

EMPLOYEE SURVEY – XYZ Company – MAY, 2011

EMPLOYEE SURVEY

MAY 2011

XYZ Company



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Overview & Question Summary

In order to obtain an overall tone for the survey, we categorized answers as favorable, non-favorable, or “n/a”. The “n/a” classification pertained to questions where either the employee chose “n/a”, or the question format was not conducive to determining a favorable or non-favorable response. In this process we chose to highlight “meaningful differences” rather than “statistical significance” as recommended in *Reporting Statistically Significant Results* by Lindsay Bousman, PH.D. (Bousman, 2011). The following table shows the results of that effort, noting that in this report, a favorable percentage of more than 79.75% or less than 53.17% is “meaningful” and most likely addressed later in this report.

An “Answer Rating Table” is provided on page **Error! Bookmark not defined.** in order to help understand how a “favorable” was determined. Some questions were omitted from the table below because they did not lend themselves to being rated as “favorable” or “unfavorable”. That is, the questions removed provided only general information to help segment the data by “years-employed” or by supervisor.

Category/Question	Blank	n/a	Non-Favorable	Favorable	% Favorable	Total Responses
Work Group						
05-I have a good relationship with my co-workers.		1	1	38	95.00%	40
06-The overall morale of my co-workers is good.		2	8	30	75.00%	40
07-For the most part, people in my department work well together.		2	4	34	85.00%	40
08-In my department, we have a clear view of the roles and responsibilities of each individual.		2	8	30	75.00%	40
Work Duties						
09-I understand my daily work responsibilities.		1	1	38	95.00%	40
10-I feel that I can effectively do my job in the time given.		3	5	32	80.00%	40
11-I have the decision-making authority to do my job well.		1	7	32	80.00%	40

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Category/Question	Blank	n/a	Non-Favorable	Favorable	% Favorable	Total Responses
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Operations and Resources

12-The company provides the necessary resources/technologies in order for me to perform my job effectively.		1	4	35	87.50%	40
13-The computer system is at least adequate		8	2	30	75.00%	40
14-The warehouse system is at least adequate		7	4	29	72.50%	40
15-The delivery system is at least adequate		6	5	29	72.50%	40
16-The accounting and financial reporting system is at least adequate		15	2	23	57.50%	40
17-The Credit Management System is at least adequate		15	1	24	60.00%	40
18-The electronic commerce capabilities are at least adequate		21	4	15	37.50%	40
19-The financial strength is at least adequate		12	2	26	65.00%	40

Training and Development

20-I have access to company-sponsored trainings and seminars.		6	19	15	37.50%	40
21-In addition to training and development, XYZ Company provides an opportunity for employees to take on additional responsibility, when feasible.		6	13	21	52.50%	40

Performance Expectations and Evaluations

23-I know what is expected of me in my job.		1	2	37	92.50%	40
24-The amount of work I am expected to do is reasonable.		1	7	32	80.00%	40
25-I feel like my efforts make a positive difference in the success of the company.		1	3	36	90.00%	40
26-I prefer to have set goals and objectives, so that I		4	6	30	75.00%	40

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Category/Question	Blank	n/a	Non-Favorable	Favorable	% Favorable	Total Responses
know what I will be rated on.						
27-I feel that compensation should be impacted by my performance.		1		39	97.50%	40

Recognition

28-I receive recognition from my Supervisor for my contributions on the job.		1	11	28	70.00%	40
29-At this company, recognition or praise for doing a good job is rare.		1	17	22	55.00%	40
30a-For me, recognition at work could take the form of Monetary Rewards		3	5	32	80.00%	40
30b-For me, recognition at work could take the form of "Thank You" for a job well done.	1	2	1	36	90.00%	40
30c-For me, recognition at work could take the form of Gift Card	3	2	10	25	62.50%	40
30d-For me, recognition at work could take the form of Letter of Accommodation	2	4	10	24	60.00%	40

Advancement Opportunities and Professional Growth

31-I feel that I have the opportunity for advancement if I stay at XYZ Company.		7	22	11	27.50%	40
32-I am satisfied with the training and development opportunities that are available for a future position in the company.		9	19	12	30.00%	40

Communication

33-The company regularly and effectively communicates organizational goals and objectives.		1	18	21	52.50%	40
34-Communication between management and employees in my department is good.		2	18	20	50.00%	40

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Category/Question	Blank	n/a	Non-Favorable	Favorable	% Favorable	Total Responses
35-I have a clear understanding of the direction we are headed.	1	1	10	28	70.00%	40

Management / Interpersonal Skills

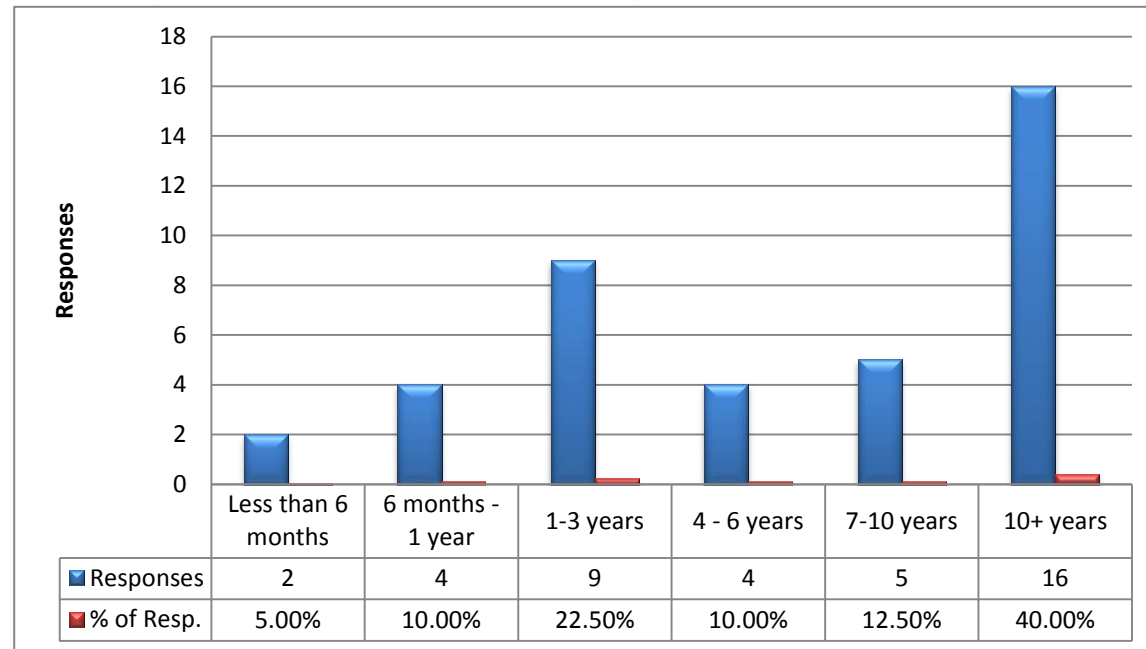
37-I am satisfied with how he/she takes & handles my complaints, concerns and ideas.		1	11	28	70.00%	40
38-My supervisor is approachable and available.		1	2	37	92.50%	40
39-His/her actions and behaviors are consistent with their words.		1	10	29	72.50%	40
40-My supervisor applies policies fairly.		1	6	33	82.50%	40
41-My supervisor is willing to make difficult decisions.		1	9	30	75.00%	40
42-My supervisor treats me with respect.		1	1	38	95.00%	40
43-Overall, I am satisfied with the job being done by me supervisor.		1	8	31	77.50%	40
44-My supervisor expects and demands superior job performance.	1	1	7	31	77.50%	40
45-He/she gives me regular and effective feedback that helps me improve my job performance.		2	10	28	70.00%	40
46-He/she asks me for my input to help make decisions.		2	9	29	72.50%	40
47-Effectively resolves department conflicts.		5	12	23	57.50%	40
48-Leads by example.		5	3	32	80.00%	40
49-Delegates clearly.		3	8	29	72.50%	40
50-My supervisor works to act decisively and meet problems head on.		3	8	29	72.50%	40
51-He/She deals with underperforming employees in a timely fashion and redirects to seek peak performance.	1	8	20	11	27.50%	40
52-He/she is fair when handling employee problems.		7	8	25	62.50%	40
53-Is consistent when keeping promises to employees.		3	9	28	70.00%	40
54-Emphasizes a good employee attitude toward the	1	1		38	95.00%	40

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Category/Question	Blank	n/a	Non-Favorable	Favorable	% Favorable	Total Responses
company.						

FAVORABLE RESPONSES

How long have you worked at XYZ Company?



HR professionals are quick to point out the overwhelming positives that longevity brings to a company. In an online article earlier this year, the author wrote, “I can’t imagine the actual dollar value of having a high-performing employee who knows the history, struggles, and successes of the organization so well. At a certain point, institutional knowledge becomes so second-nature that a person becomes nearly irreplaceable.” (Haun, 2011) In that same article, Haun points out that most all of *Fortune’s* 100 best companies to work for have a long-

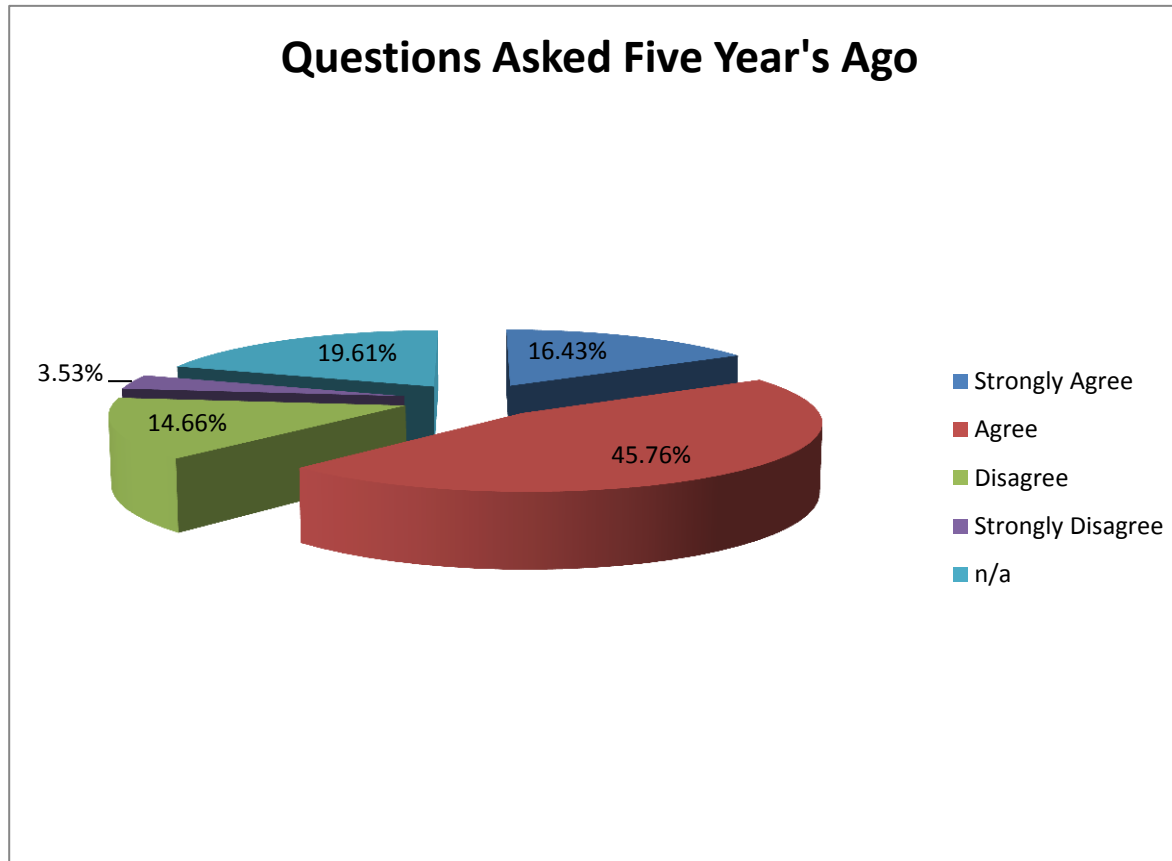
term leadership in place.

Over 50% of employees at XYZ Company have been with the company at least seven years. The survey shows that 66.67% of Darren’s direct reports have been there seven or more years, and 70% of Terry’s team has been there 10+ years.

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Haun also states that, “For companies that need to change and adapt to new conditions, doing that with legacy staff can be difficult. While it isn’t impossible to overcome that, sometimes it is better to bring someone in who has experience outside of the company and has dealt with those kinds of changes.” (Haun, 2011)

Questions Asked in Last Year’s Survey



As requested, WesMar identified questions that were asked in the last survey which took place in 2007. Similar to graphing the “category”, we chose to do a roll-up of those questions in the “strongly agree – strongly disagree” format to get an overall tone.

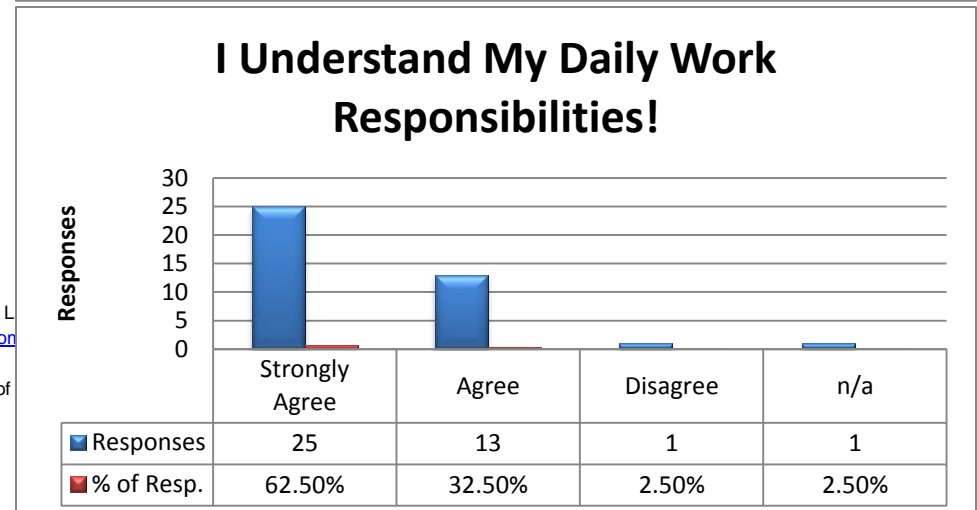
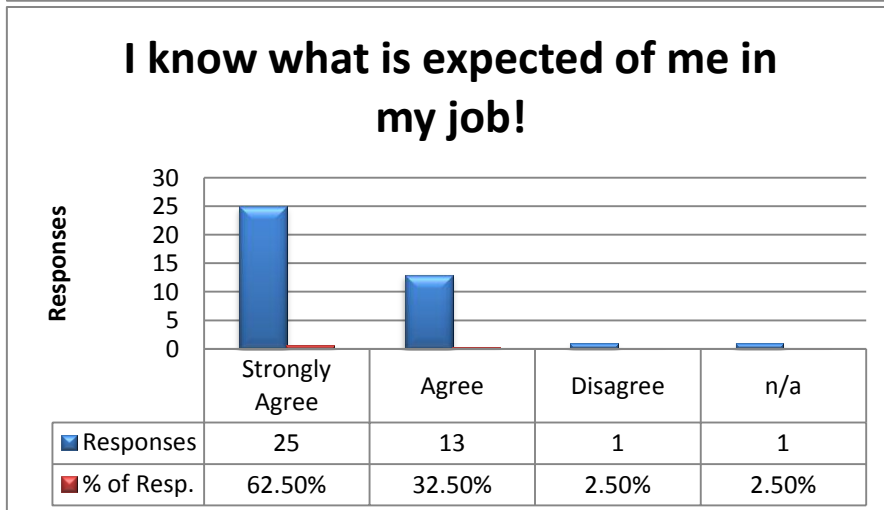
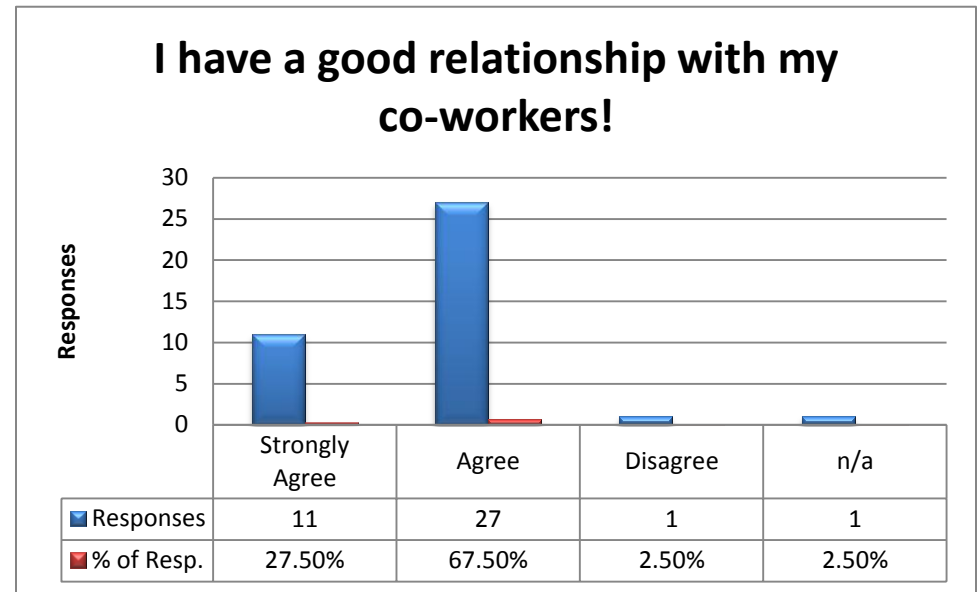
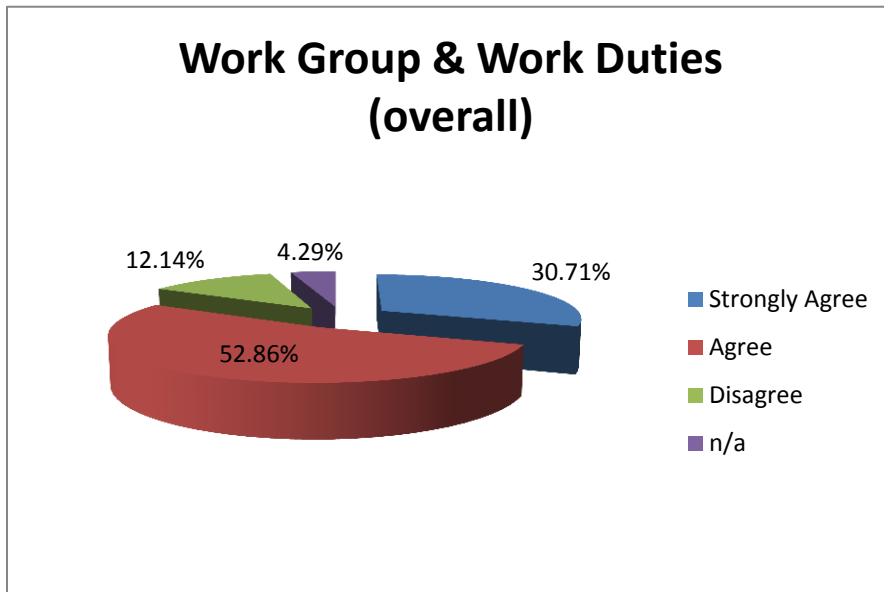
The survey consisted of 105 data collection points (questions). Of those, 19 were the same questions that were asked in the last survey. The graph at the left shows the total sum of the questions in the “Strongly Agree – Strongly Disagree” format (14 of the 19 questions).

The graph shows that 71.94% of combined responses for these questions were favorable (that is,

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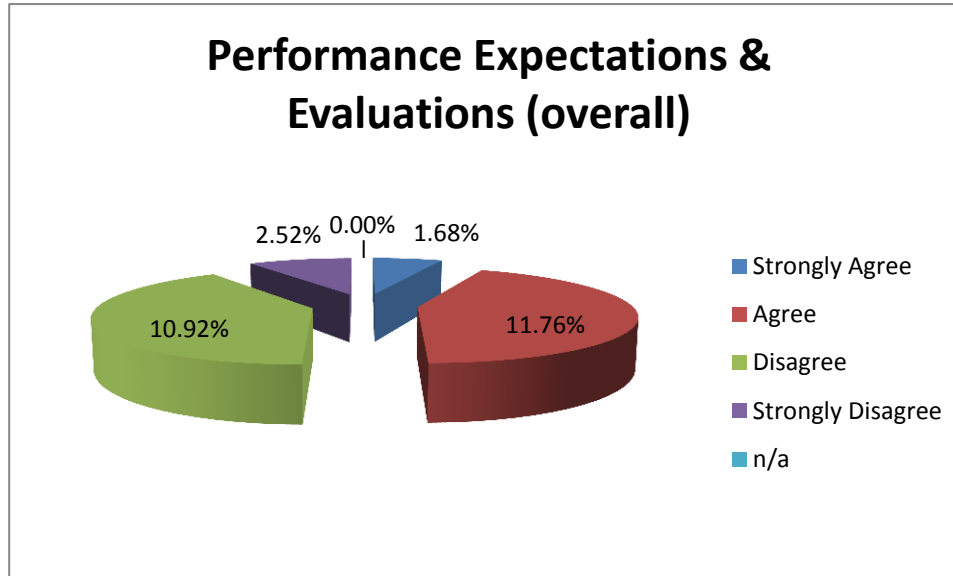
agree or strongly agree). This is more “meaningful” when considering that nearly 10% of the responses were “n/a”. In fact, many of the questions had a high percentage of “n/a” responses. For example 21 or 52.5% of employees responded “n/a” to the question, “The electronic commerce capabilities are at least adequate.” Similarly, 37.5% of employees felt, that neither the accounting & financial reporting system nor the credit management system were applicable. An interesting response is that 30% of employees said that the financial strength of the company was not applicable. In contrast, 50% of employees felt they were not compensated fairly for the work that they were expected to do (this was a new question in the survey and is not reflected in the above graph).

Work Group & Work Duties



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Performance Expectations & Evaluations (Overall):



Questions in this category included the following:

23-I know what is expected of me in my job: 37 of 40, or 92.50% agreed or strongly agreed.

24-The amount of work I am expected to do is reasonable: 32 of 40 or 80.00% agreed or strongly agreed.

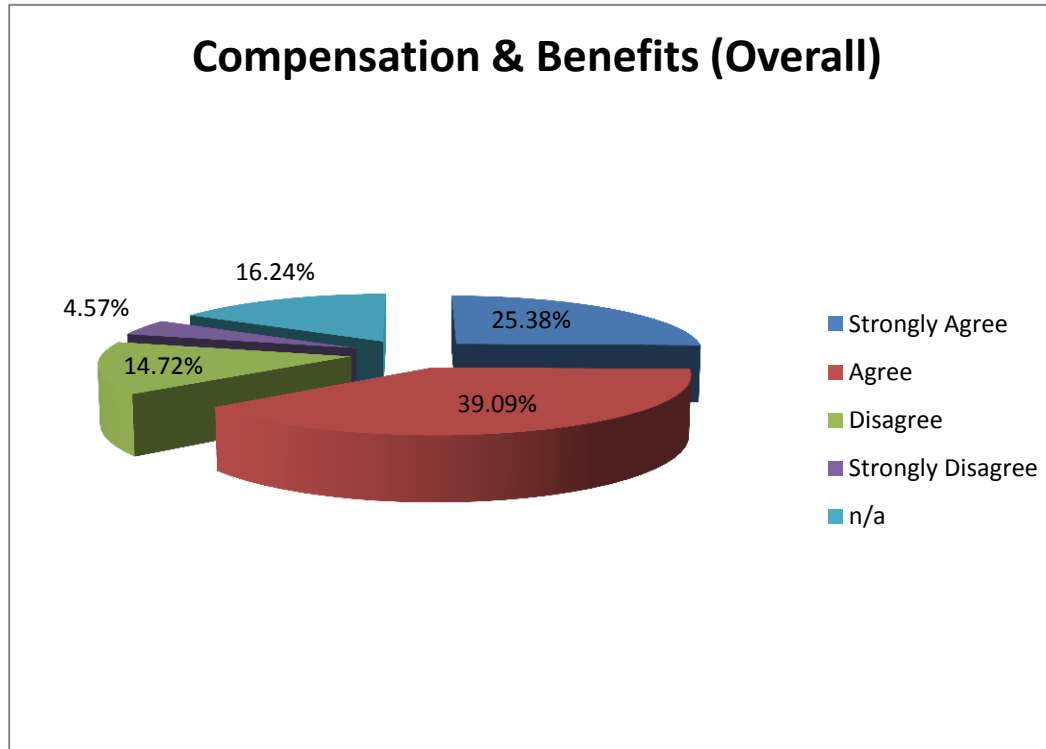
25-I feel like my efforts make a positive difference in the success of the company: 36 of 40 or 90.00% agreed or strongly agreed.

26-I prefer to have set goals and objectives, so that I know what I will be rated on: 30 of 40 or 75.00% agreed or strongly agreed; and . . .

27-I feel that compensation should be impacted by my performance: 39 of 40 or 97.50% of employees agreed.

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Compensation and Benefits (Overall):



This category consisted of 11 questions, five of which met the “strongly-agree---strongly-disagree” format. Those questions included the following:

My schedule allows me sufficient flexibility to meet my personal/family needs;

I feel that I have received enough education and/or communication to fully understand the value of participating in the 401(k);

I understand the value of the H S A (Health Savings Account) offered by the company through Vested Health;

The new PTO policy increased the amount of paid time off;

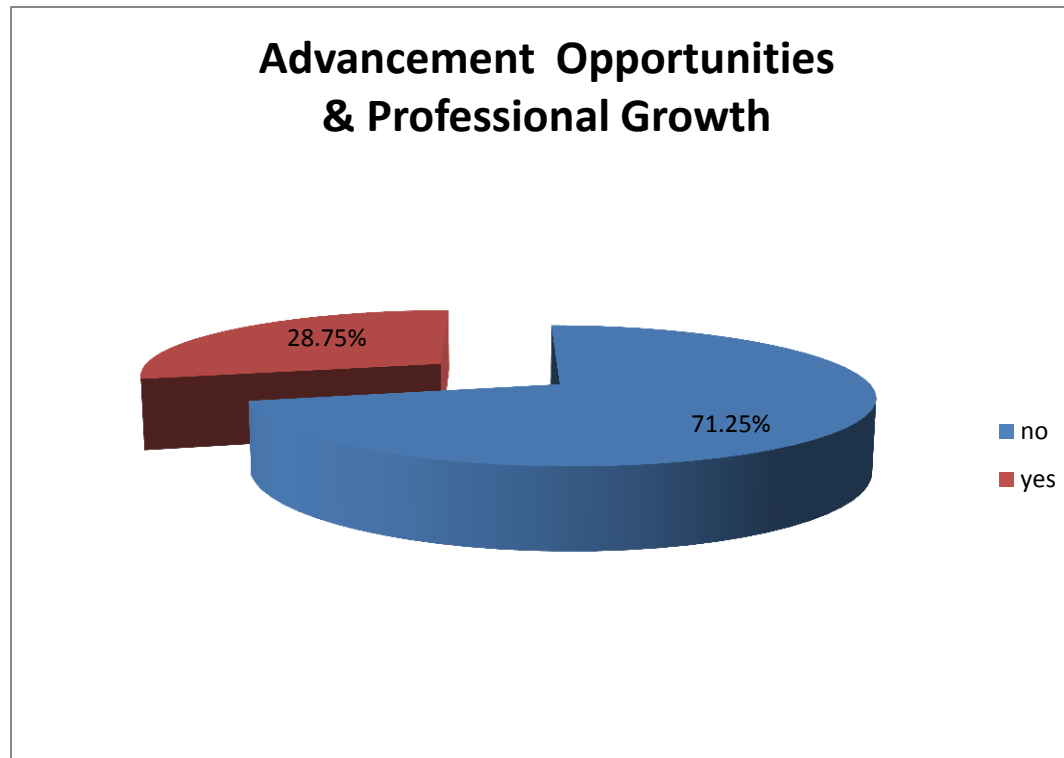
The new PTO policy was a positive change.

One question in this category that brought a sharp contrast to the overall tone was, “*I feel that I am compensated fairly for the work that I am expected to do.*” Half of the employees responded “NO” to this question. *The overwhelming majority of “NOs” came from warehouse workers and drivers, and appeared to be more dissatisfaction in the more tenured employees.*

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OPPORTUNITIES FOR IMPROVEMENT:

Advancement Opportunities and Professional Growth



The survey was designed where agreement to questions represents a positive, with the exception of questions 29 and 91. Therefore we added a column to rate each question response as “favorable”, “non-favorable”, or “n/a”. Earlier in the report, some “favorable-ratings” were shown as “blank”, meaning that that number of respondents did NOT answer the question.

This chart is a summary of responses to all questions related to the “Advancement Opportunities & Professional Growth Category. It reflects the overall tone of responses toward that category as evidenced by responses to the following questions:

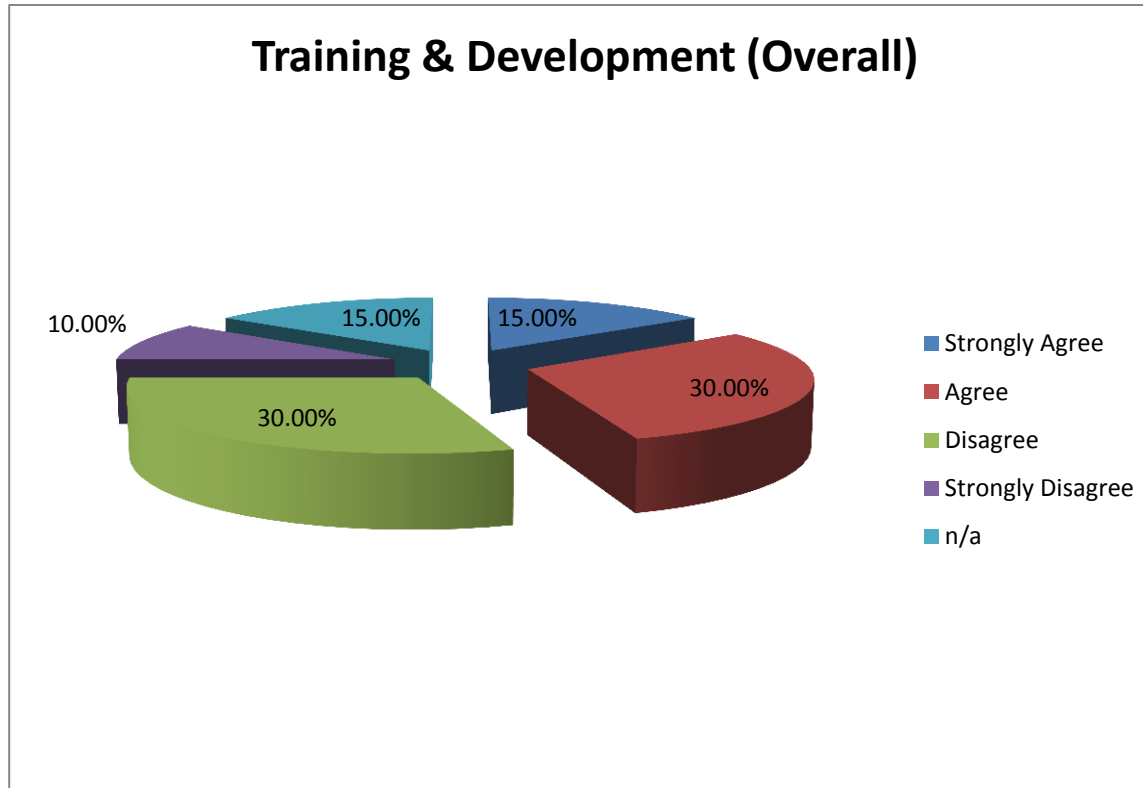
31-I feel that I have the opportunity for advancement if I stay at XYZ Company: only

11 of 40 employees or 27.50% agreed. In fact, one work group had no-one agree with that question. Also of interest was the response of 17 employees (17.5%), who said the question was not applicable.

32-I am satisfied with the training and development opportunities that are available for a future position in the company: only 12 or 30.00% of employees agreed. This question provided an excellent segway for the next graph.

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Training and Development (Overall):



There were only two questions in the “agree-disagree” format for this category:

20-I have access to company-sponsored trainings and seminars: only 15 of 40 employees, or 37.50% agreed.

21-In addition to training and development, XYZ Company provides an opportunity for employees to take on additional responsibility, when feasible: While 21 of 40 or 52.50% of employees agreed, the “meaningful difference” percentage was 53.17%, therefore, making this response “meaningful” in a negative way.

The significance is more evident when viewing the employee responses by

supervisor. We included an addendum at the end of the report, showing “meaningful” responses and opportunities for improvement.

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BENEFITS – WHAT EMPLOYEES DO/THINK:

Question / Answers	# Resps.	% of EEs
Do you currently participate in the company-sponsored 401(k) retirement plan?		
No	12	30.00%
Yes	27	67.50%
Blank	1	2.50%
I feel that I have received enough education and/or communication to fully understand the value of participating in the 401(k)		
Strongly Agree	10	25.00%
Agree	21	52.50%
Disagree	3	7.50%
Strongly Disagree	3	7.50%
n/a	3	7.50%

Do you currently participate in the company's health insurance plan?		
No	23	57.50%
Yes	17	42.50%

If no, what would increase your likelihood of obtaining the insurance?		
Lower deductible (duplicated response in comments)	2	5.00%
Different Carrier	1	2.50%
I am covered by my spouse's insurance, so it doesn't matter	7	17.50%
The company paying more toward the premium for me (10 responses + 4 comments about same)	14	35.00%
Other: Comments about more wages in order to afford the premium	5	12.50%
Other: Comments about wellness plan, more doctors in the plan or coverage in residence area.	3	7.50%
Other: 1 comment "will after 90 days" and 1 "don't know" + 6 blanks	8	20.00%

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Question / Answers	# Resps.	% of EEs
I understand the value of the H S A (Health Savings Account) offered by the company through Vested Health		
Strongly Agree	4	10.00%
Agree	13	32.50%
Disagree	10	25.00%
Strongly Disagree	4	10.00%
n/a	9	22.50%
Based upon the information provided above on FSAs, how likely are you to participate in an FSA program in the event that XYZ Company was to offer this?		
Have no idea	9	22.50%
Highly Unlikely	6	15.00%
Likely	13	32.50%
Unlikely	8	20.00%
Very Likely	2	5.00%
Blank	2	5.00%
The new PTO policy increased the amount of paid time off.		
Strongly Agree	13	32.50%
Agree	12	30.00%
Disagree	4	10.00%
n/a	9	22.50%
Blank	2	5.00%

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Question / Answers	# Resps.	% of EEs
The new PTO policy was a positive change.		
Strongly Agree	10	25.00%
Agree	13	32.50%
Disagree	6	15.00%
n/a	10	25.00%
Blank	1	2.50%
401(k) plan participation - If no, what would increase your desire to participate?		
Increased company contribution	1	2.50%
More information about the program, such as educational seminars	2	5.00%
Different fund options for investing	0	0.00%
All of the above	1	2.50%
Other – comments about more wages, more pay, more wages, more on the hour, etc.	7	17.50%
Other – comments “nothing”, “never took the time”, “just not ready at this time”	3	7.50%
Blank	26	65.00%

Comments Related to Benefits Questions:

I feel that I have received enough education and/or communication to fully understand the value of participating in the 401(K)
It would be nice to have some financial overviews from time-to-time so we can learn what the market is doing & make our own decisions.
love the 401K & the new matching
only had 1 & that was when I first signed up
we need a better understanding of our offering & contributions, ex. Seminar

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I understand the value of the H S A (Health Savings Account) offered by the company through Vested Health

if I wasn't covered by my spouse however, this would be issue for me because I hear that the coverage isn't good as in some other states.
don't have the insurance so it wasn't explained to me.
helps an employee meet his ability to pay for major health issues
I am able to use the \$ in my vested health account to help pay for any medical bills I may have
It takes care of my deductibles

401(k) Participation -- If no, what would increase your desire to participate?

More pay
ok- already did this (increased company contribution)
I don't make enough to afford it.
Increased wages
just not ready at this time
make more money so I can put in the 401(k)
more money on the hour
more on hourly rate
More pay
More time to review the package
Never took time
Nothing

If not on health insurance, what would increase your likelihood of obtaining the insurance? (Other)

all of the rates are high
don't know
few doctors in my area participate in the plan
have insurance through my spouse
Having coverage in my area of residence (because it is an HMO)
I go to the VA; If company would pay more toward the premium then I would add my family

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ADDENDUM

Opportunities for Improvement (by supervisor):

Category	Question	Supervisor	blank	n/a	No	yes	Total Responses	% favorable
Work Group	06-The overall morale of my co-workers is good.	Supervisor A		1	6	4	11	36.36%
Training and Development	20-I have access to company-sponsored trainings and seminars.	Supervisor A		2	7	2	11	18.18%
Training and Development	21-In addition to training and development, XYZ Company provides an opportunity for employees to take on additional responsibility, when feasible.	Supervisor A		1	5	5	11	45.45%
Recognition	29-At this company, recognition or praise for doing a good job is rare.	Supervisor A			7	4	11	36.36%
Recognition	30e-For me, recognition at work could take the form of "other (please explain)"	Supervisor A	4	1	1	5	11	45.45%
Advancement Opportunities and Professional Growth	31-I feel that I have the opportunity for advancement if I stay at XYZ Company.	Supervisor A			11		11	0.00%

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Category	Question	Supervisor	blank	n/a	No	yes	Total Responses	% favorable
Advancement Opportunities and Professional Growth	32-I am satisfied with the training and development opportunities that are available for a future position in the company.	Supervisor A		1	9	1	11	9.09%
Communication	34-Communication between management and employees in my department is good.	Supervisor A			7	4	11	36.36%
Management / Interpersonal Skills	37-I am satisfied with how he/she takes & handles my complaints, concerns and ideas.	Supervisor A			7	4	11	36.36%
Management / Interpersonal Skills	39-His/her actions and behaviors are consistent with their words.	Supervisor A			6	5	11	45.45%
Management / Interpersonal Skills	47-Effectively resolves department conflicts.	Supervisor A			8	3	11	27.27%
Management / Interpersonal Skills	51-He/She deals with underperforming employees in a timely fashion and redirects to seek peak performance.	Supervisor A	1		8	2	11	18.18%
Management / Interpersonal Skills	52-He/she is fair when handling employee problems.	Supervisor A			6	5	11	45.45%
Management / Interpersonal Skills	53-Is consistent when keeping promises to employees.	Supervisor A			6	5	11	45.45%

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Category	Question	Supervisor	blank	n/a	No	yes	Total Responses	% favorable
Senior Executives (VP & President)	65-The Sr. Executive team does a good job of addressing workplace problems.	Supervisor A			6	5	11	45.45%
New Hires	69-The job I was hired for was accurately described during the hiring process.	Supervisor A	8			3	11	27.27%
New Hires	70-Adequate orientation for new employees	Supervisor A	9		1	1	11	9.09%
New Hires	71-The training provided prepared me for my current job.	Supervisor A	9		1	1	11	9.09%
New Hires	72-The company's benefits, compensation and company policies were thoroughly explained to me.	Supervisor A	9		1	1	11	9.09%
Compensation and Benefits	74-I feel that I am compensated fairly for the work that I am expected to do.	Supervisor A			7	4	11	36.36%
Compensation and Benefits	77-Do you currently participate in the company-sponsored 401(K) retirement plan?	Supervisor A			6	5	11	45.45%
Compensation and Benefits	80-Do you currently participate in the company's health insurance plan?	Supervisor A			7	4	11	36.36%
Compensation and Benefits	82-I understand the value of the H S A (Health Savings Account) offered by the company through Vested Health	Supervisor A			6	5	11	45.45%

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Category	Question	Supervisor	blank	n/a	No	yes	Total Responses	% favorable
Compensation and Benefits	86-The new PTO policy was a positive change.	Supervisor A	1	1	4	5	11	45.45%
Other	91-Have you seriously considered looking for a new job in the last few months?	Supervisor A	1		8	2	11	18.18%
Other	94-If you were employed with the company one year ago, how would you compare your level of job satisfaction now as compared to one year ago?	Supervisor A	1		7	3	11	27.27%
Work Group	08-In my department, we have a clear view of the roles and responsibilities of each individual.	Senior Executives			1	1	2	50.00%
Operations and Resources	13-The computer system is at least adequate	Senior Executives			1	1	2	50.00%
Operations and Resources	18-The electronic commerce capabilities are at least adequate	Senior Executives		1		1	2	50.00%
Performance Expectations and Evaluations	23-I know what is expected of me in my job.	Senior Executives			1	1	2	50.00%
Recognition	30e-For me, recognition at work could take the form of "other (please explain)"	Senior Executives			1	1	2	50.00%
Management / Interpersonal Skills	45-He/she gives me regular and effective feedback that helps me improve my job performance.	Senior Executives			2		2	0.00%

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Category	Question	Supervisor	blank	n/a	No	yes	Total Responses	% favorable
Management / Interpersonal Skills	46-He/she asks me for my input to help make decisions.	Senior Executives			1	1	2	50.00%
Management / Interpersonal Skills	51-He/She deals with underperforming employees in a timely fashion and redirects to seek peak performance.	Senior Executives			2		2	0.00%
Senior Executives (VP & President)	67-The Sr. Executives respect employees at all levels of the company.	Senior Executives			1	1	2	50.00%
Compensation and Benefits	74-I feel that I am compensated fairly for the work that I am expected to do.	Senior Executives			2		2	0.00%
Compensation and Benefits	76-My schedule allows me sufficient flexibility to meet my personal/family needs.	Senior Executives			1	1	2	50.00%
Compensation and Benefits	80-Do you currently participate in the company's health insurance plan?	Senior Executives			1	1	2	50.00%
Compensation and Benefits	82-I understand the value of the H S A (Health Savings Account) offered by the company through Vested Health	Senior Executives		1		1	2	50.00%
Work Group	08-In my department, we have a clear view of the roles and responsibilities of each individual.	Supervisor C		1	1	1	3	33.33%

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Category	Question	Supervisor	blank	n/a	No	yes	Total Responses	% favorable
Work Duties	10-I feel that I can effectively do my job in the time given.	Supervisor C			2	1	3	33.33%
Operations and Resources	14-The warehouse system is at least adequate	Supervisor C		2		1	3	33.33%
Operations and Resources	15-The delivery system is at least adequate	Supervisor C		2		1	3	33.33%
Operations and Resources	18-The electronic commerce capabilities are at least adequate	Supervisor C		2		1	3	33.33%
Recognition	28-I receive recognition from my Supervisor for my contributions on the job.	Supervisor C			2	1	3	33.33%
Recognition	29-At this company, recognition or praise for doing a good job is rare.	Supervisor C			2	1	3	33.33%
Recognition	30e-For me, recognition at work could take the form of "other (please explain)"	Supervisor C	1		1	1	3	33.33%
Advancement Opportunities and Professional Growth	31-I feel that I have the opportunity for advancement if I stay at XYZ Company.	Supervisor C		1	1	1	3	33.33%
Advancement Opportunities and Professional Growth	32-I am satisfied with the training and development opportunities that are available for a future position in the company.	Supervisor C		1	1	1	3	33.33%

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