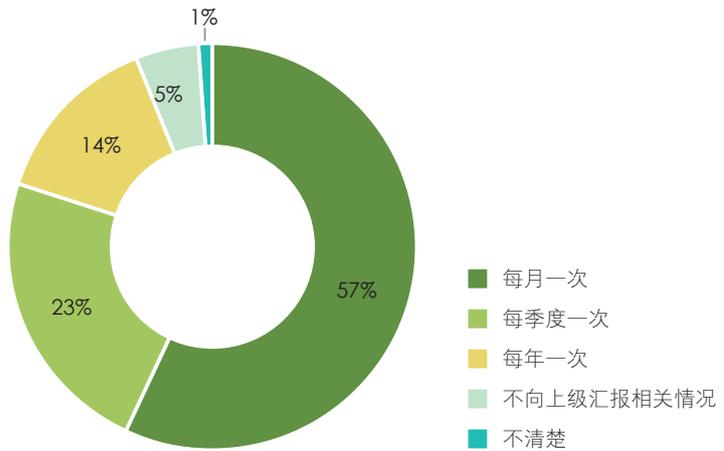
9

员工保留的汇报方式和频率

我们询问受访者从哪些角度汇报员工离职率以及他们多久做一次离职率汇报。如图表 9A 所示，近三分之一的企业不汇报整个企业的离职率，这意味着他们不以任何方式进行离职率的汇报。只有 12% 的企业根据员工工作时间长短进行离职率汇报，而这个方式最能说明员工离职的真正原因。可能更为重要的数据是，只有不到 10% 的企业按管理者所带领的团队进行离职率汇报，这说明管理者可能不被要求或认为自己无需对改善员工保留负责。

图表 9B 中的数据表明近 20% 的受访者认为离职问题相对来说不太重要，因为他们一年汇报一次或者根本不做汇

图表 9B 员工离职的汇报频率：



报。5% 的受访者表示他们不做任何形式的离职率报告，这似乎与图表 9A 中大部分企业不以选项列举中的方式进行离职汇报相冲突。虽然每种汇报方式都是可实行的。

10

员工保留的目标和责任

我们询问受访者所在企业如何设立员工保留目标，以及直线经理对所管理团队离职问题负有多少责任。

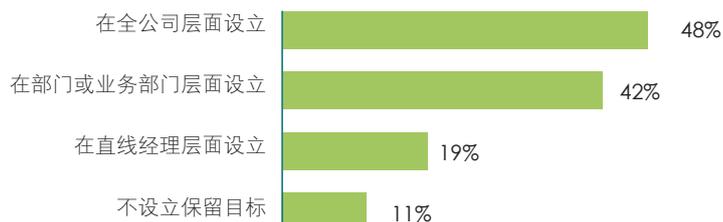
数据表明，不到一半的企业在全公司层面制定员工保留目标，一些企业甚至没有设立任何相关目标（见图表10A）。虽然只有19%的企业在直线经理层面上制定保留目标，但是图表10B表明对员工保留负有现实责任的经理少之又少。

11

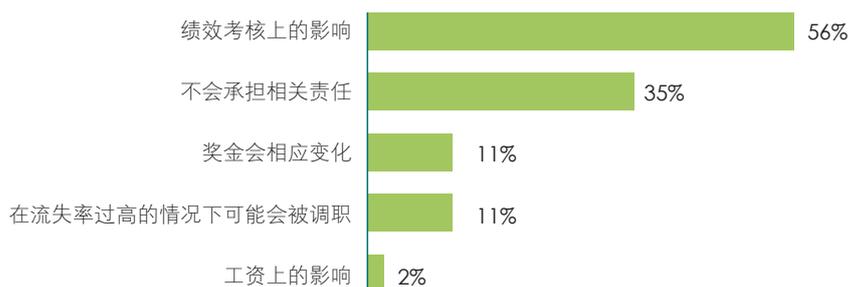
员工调查的频率和效果

大多数企业每年都会进行员工调查（见图表11A）。尽管相当数量的受访者认为员工调查对提高员工保留率效果甚微、甚至毫无影响，但受访者中的多数人认为员工调查是有效工具（见图表11B）。

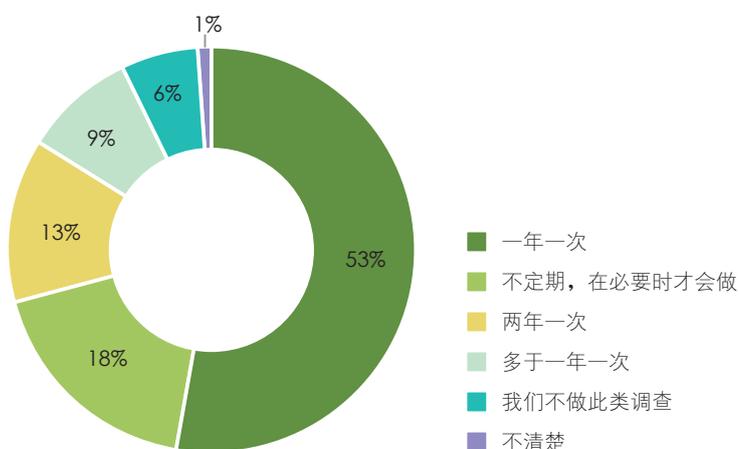
图表 10A 受访者所在企业制定员工保留目标的方式：



图表 10B 对于员工流失，直线经理所要负担的责任：

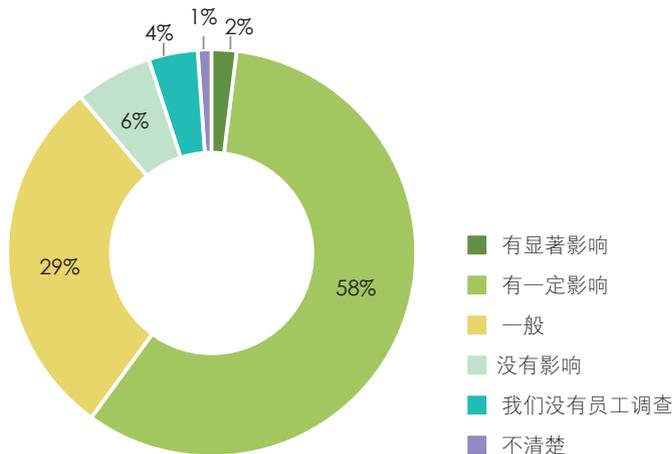


图表 11A 员工调查的频率（包括但不限于员工满意度调查、员工敬业度调查等）：





图表 11B 员工调查（包括但不限于员工满意度调查、员工敬业度调查等）对改善员工保留的影响：



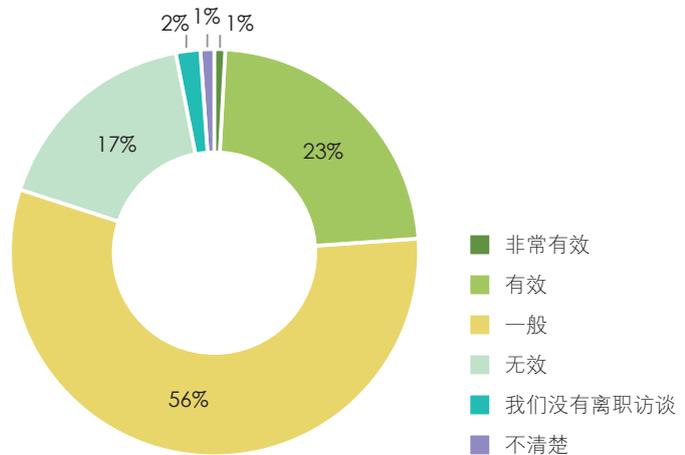
“员工调查和离职访谈对提高保留率的效果甚微。我们需要改变传统的人力资源手段，由管理人员和人力资源部共同负责员工保留。”

12

离职访谈的有效性

我们询问受访者离职访谈对降低企业离职率有多少效果。多数受访者表示对提高员工保留率毫无价值（见图 12）。

图表 12 员工离职访谈（包括书面或者面谈）在提高员工保留率方面的效果：





第3部分 | 意见和建议

“提高员工保留率的建议：
利用业务驱动程序留住有助企业发展的员工。”

企业一般都有一套用于实现最重要绩效指标的流程，利用与此相似的流程将能最好地解决员工保留问题。如果您所在公司最关键的指标是销售，就思考一下您在聘用和培训销售人员时所付出的精力、您为了帮助他们成功所做的教导、您为他们制定的标准、您为了激励他们成功而精心设计的奖励制度以及您根据他们的绩效而实施的奖励和惩罚。



这些就是业务流程，代表的是企业为最好地达成最重要考核指标而采用的方法。因为高级管理人员的不停灌输，企业的每一位管理者都严格遵守业务流程中的各项要求。

然而此次调研的结果显示，员工离职方面的管理较为随意，仿佛员工离职不会对公司的实际业绩造成重要影响。提高员工保留率需要企业设立相关目标，继而将实施工具纳入业务流程，最终使管理人员对管辖范围内的员工流失负起责任。下面列出各企业为留住人才、提高企业生产力而应该实施的步骤。

1 计算离职成本使降低员工离职率成为必要。

人力资源、财务以及岗位方面的专家应该通力合作，计算出每一个关键岗位人才的流失所造成的现金损失，继而按岗位、按月、按年份做出离职成本报告、计算出减低离职率能够带来的现金回报。此次调研报告的作者可以推荐一套计算综合离职成本的模型供企业使用。

2 为所有员工离职和聘用新员工的工作设立目标，并且将实现这些目标作为最关键业绩指标之一对经理进行考核。

每月按此目标针对整个组织、各部门、各一线经理人员进行离职汇报，报告还要附上现金损失。告诉各级经理，他们对实现员工保留目标负有责任，全公司都会看到记录以及有他们名字和绩效的月度报告——没有什么能比这个方法更有效地提高员工保留率。

3 经理人在聘用新人后应立即和所聘员工进行留任面谈，以后每年至少一次。经理人也要接受相关的培训。

留任面谈应聚焦经理人为留住员工而采取的措施，事实上，留任面谈是经理实现员工保留目标的最有效工具。相比起员工调查和离职面谈，留任面谈更具优势，因为它要求经理和员工之间进行面对面的直接交流，从而建立针对每个员工的保留计划。留任面谈还给经理提供了与团队之间建立信任的绝佳机会，而建立信任感是留住人才的基本要素。

4 制定一个流程，方便经理在每一次留任面谈后预测各员工的保留情况。

要求经理预测每一位员工会留在公司的时间，是至少1年、6到12个月还是不到半年，

“提高员工保留率需要企业设立相关目标，继而将实施工具纳入业务流程，最终使管理人员对管辖范围内的员工流失负起责任。”

继而向其直线经理提交一份保留计划，以留住预计留任时间不会超过一年的员工。这就为高级管理人员提供了预测员工离职的方法，但更重要的是，这让直线经理采取措施挽留人才成为了可能。

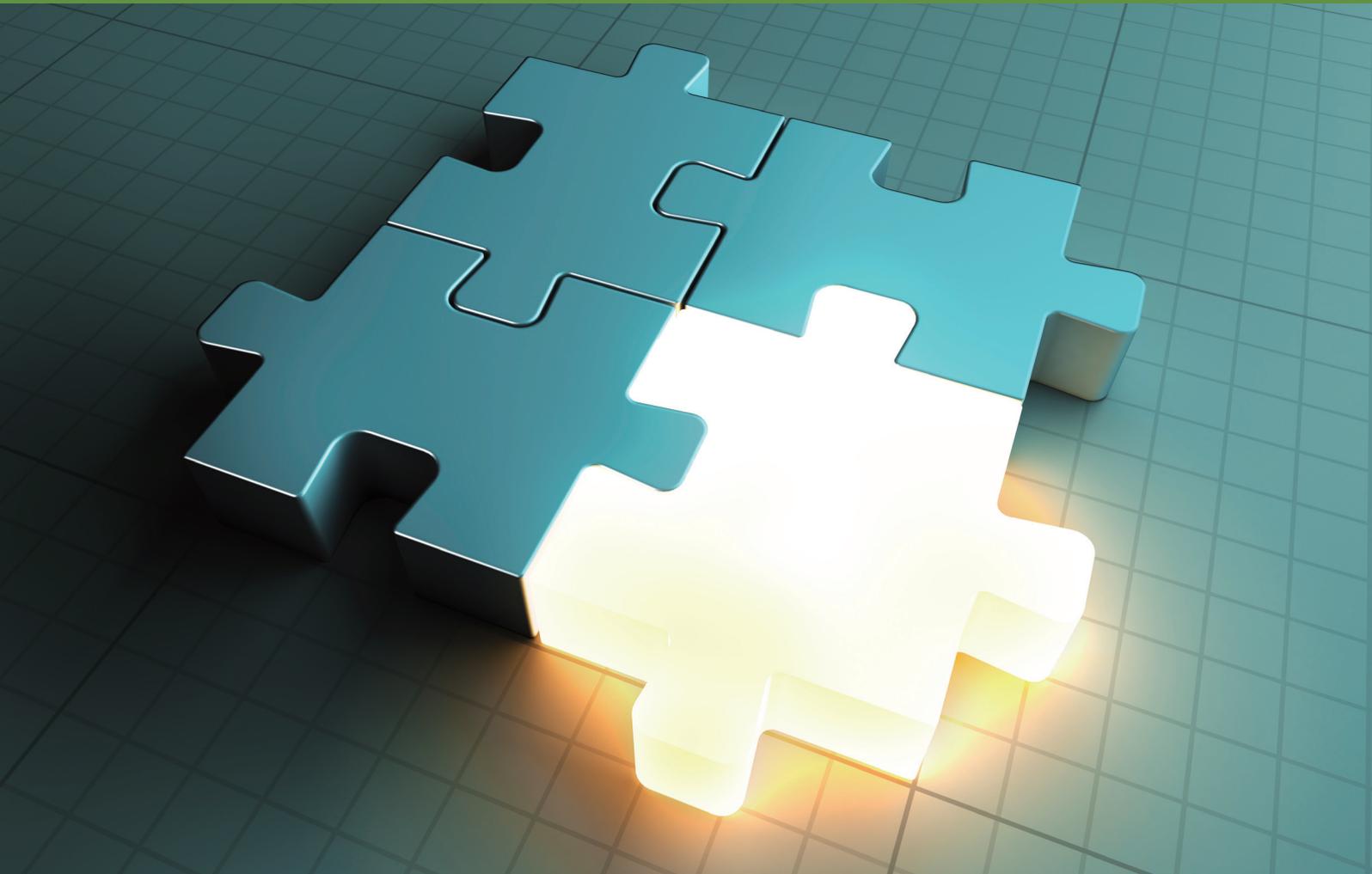
5 对实现和未完成员工保留目标的经理实施相应的奖励或惩罚措施。

实现员工保留目标应该成为经理是否能晋升更高管理职位、甚至是否能得到全部奖金的考核因素。相反，长期未能达到保留目标的经理应该接受教导以求得改善，若还不能完成任务的最终将被免去经理职务，就像不能实现销售目标的销售人员要被调离销售岗位一样。

6 增加辅助程序，预测员工是否会留任，作为聘用工作的补充。

所有招聘活动应该衡量应聘者是否能胜任工作、是否会接受工作安排并且会留任。但多数招聘工作只关注第一项而忽视了后两项。让应聘者预览真实工作情况，包括对其的切身感受和全方位的视觉和听觉感受。同时，还需了解导致岗位前员工离职或胜任不了工作的因素。重视在职员工推荐制度也能很好地降低离职率，另外在美国展开的调研结果显示，进入新公司的员工年龄越大，他们留在公司的时间就越长。

同等重要的是，为用人经理提供同僚互助或者事务咨询小组，增加他们雇佣优秀以及长期留任的员工的可能性。招聘需要综合技能，即使是能高效完成其他方面职责的经理有时也会因为要在招聘中做出明智抉择而不知所措。



第4部分 | 关于调研样本

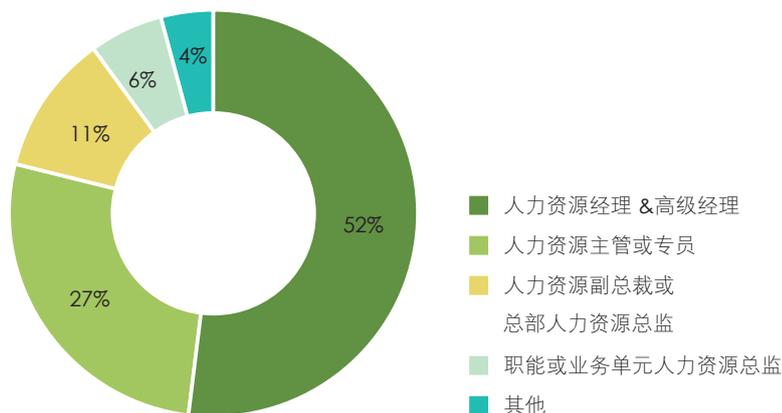
人力资源智享会 (HREC) 联手美国知名研究机构 The Retention Institute 于 2012 年 3 月至 5 月开展了此次调研，共收到 213 份完整问卷。

数据中罗列出了此次调研中的全部行业，所占比例最高的前五个行业分别是机械制造、汽车及零部件、生命科学、信息技术 / 半导体 / 通讯以及化工 / 石化 (见图表 13)。调研中，半数以上的受访者是人力资源经理或高级人力资源经理 (见图表 14)。受访者所在企业的员工人数从 100 到 10,000 不等 (见图表 15)。这些企业中有近 70% 是外商独资企业，其次是中外合资企业、中国私营企业和国有企业 (见图表 16)。

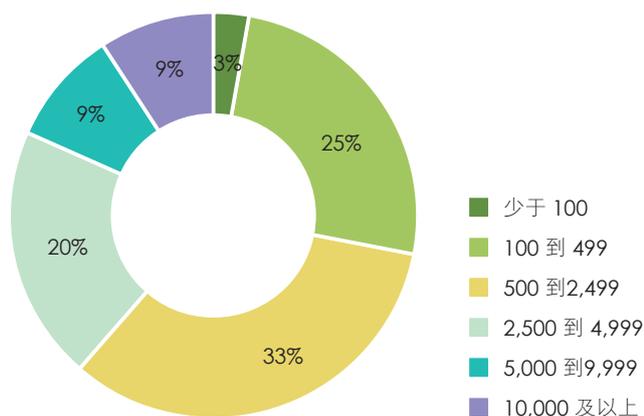
图表 13 参与调研企业所处行业

行业	受访者数量	所占比例%
机械制造	33	15
汽车及零部件	28	13
生命科学	24	11
信息技术、半导体、通讯	18	8
化工和石化	16	8
快速消费品	15	7
电子电气	12	6
能源动力	8	4
多样化生产	6	3
耐用消费品	6	3
金融服务	6	3
建筑建材	5	2
互联网与游戏业	5	2
专业性服务	5	2
环境科学	4	2
造纸、包装和森林业	3	1
房地产	3	1
零售业和电子商务	2	1
只有一位受访者代表的其他行业	14	7

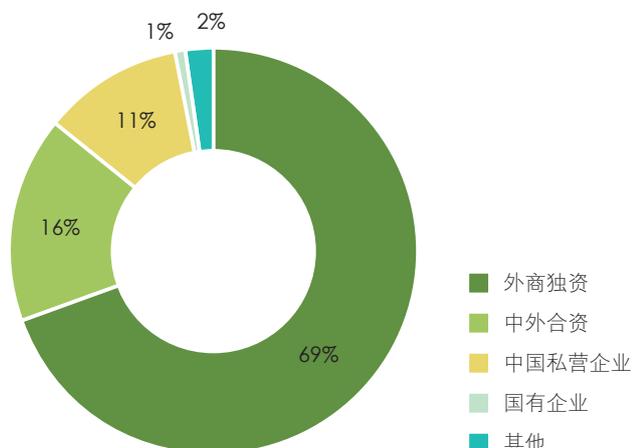
图表 14 参与调研者的职级



图表 15 参与调研企业在中国大陆的员工总人数



图表 16 参与调研企业的所有权性质





关于作者



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Dick Finnegan 被《商业周刊》,《首席执行官杂志》以及《咨询杂志》被评为是人才保留领域的先驱者。

Dick 目前是 C-Suite Analytics 公司的首席执行官, 这是一家专门帮助企业提高人才保留率和员工敬业度的公司。他也是《Rethinking Retention in Good Times and Bad》一书的作者, 详细地介绍了如何用具体的, 以研究结果为基础的最佳战术减少员工流失率。

Dick 在美国的客户有 Sprint, 希尔顿, The Hartford, 通用电气, 美国强生等公司, 还包括美国中央情报局。他在海外合作的范围已经覆盖了六大洲, 包括西伯利亚银行和非洲金矿, 他甚至到达地下三千米深处就为了解员工离开与留下来的原因。

Dick 也是每年 SHRM(美国的人力资源管理协会)年会, ICMI 以及其他组织的主要演讲嘉宾。Dick 获得美国宾州州立大学的学士和硕士学位。他现居住在美国佛罗里达州的奥兰多, 当地的《奥兰多前哨报》曾发表社论, 表彰他为非盈利性组织奉献了大量的职业服务。



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薛融毕业于上海对外贸易学院, 获得工商管理(国际企业方向)本科学位。



关于 The Retention Institute

The Retention Institute 隶属美国知名机构 C-suite Analytics, 专门帮助全球各企业提高人才保有率和员工敬业度的公司。相比传统员工项目, C-suite Analytics 的客户们采用基于企业实践的新型思考的解决方案。读者可登入 C-Suite Analytics 网站: www.c-suiteanalytics.com 了解更多详情。



关于人力资源智享会

人力资源智享会 (HREC) 是一个会员制的组织。面向中国人力资源领域的专业人士, 致力于促进其技能和胜任能力的提升, 从而帮助他们在竞争激烈的知识经济中脱颖而出; 同时推动中国人力资源行业的发展。

人力资源智享会为每一位会员提供一个整合线上知识、线下活动的平台, 和中国最顶尖的专业人士共同讨论中国人力资源实践中最热门, 最前沿的话题。这个平台包括 HRD Network, 专业会议和论坛, 专业培训, 人力资源前沿, HR Value 杂志, 电话会议, 功能强大的网络平台以及调研与报告等一系列具有高附加值的产品和服务。读者可登入智享会网站: www.hrecchina.org 了解更多详情。

Foreword

Based on a survey of over 200 human resources executives, Chinese companies are facing serious employee retention challenges and the majority of them see no immediate relief in the future.

The survey was conducted in March through May of 2012 by the Human Resource Excellence Center of China (HREC) and The Retention Institute.

This report provides the following information for participating Chinese companies:

Part 1 | Executive Summary

Part 2 | Data Analysis

- ① Total 2011 Turnover
- ② 2011 Turnover by Job Title
- ③ Satisfaction with 2011 Employee Turnover
- ④ Anticipated 2012 Total Turnover
- ⑤ Most Concerned Turnover by Job
- ⑥ Turnover Reasons by Job
- ⑦ Most Effective Turnover Solutions
- ⑧ Turnover's Cost
- ⑨ Methods and Frequency for Reporting Retention's Progress

- ⑩ Retention Goals and Accountability
- ⑪ Employee Survey Frequency and Effectiveness
- ⑫ Exit Survey Effectiveness

Part 3 | Recommendations & Action Steps

Recommendations to Improve Employee Retention: Apply Business-Driven Processes to Retain Employees Who Improve Your Organization

Part 4 | About the Survey Sample



PART 1 | Executive Summary

1 *Employee turnover is a serious problem in China and respondents don't anticipate near-term improvement.*

Only 19% of respondents were satisfied with their turnover levels in 2011 and a high number of them believe turnover will stay the same in 2012.

2 *Employee turnover is under-valued as an obstacle to productivity, and retention is under-valued as a strategic productivity tool.*

The majority of respondents give retention token levels of attention as evidenced by the very small percent that report turnover by job, that have established retention goals for any organizational levels, and have made any effort to estimate turnover's

cost. Further, nearly half the respondents indicated they were “neither satisfied nor dissatisfied” with their organization’s turnover rate for 2011, far exceeding those who expressed satisfaction or dissatisfaction. Key data points throughout this study indicate Chinese companies are giving some attention to employee retention but not committing themselves fully to improve it.

3 *The greatest turnover concern is for jobs that are hardest and most expensive to fill.*

Respondents are most concerned about losing employees who work in technical jobs and research & development.

4 *There is an extreme gap between the top reasons employees leave and the best solution to retain them.*

Whereas the most frequently indicated reasons why employees leave are pay, career advancement, and specific job conditions, respondents indicated by a wide margin that the best solution for improved retention is better supervision.

5 *Nearly every respondent indicated they have no idea how to estimate turnover’s cost.*

When asked to estimate turnover’s cost in their organizations, 94% could not which indicates turnover is likely being managed as a human resources metric only rather than as a business-impacting issue that requires business-driven solutions.

6 *Little reporting is routinely done to identify turnover trends and even less emphasis is placed on retention accountability.*

Fewer than half of participating organizations report turnover by departments, by supervisors, or for high-performing employees. Further, less than half establish goals to improve retention and there are few real consequences for managers who have continuously high turnover.

7 *Employee surveys and exit interviews provide limited help for improving retention.*

Significant percentages of respondents indicated these tools are ineffective. This calls for a shift from traditional human resources interventions to those that require both managers and human resources to take on responsibility for retention in ways described throughout this report.



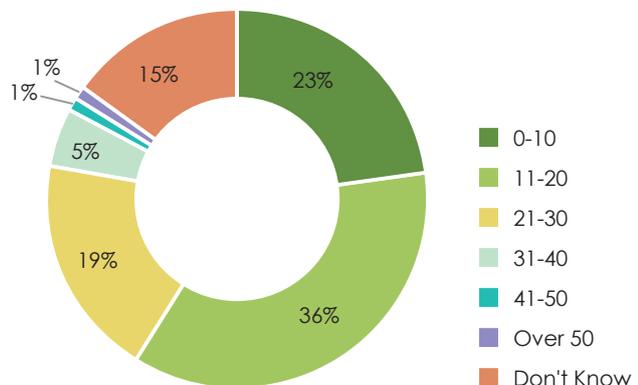
PART 2 | Data Analysis

1

Total 2011 Turnover

We collected 213 responses. 181 respondents counted their organizations' 2011 total turnover (See Figure 1A), and the majority of them reported that total turnover was 30% or less during 2011, with the largest group, 36%, indicating that turnover was in the range of 11-20%. The average turnover for 181 companies was 14.71%. Most notable was that a full 15% of respondents indicated

Figure 1A What was your total turnover percent for all jobs in 2011?



that they did not know their turnover percentage and therefore did not know how many employees had left their organizations.

We also calculated the turnover for 6 industries which have more than 15 companies participating in the survey. The findings are indicated in Figure 1B (high to low), with the Equipment and Machinery Industry as the lowest (14.2%) and the Life Science Industry as the highest (19.4%).



2

2011 Turnover by Job Title

For those organizations that tracked turnover for specific job categories, the highest turnover was among sales & marketing and blue collar workers (See Figure 2). Notable, though, was that fewer than half of the reporting organizations tracked turnover for

Figure 1B The 2011 total turnover for those 6 selected industries (High to Low):

Industry	%2011 Total Turnover
Life sciences	19.4
FMCG	18.6
Automotive and parts	17.2
Chemicals and petrochemicals	16.8
IT, semi-conductor, and communications	15.2
Equipment and machinery	14.2

any one job category, including high potential employees.

A comparison of this data with the data presented previously for total 2011 turnover leads one to believe that those organizations that tracked turnover by job category had less overall turnover than those organizations that did not. This conclusion is based on those organizations that tracked turnover by job category having only two jobs,

Figure 2 What was your organization's turnover rate for the following job categories?

Job Title	% Organizations Tracking Turnover	% Avg 2011 Turnover	% Turnover Range (low to high)	% Organizations Tracking Turnover But Reported No Turnover
CEO, Senior Executive, GM, VP	41	2.1	0-28.5	78
Director & Line Manager	45	5.2	0-28.9	33
R&D Talents	38	8.4	0-38	20
Technical Talents	40	9.3	0-55	8
Operations & Support	36	9.9	0-50	17
Sales & Marketing	47	13.8	0-79	13
Blue Collar	44	22	0-120	12
High Potentials	38	7	0-40	15



sales & marketing and blue collar, with turnover greater than 10%. This compares very favorably to the data presented for total 2011 turnover where the majority of organizations had total turnover greater than 10%.

3

Satisfaction with 2011 Employee Turnover

Fewer than 20% of organizations were satisfied with their 2011 turnover (See Figure 3), whereas more than one-third indicated they wished they had done better. More notable, though, is that nearly half indicated they were "neither satisfied nor dissatisfied" with their results.

This response, when combined with other data presented later in this report, leads one to question whether employee turnover is gaining the attention required to improve it or if it is being accepted as a condition of doing business in modern-day China. Responding by indicating "Our turnover is OK" as this data suggests is similar to saying turnover is like rush-hour traffic, implying nothing can be done to improve it. And those who believe turnover is a low priority or that it cannot be improved will likely not improve it.

4

Anticipated 2012 Total Turnover

Respondents were offered three

Figure 3 Are you satisfied with your organization's turnover rate for 2011?

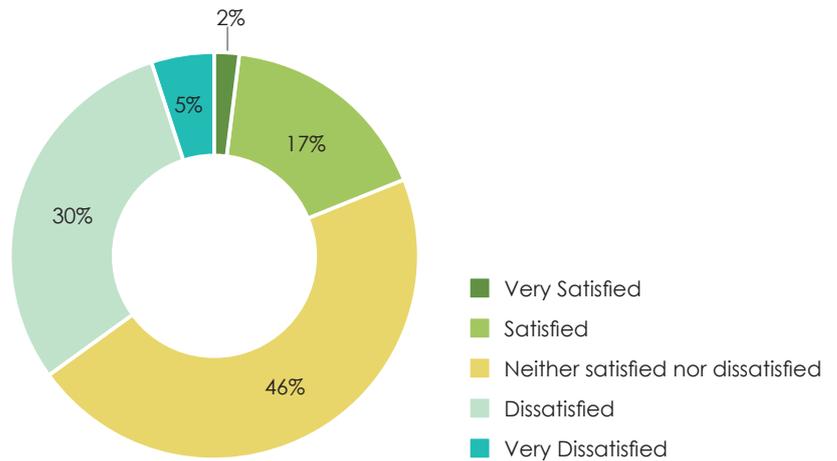
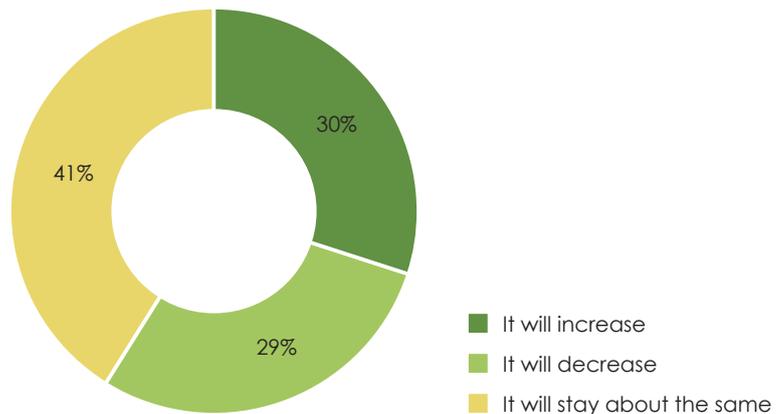


Figure 4 How do you expect overall turnover to change in 2012?



response choices for predicting 2012 turnover, whether turnover would increase, decrease, or stay the same. Their predictions were dispersed with no one response category gaining more than half of the responses (See Figure 4).

5

Most Concerned Turnover by Job

Respondents were asked to choose 3 jobs from the jobs listed on Figure 5 for which turnover concerned them the most. Their overall responses are indicated in that table, from most to least concerned.

Comparing these responses to the data presented previously for overall turnover rates by job, it appears respondents chose jobs that were more difficult and perhaps more expensive to replace rather than the jobs with traditionally highest turnover. That previous data indicated that for those organizations that tracked turnover by job, technical and R&D jobs had turnover of less than 10% yet they are identified here as the top two jobs that concern organizations the most.

6

Turnover Reasons by Job

Respondents were asked to choose the top 3 reasons why employees left from each job group, from a list of possible leave reasons (See Figure 6A). Their responses are including in Figure 6B presented in the sequence of those jobs they are most concerned about from Figure 5 above.

The most common leave reasons indicated throughout these

Figure 5 For which jobs does turnover concern you the most?

Rank Order	Job
1	Technical Talents
2	R & D Talents
3	Sales & Marketing
4	Director & Line Manager
5	Blue Collar
6	CEO, Senior Executive, GM, VP
7	Operations & Support

Figure 6A The Possible reason for turnover :

Possible Reason
Relationship with your direct supervisor
Relationship with another manager
Relationships with other employees
Something specific about your job
Lack of career advancement
Lack of training or development for your future
Lack of equipment or resources
Pay
Benefits
Work schedule or degree of schedule flexibility
Commute
Concern about company future
Personal reasons unrelated to work (NOTE: Responding here indicates you would not have left the company if not for this personal reason which is totally unrelated to any action taken by the company)



responses include pay, lack of career advancement, and specific conditions about jobs. Whereas the leave reasons reported here might very accurately reflect employees' actual leave reasons, it should be noted that identifying real reasons employees leave is a universal challenge. Obstacles for securing accurate leave reasons include employees sometimes withholding the truth during exit surveys and also because some managers tend to point to pay and other factors outside of their control as reasons their employees leave.

7

Most Effective Turnover Solutions

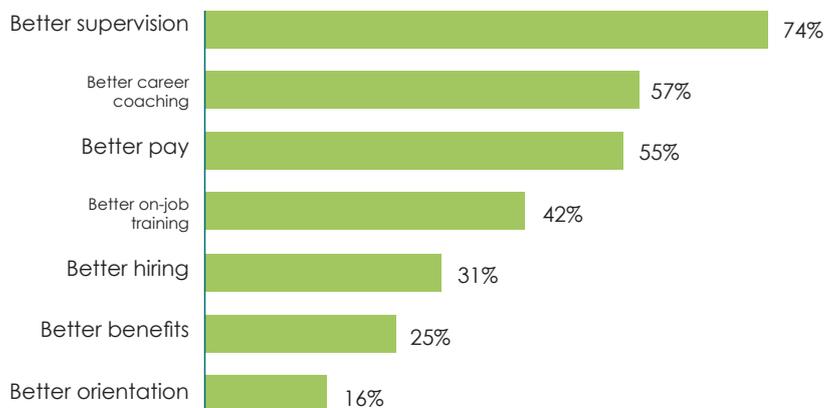
Respondents were asked to select the top three methods that would improve retention in their organizations. Items are listed in the order of those most selected, followed by the percent of respondents who selected each item as one of their three choices (See Figure 7).

Most notable is that the most selected response was "Better Supervision", by a wide margin. This conflicts with the primary reasons employees leave as indicated in Figure 6B which are pay, lack of career advancement, and specific conditions about jobs. So whereas survey respondents believe the main leave reasons are typically considered to be uncontrollable by supervisors, they have identified improving supervisors' skills as the

Figure 6B What are the top three leave reasons for each job?

Job	Top 3 Leave Reasons
Technical Talents	<ul style="list-style-type: none"> ➔ Pay ➔ Lack of career advancement ➔ Something specific about your job
R & D Talents	<ul style="list-style-type: none"> ➔ Pay ➔ Lack of career advancement ➔ Something specific about your job
Sales & Marketing	<ul style="list-style-type: none"> ➔ Lack of equipment or resources ➔ Pay ➔ Lack of career advancement
Director & Line Manager	<ul style="list-style-type: none"> ➔ Lack of career advancement ➔ Pay ➔ Relationship with direct supervisor
Blue Collar	<ul style="list-style-type: none"> ➔ Pay ➔ Benefits ➔ Personal reasons
CEO, Senior Executive, GM, VP	<ul style="list-style-type: none"> ➔ Relationship with direct supervisor ➔ Something specific about your job ➔ Lack of career advancement
Operations & Support	<ul style="list-style-type: none"> ➔ Pay ➔ Lack of career advancement ➔ Something specific about your job

Figure 7 Which of the following solutions will most improve employee turnover?



strongest solution for improving employee retention.

There are several possible explanations for this. Respondents might be indicating that whereas exit survey data indicates employees leave for pay and other reasons, other anecdotal information tells them the primary reason employees leave is due to their supervisors. Another possible explanation is that employees begin their job searches for reasons related to supervisor relationships and ultimately find new jobs that pay more, and then indicate they are leaving for higher pay.

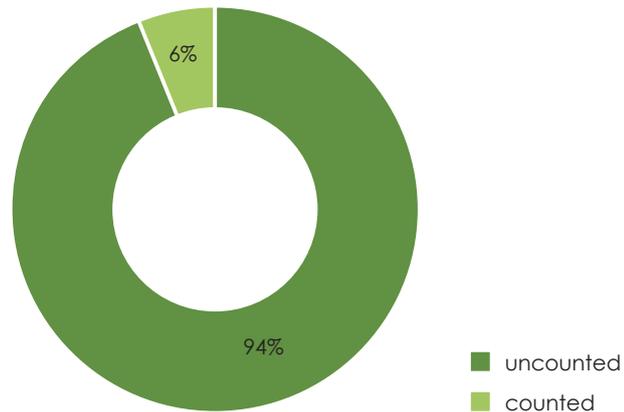
8

Turnover's Cost

Respondents were asked to estimate the total cost of turnover for their organizations for 2011. Most notable is that 94% chose to not respond to this question, likely indicating that they either had no method to use to estimate this cost or that they had never considered turnover to be a hard-dollar cost item. Another survey question asked respondents to tell the cost of turnover for each of their three highest turnover jobs and none of the 213 respondents provided an answer.

The respondents who responded for their organizations and their responses covered a broad range from \$5,000 to \$600,000. One participant indicated the cost would be 250 percent of the wages of those who left.

Figure 8 Total cost of employee turnover :



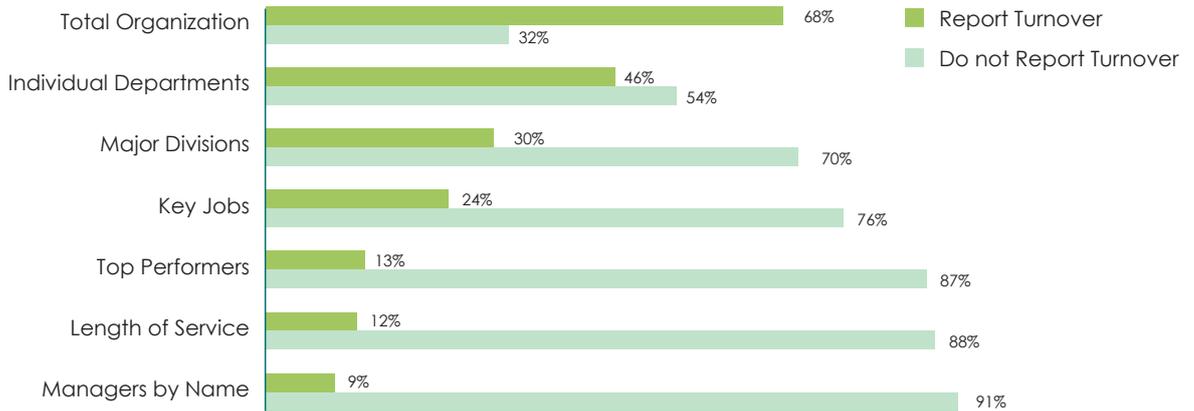
Those 94% of responding organizations that don't know their turnover's cost are missing out on a great cost-saving and revenue-producing opportunity because placing a dollar cost on turnover motivates executives and those below them to improve it.

Based on the data presented here, a fair estimate is that the average company in this survey has 1500 employees and annual turnover of 15% (based on the average turnover of 14.7%). This means that each year that company loses 225 employees. If each loss costs that company \$5,000 in new-hire expenses and lost productivity, the total loss is \$1,125,000 each year. To further put that loss in perspective, reducing turnover just 20% would save that organization \$225,000 and reducing turnover by half would save that organization \$562,500 each year.

Be assured that the \$5,000 estimated loss for each exit is very low for skilled and professional workers, and each loss might cost ten times that much.



Figure 9A For which organizational categories do you report turnover?



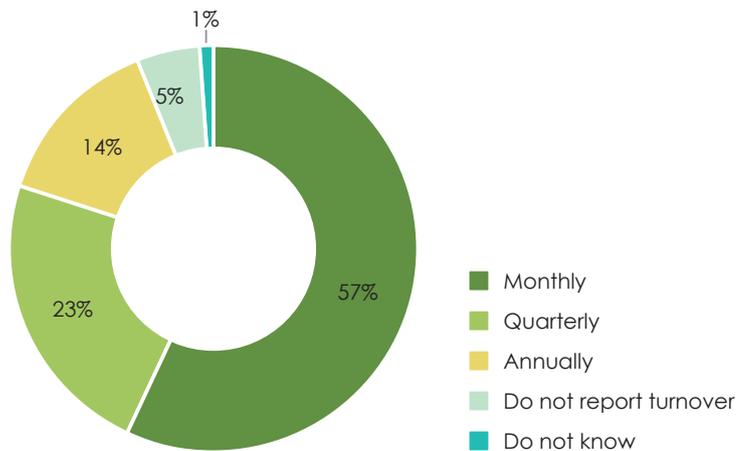
9

Methods and Frequency for Reporting Retention's Progress

Respondents were asked for which organizational categories they reported turnover and also how often they reported turnover data. As indicated on Figure 9A, nearly one-third of organizations do not report turnover for their total organizations which implies they do not report turnover in any way. Only 12% report turnover by length of service which is a strong indicator of real reasons employees leave. And perhaps most importantly, fewer than 10% report turnover by supervisors' names which likely means supervisors have no accountability and feel no responsibility for improving retention.

The data reported in Figure 9B indicates nearly 20% view turnover

Figure 9B How often do you report turnover to your executives?



as relatively unimportant as they report on it either once per year or not at all. And the 5% that indicate they do not report any turnover data seems to conflict with the data in Figure 9A which indicates a significant percentage of respondents do not report turnover for any of the listed categories which represent every way turnover can be reported.

10

Retention Goals and Accountability

Respondents were asked how retention goals were established in their organizations as well as how direct managers were held accountable for turnover of their teams.

The data indicates that fewer than half of the organizations set retention goals at any level and some organizations set no retention goals at all (See Figure 10A). And whereas only 19% of first-line managers are held accountable for retention goals, but Figure 10B indicates very few managers are held accountable in meaningful ways.

Figure 10A How are retention goals set in your organization?

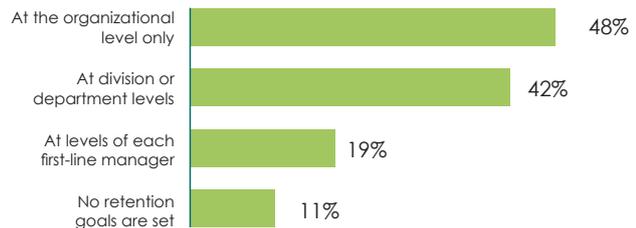
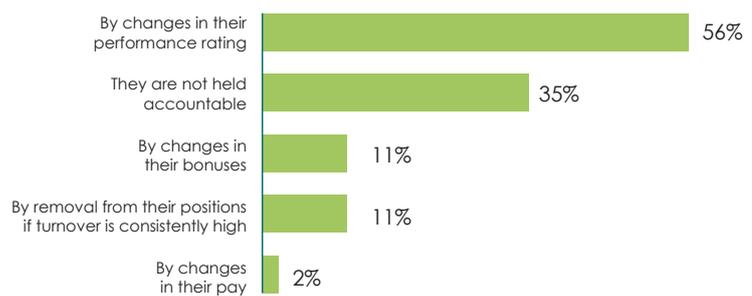


Figure 10B How are direct managers held accountable for turnover of your teams?



11

Employee Survey Frequency and Effectiveness

The majority of organizations conduct an employee survey once per year (See Figure 11A). Most indicated these surveys are effective tools for improving retention although a significant percentage of respondents say otherwise, that surveys contribute little or are completely ineffective (See Figure 11B).

Figure 11A How frequently do you conduct employee surveys?

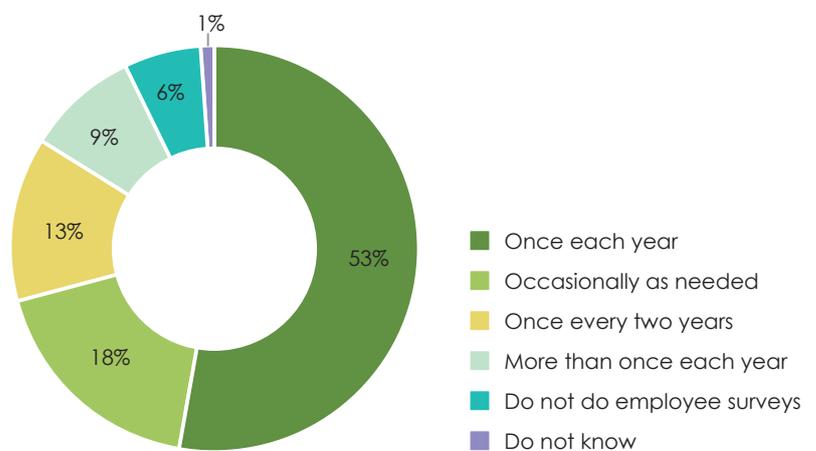
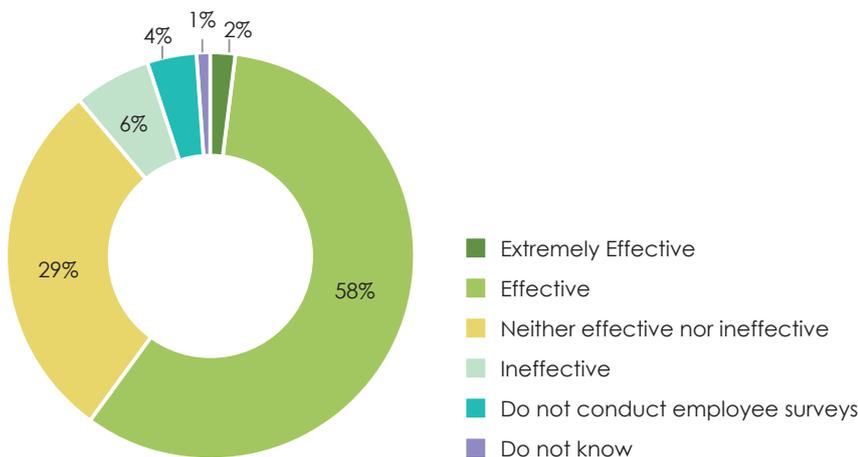




Figure 11B To what degree employee surveys are effective for improving employee retention in your organization?



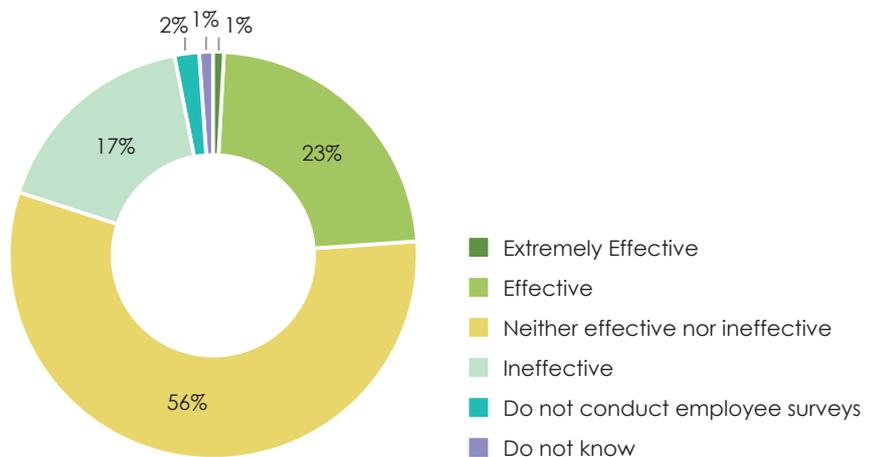
“Employee surveys and exit interviews provide limited help for improving retention. This calls for a shift from traditional human resources interventions to those that require both managers and human resources to take on responsibility for retention . ”

12

Exit Survey Effectiveness

Respondents were asked to what degree exit surveys were effective for improving turnover in their organizations, the majority indicated that exit surveys contributed no value to their retention efforts (See Figure 12).

Figure 12 To what degree are exit surveys effective for improving retention in your organization?





PART 3 | Recommendation & Action Steps

“*Recommendations to Improve Employee Retention:
Apply Business-Driven Processes to Retain Employees Who
Improve Your Organization.*”

Employee turnover can best be solved by applying similar processes that organizations use to achieve their most important metrics. If your organization's most crucial metric is sales, consider the care you use to hire and train salespeople, the coaching you do to help them succeed, the standards to which you hold them accountable, the carefully-structured compensation you use to drive their success, and the positive and negative consequences you provide based on their performances.



These are business processes, and they represent tools your company uses to lock in the best opportunity for your most important metric's success. Every manager in your company complies with the requirements of these processes because your executives have instilled that expectation.

The findings of this study, however, indicate that employee turnover is managed haphazardly, as though the results don't have significant bearing on real business outcomes. Improving employee retention requires organizations to establish goals, followed by implementing tools that become business processes, and ultimately holding managers accountable for retaining their talent. Here are specific steps each organization should take to improve their productivity by retaining that talent.

1 *Calculate turnover's costs in order to create a mandate for improvement.*

Human Resources, Finance, and Job Subject Matter Experts should collaborate to identify dollar costs for each key position's exit in order to report turnover's cost by job, by month, and by year...as well as the dollar opportunities for improvement. The authors of this study can recommend a comprehensive turnover costing model for use.

2 *Establish retention goals for all turnover and for new hires, and hold managers accountable for achieving those goals as most important KPIs.*

Report turnover against goals each month for your organization, each department, and for each first-line manager, and include the dollars lost on each line of the report. Nothing will improve retention more profoundly than telling your managers on every level that they are accountable for achieving retention goals and their names and performances against goals will be included in a widely-circulated monthly report.

3 *Train managers to conduct Stay Interviews with their individual employees shortly after hire and at least once per year after.*

Stay Interviews provide focus on what managers can do to retain employees longer, and they are the strongest tools managers can use to achieve their retention goals. Stay Interviews are more effective than employee surveys or exit interviews because they require direct, one-on-one communications between managers and employees that lead to individual retention plans for each employee. Stay Interviews also provide managers with their best opportunities to build trust with their teams which is the one essential skill to retain them.

4 *Provide a process for managers to forecast each employee's retention status after each Stay Interview.*

“ *Improving employee retention requires organizations to establish goals, followed by implementing tools that become business processes, and ultimately holding managers accountable for retaining their talent.* ”

Ask managers to indicate if each employee will stay for at least one year, 6 to 12 months, or less than 6 months, and then present a retention plan to his manager for those employees who are expected to stay less than one year. This will provide executives with a method to predict turnover and more importantly direct managers to take specific actions to retain their employees.

5 *Provide consequences for managers who achieve or fail to achieve their retention goals.*

Meeting retention goals should be a requirement for promotion to larger management positions and perhaps even for full bonus rewards. Conversely, those who consistently fail to meet their retention goals should be coached for improvement and ultimately removed from their role as people managers, just as salespeople who fail to meet their goals are removed from their sales responsibilities.

6 *Supplement hiring activities by adding processes that measure whether employees will stay.*

All hiring activities should measure whether applicants can do the job, will do the job, and will stay. But most hiring activities focus on *can* rather than on *will* or *stay*. Provide candidates with realistic job previews they experience with their senses based on job factors that have led to past turnover by exposing them to the sights, sounds, and other job characteristics that have caused previous employees to leave or fail. Emphasizing employee referrals has also resulted in lower turnover. And studies in the U.S. conclude that the older employees are when they enter a new company, the longer they stay.

As importantly, provide hiring managers with peer support or panels in order to increase the likelihood those managers will hire qualified workers who stay. Hiring is complex skill and some of your managers who are effective in other ways in their jobs will always struggle to make good hiring decisions.



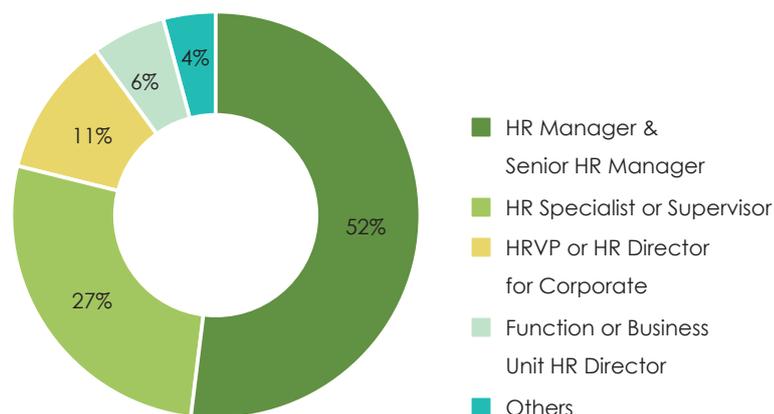
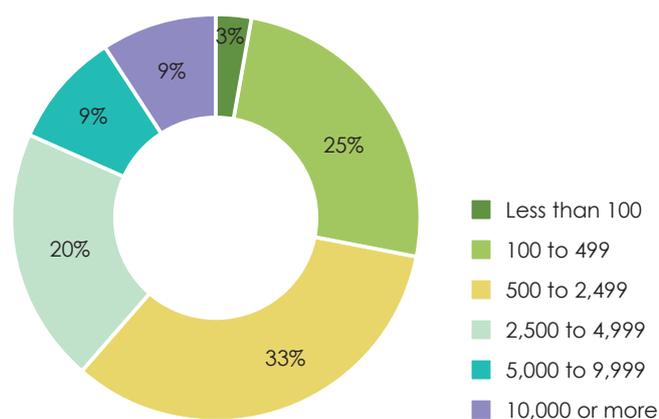
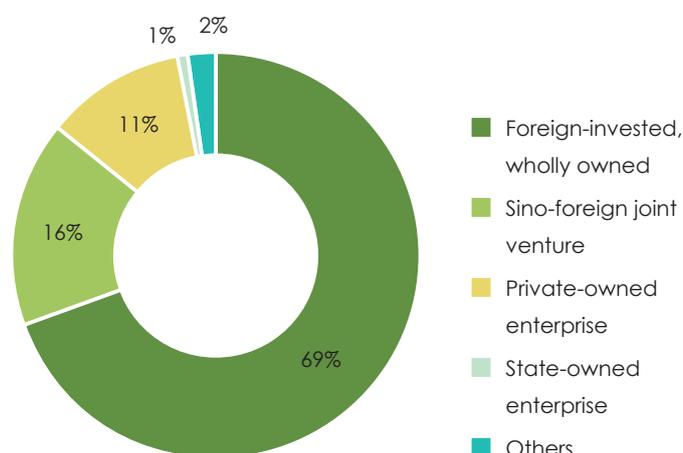
PART 4 | About the Survey Sample

The survey was conducted in March through May of 2012 by the Human Resource Excellence Center of China (HREC) and the Retention Institute, we collected 213 initial responses.

A total of industries are represented in the data with the top 5 being Equipment and machinery, Automotive and parts, Life sciences, IT/semi-conductor/communications, and Chemicals/petrochemicals (See Figure 13). More than half of respondents identified themselves as Manager or Senior HR Managers (See Figure 14) and they represent companies ranging from less than 100 to greater than 10,000 employees (See Figure 15). Nearly 70% of represented organizations are Foreign-invested, followed by Sino-foreign joint venture, Private-owned enterprise, and State-owned enterprise (See Figure 16).

Figure13 Industry :

Industry	# Respondents	% of total
Equipment and machinery	33	15
Automotive and parts	28	13
Life sciences	24	11
IT, semi-conductor, and communications	18	8
Chemicals and petrochemicals	16	8
FMCG	15	7
Electrics and electronics	12	6
Energy and power	8	4
Diversified manufacturing	6	3
Durable consumption goods	6	3
Financial services	6	3
Construction and building materials	5	2
Internet and the game	5	2
Professional services	5	2
Environmental science	4	2
Paper, package, forest products	3	1
Real estate	3	1
Retail and e-commerce	2	1
Other industries with only one participant	14	7

Figure14 Your role in the organization :**Figure15** Number of employees in Mainland China :**Figure16** Ownership Structure :



About the Authors



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Dick Finnegan has been cited by *BusinessWeek*, *Chief Executive Magazine*, and *Consulting Magazine* as the leading thinker on employee retention.

Dick is the CEO of C-Suite Analytics, his company that helps organizations engage and retain their employees. He is also the author of *Rethinking Retention in Good Times and Bad* which details the best strategic approach to cutting turnover with specific, research-based tactics that work.

His U.S. clients have included Sprint, Hilton, The Hartford, GE, and Johnson & Johnson, as well as the CIA. His international work has spanned 6 continents and includes working with Siberian banks as well as African gold mines where he went 3 kilometers deep to learn why employees stay and leave.

Dick is a featured speaker each year at the SHRM Annual Conference as well as for ICMI, and other organizations. He holds bachelors and graduate degrees from The Pennsylvania State University and lives in Orlando, Florida, where The Orlando Sentinel Newspaper published an editorial recognizing him for his extensive donations of professional services to non-profit organizations.



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Rita Xue is the Survey & Research Executive of HR Excellence Center (HREC), and responsible for the 2012 China Employee Retention Research Report, 2012 China Talent Management Landscape Survey Report, HR Shared Service Center Survey Report etc.

Rita graduated from Shanghai Institute of Foreign Trade with a bachelor degree in international business management.



About The Retention Institute

The Retention Institute is a division of C-Suite Analytics, a U.S. company dedicated to improving employee engagement and retention across the world. Clients of C-Suite Analytics apply fresh-thinking solutions that are based on business practices versus traditional employee program fixes. Readers are invited to view the C-Suite Analytics website at www.c-suiteanalytics.com



About HR Excellence Center

HR Excellence Center (HREC) is a membership based organization which is created to improve the competencies and capabilities of HR practitioners and advance the development of HR as a profession in China.

When you become a HREC member, you can enjoy access to a diversified range of HR Events and knowledge platforms discussing hottest issues and cutting-edging topics faced by HR practitioners in China. HREC services include HRD Networks, HR conferences, trainings & workshops, HR Frontier, online resources, HR Value magazine, Tele-conferences and survey & reports. Readers are invited to view the HREC website at www.hrecchina.org.



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