Session 1
Recruitment, Attrition, and Retention at SRO: Overview, Key Metrics, and Discussion

August 14, 2018
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Agenda

- Brownbag series overview
- Session Goals
- Attrition statistics over time
  - Attrition types
- Interviewer reports of reasons for leaving
  - Exit survey
  - Job satisfaction survey
- Suggestions? Feedback?

Recruitment Brownbag Series

- Session 1: Attrition measures, hypotheses, interventions, and new data
  - Sharon Parker, Grant Benson
- Session 2: The recruitment process – requirements, constraints, and goals
  - September 18th, 2018, Ken Szmigiel, Vivienne Outlaw
- Session 3: What's in an application or a resume – characteristics that define a good candidate
  - October 2nd, 2018, Carlos Macuada, Grant Benson
- Session 4: Screening questions, interviewer pay, job stressors, and interviewer attrition
  - November 13, 2018, Sharon Simonton, Grant Benson
- Possible Session 5: Follow-up on feedback, suggestions

Session Goals

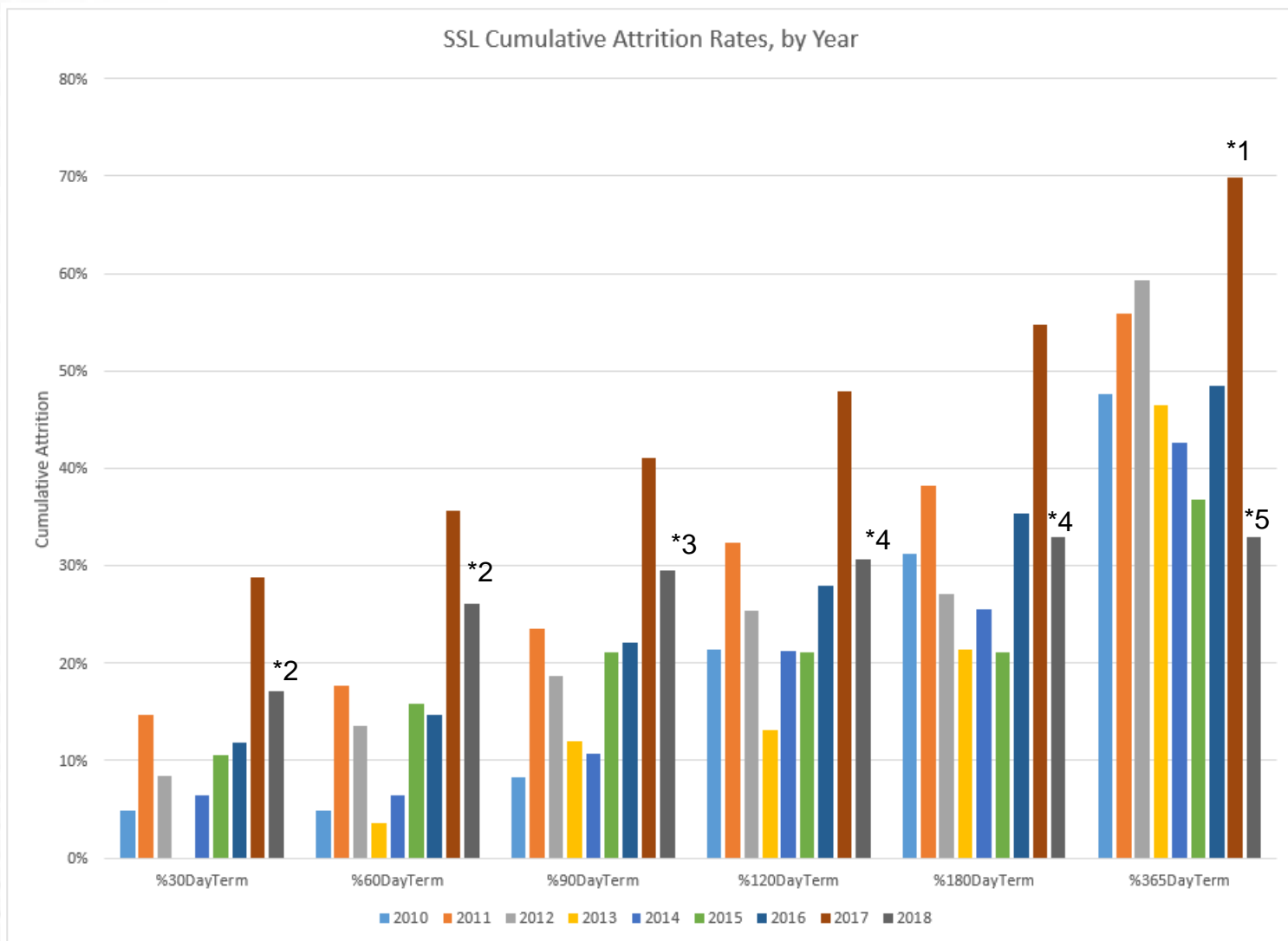| Overview of the problem	• Common understanding of our metrics and concerns
Seeking input and suggestions	• What areas are we not looking at? • Are there other measures we should be using? • How can we improve?

Attrition Over Time

- Focus on organizational attrition as our metric
  - Hire date to (pending) termination date
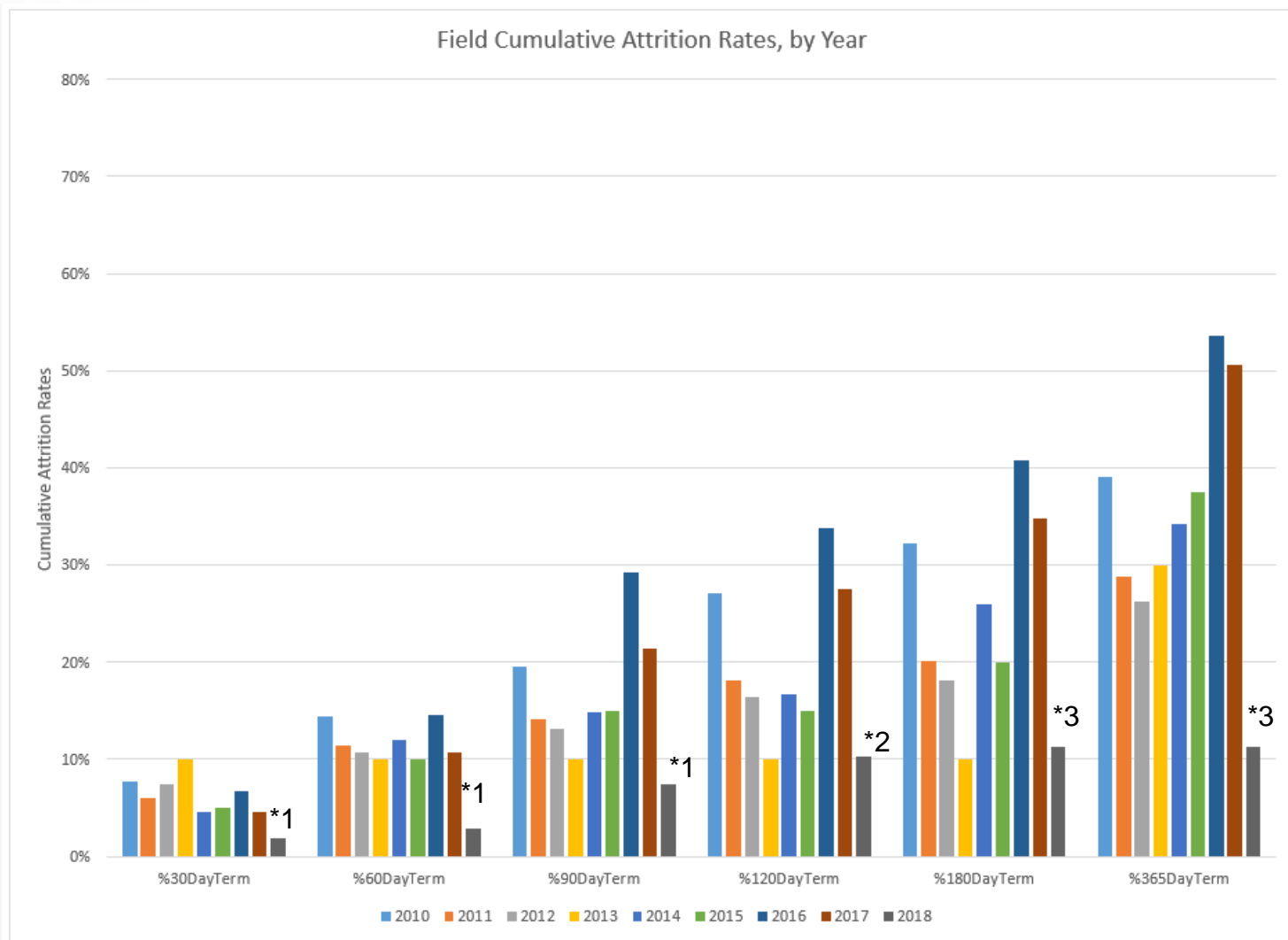 - Will not capture data on people leaving a project but staying at SRO

SSL Attrition 2010-2018

SSL Cumulative Attrition Rates, by Year

*1 – 28% of those hired in 2017 were hired after 8/2017
*2 – 4% of those hired in 2018 were hired in 8/2018
*3 – 35% of those hired in 2018 were hired after 4/2018
*4 – 80% of those hired in 2018 were hired after 3/2018
*5 – 100% of those hired in 2018 were hired after 12/2017
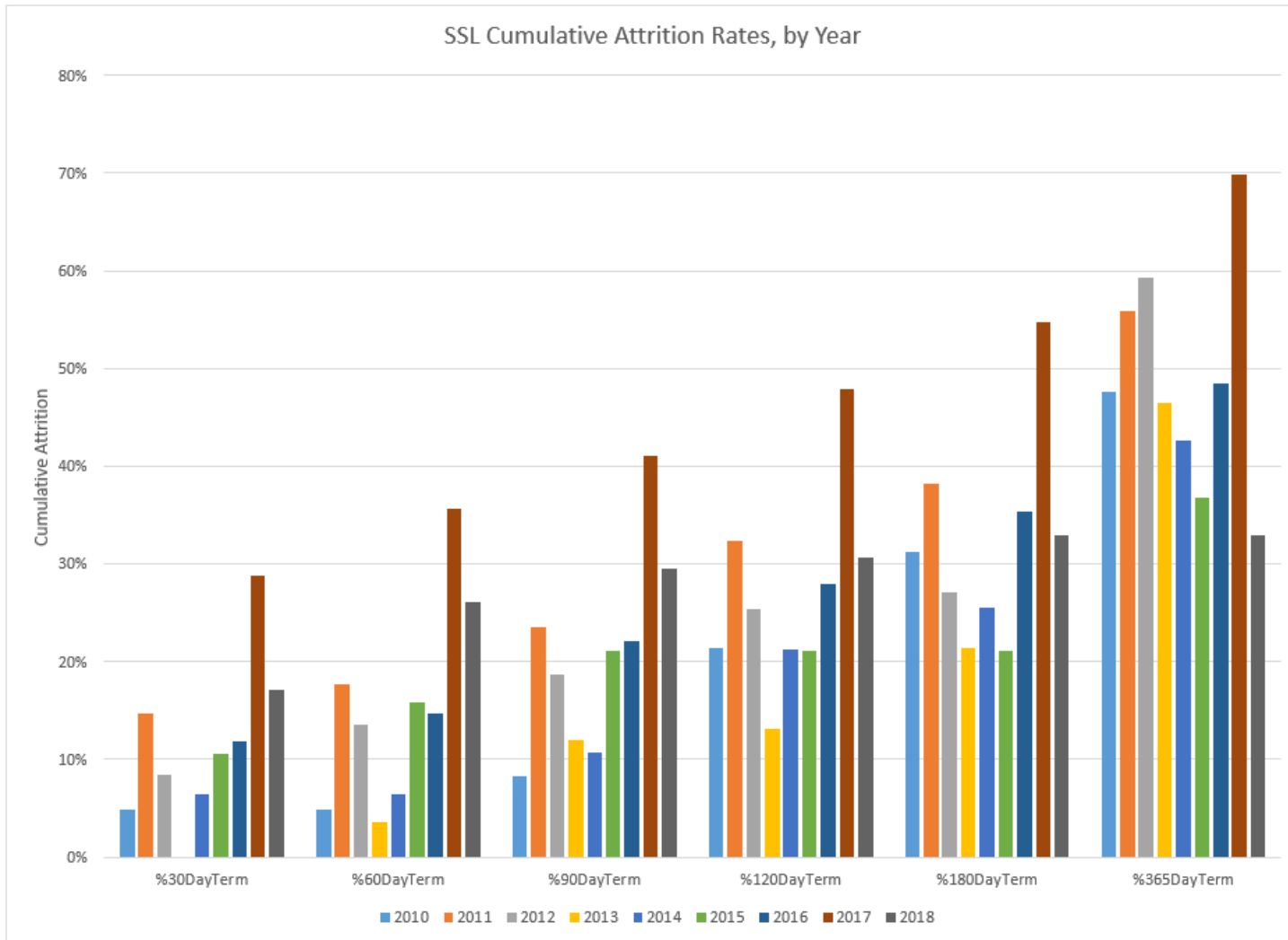
Field Attrition 2010-2018

*1 – 20% of those hired in 2018 were hired after 7/2018
*2 – 39% of those hired in 2018 were hired after 4/2018
*3 – 100% of those hired in 2018 were hired after 2/2018

Attrition Hypotheses – SSL
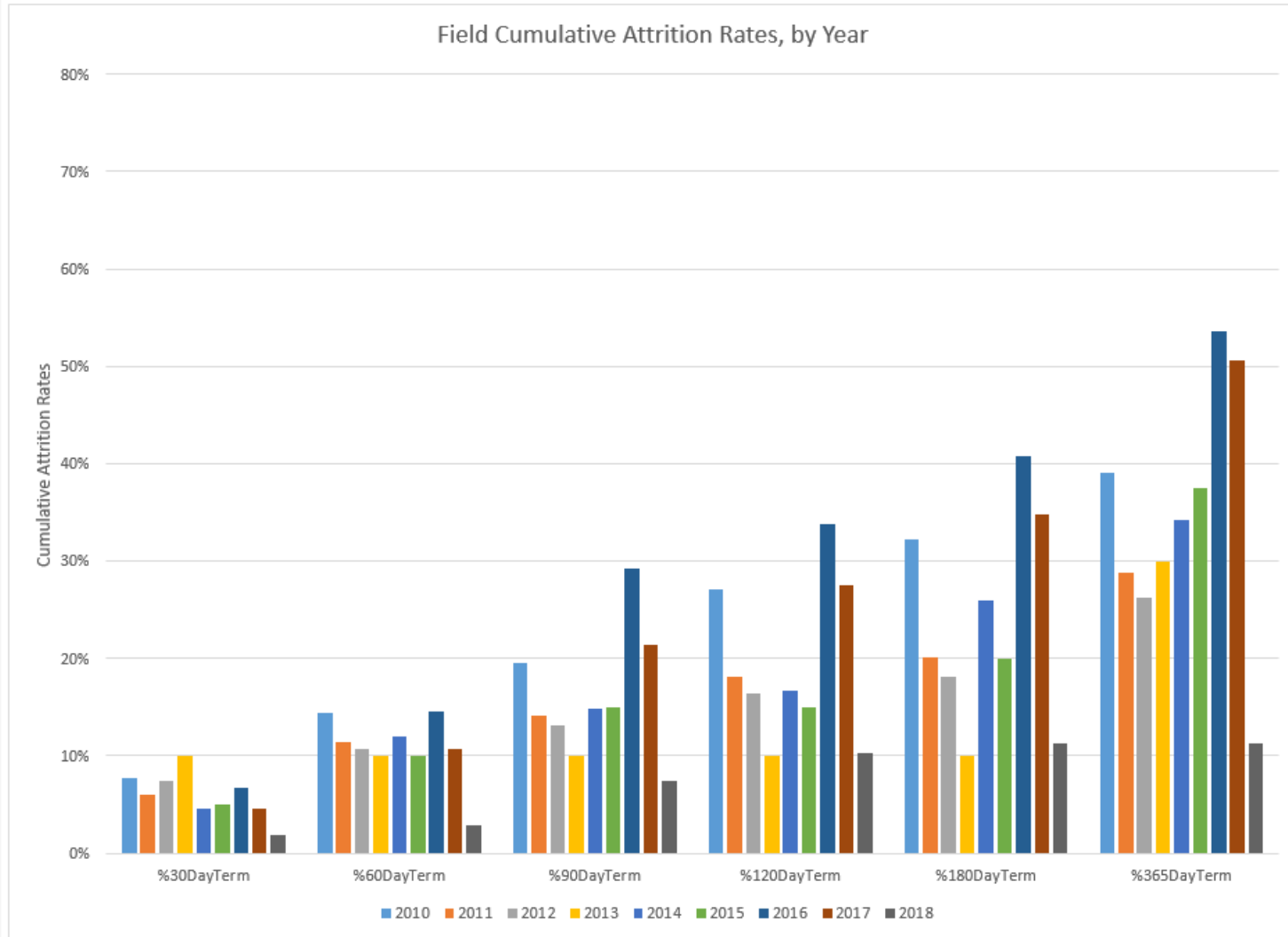

SSL Cumulative Attrition Rates, by Year

H1: SRO hires are less likely to attrite than hires by external vendors; 2017 was all Manpower hires & 2018 is all Headway hires

H2: Retention bonus reduces attrition before 3 months; Retention bonus fully rolled out June 2017

H3: Why do external vendor do worse?

Attrition Hypotheses – Field

Field Cumulative Attrition Rates, by Year

H1: SRO hires are less likely to attrite than hires by external vendors; 2016 was half Headway hires; 2017 had a small proportion of Headway hires

H2: Retention bonus reduces attrition before 3 months; Retention bonus fully rolled out June 2017

H3: Screening projects have higher attrition among new hires than panel projects; Large screening years (not including NSFG) 2010/2011 and 2016/2017

H4: ???

Attrition Reasons / Definitions

- Starting in June 2017, applied new project level discharge codes:

Employer	Planned
	Unplanned
Employee	Voluntary
	Other

- Of 183 coded SRO terminated interviewers 2017/2018, *project level* discharge codes (N=202):

	% Employer Initiated
Field 2017 Field 2018	55% employer initiated 48% employer initiated
SSL 2017 SSL 2018	27% employer initiated 33% employer initiated

Discharges / Resignations

	Employer Initiated: Planned/Unplanned	Employee Initiated: Voluntary/Other
Field 2017 Field 2018	19% planned / 35% unplanned 15% planned / 33% unplanned	37% voluntary / 9% other 52% voluntary / 0% other
SSL 2017 SSL 2018	17% planned / 11% unplanned 10% planned / 22% unplanned	56% voluntary / 16% other 61% voluntary / 7% other

Interviewer Reports of Recruitment Process

Hiring and Training

% Agree
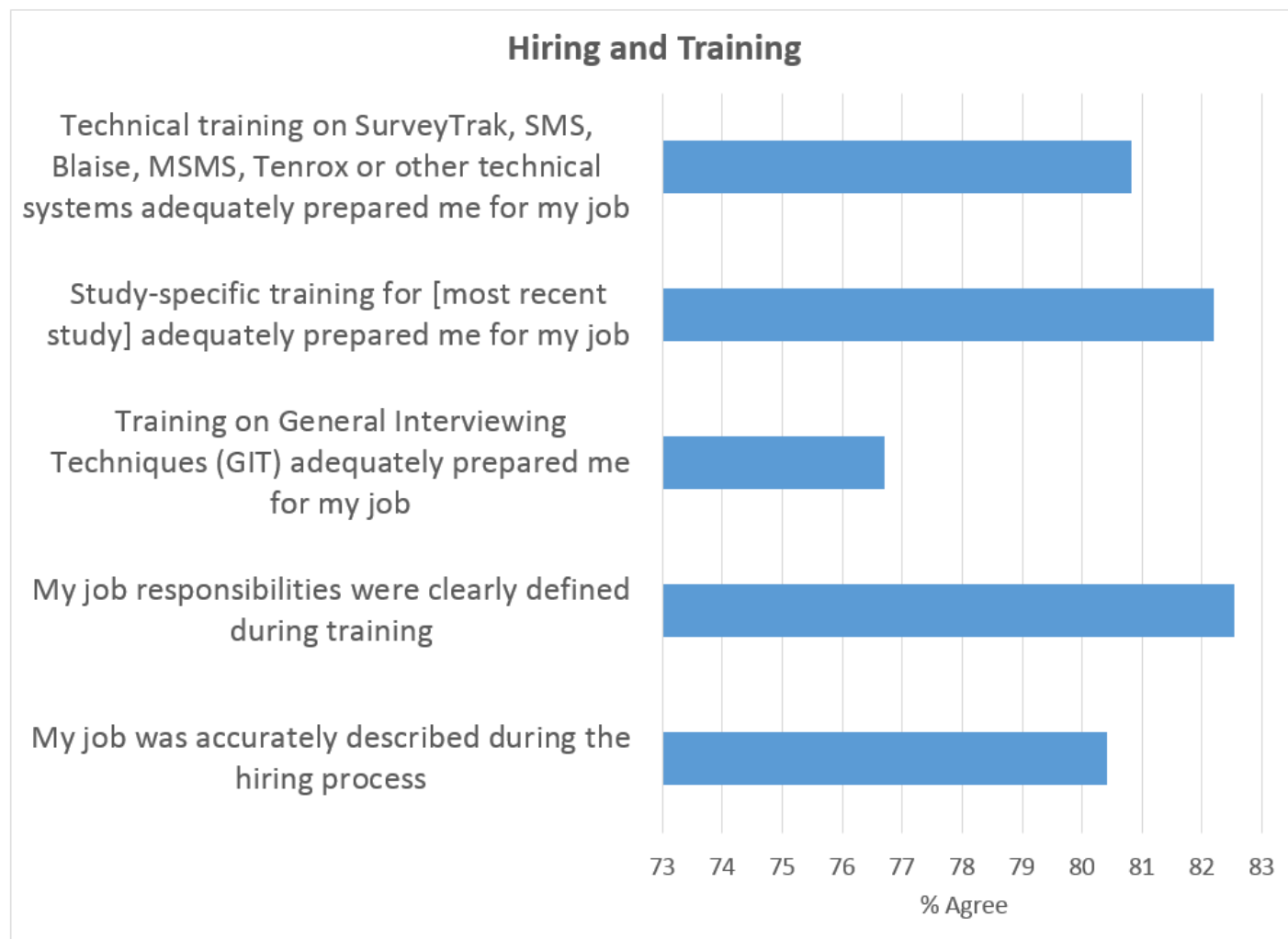
Interviewer Reports of Recruitment Process, by Field / SSL
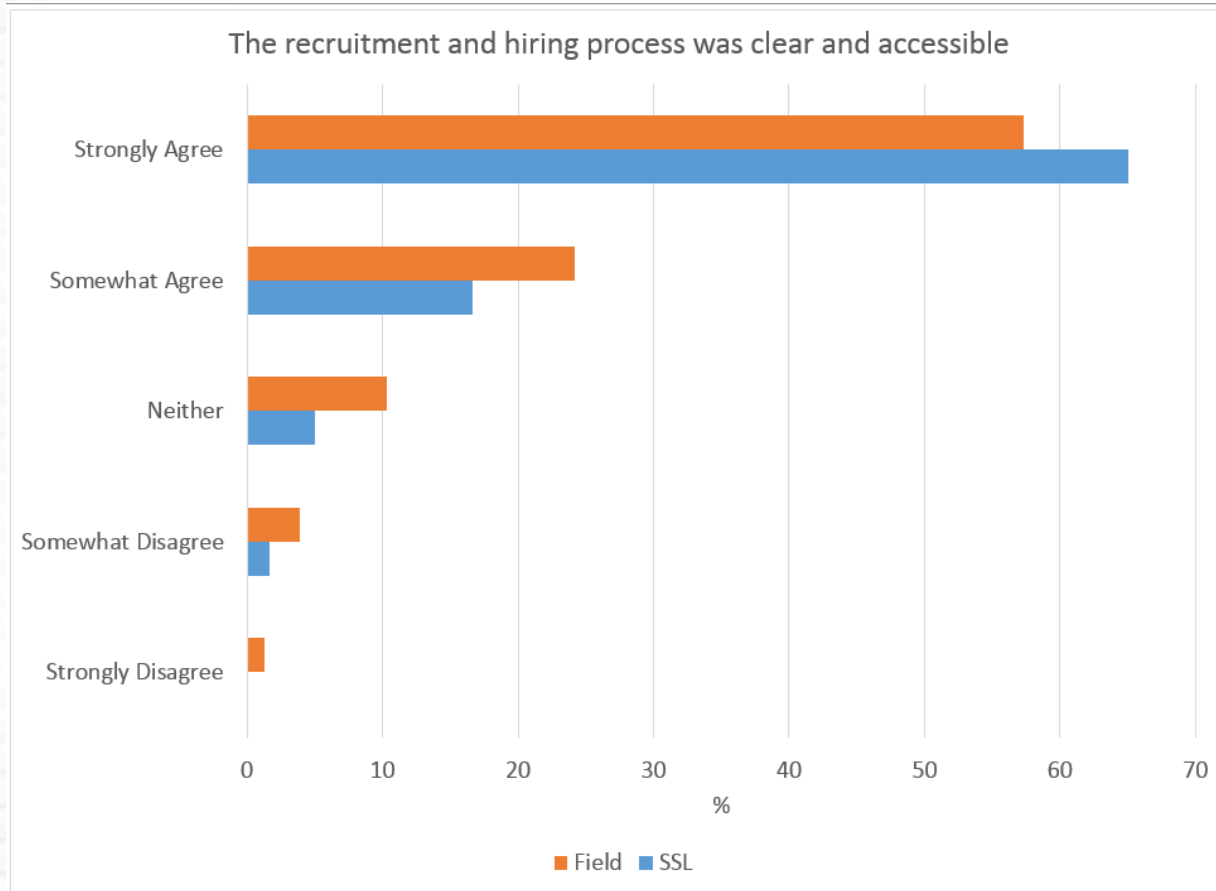
Interviewer Reports for Likelihood to Attrite

As of today, how likely are you to continue to work for SRO next year, as long as there is work available?

Interviewer Type	Very Likely	Somewhat Likely	Somewhat Unlikely	Very Unlikely	Total
SSL	59.65%	31.58%	3.51%	5.26%	100.00%
Field	69.74%	21.49%	4.82%	3.95%	100.00%
Total	67.72%	23.51%	4.56%	4.21%	100.00%

Job Satisfaction and Likelihood to Attrite

Considering everything, how satisfied are you with SRO?
As of today, how likely are you to continue to work for SRO next year, as long as there is work available?

Satisfaction With SRO?	Very Likely	Somewhat Likely	Somewhat Unlikely	Very Unlikely	Total
Very Satisfied	91.03%	6.21%	1.38%	1.38%	51.06%
Somewhat Satisfied	53.68%	43.16%	3.16%	0.00%	33.45%
Neither Satisfied Nor Dissatisfied	31.82%	45.45%	13.64%	9.09%	7.75%
Somewhat Dissatisfied	15.38%	46.15%	23.08%	15.38%	4.58%
Very Dissatisfied	0.00%	11.11%	22.22%	66.67%	3.16%
Total	67.61%	23.59%	4.58%	4.23%	100.00%

Next Steps

- Suggestions for how we can improve GIT perception?
- Suggestions for training opportunities centralized and decentralized?
- Other thoughts and suggestions to improve recruitment?
- Other thoughts and suggestions to improve training?

Session Questions and Observations (1)

- One issue with retention is uncertainty. Applicants often ask how long their appointment will be. We can't tell them/don't know.

- Headway applicant observations: The physical appearance of Headway hires does not appear to be as professional as for SRO hires.

- SSL screening questions:
  - How will this job benefit you? Try to capture how committed they are.
  - Confirm that they have reliable transportation.

Session Questions and Observations (2)

- GIT effect
  - Maybe clean up the question. It may be perceived to be asking about preparing for the overall job, not just for the GIT portion of the job.
  - Ask iwers what were they NOT prepared for.
  - Show iwers clips of actual R interactions during GIT training.
  - GIT is really a whole new language. It takes time and can be difficult to learn. Maybe stress that a little more.

Session Questions and Observations (3)

- GIT
  - Maybe have a mandatory GIT refresher workshop for iwers.
  - Maybe have study managers / directors attend GIT to ensure that the trainings complement each other.
  - Maybe shadow iwers for more lessons, understanding the situation.
- Iwer support
  - Get iwers together more to discuss how they handle different situations.
  - Reconsider mentorship. Discussion from other areas suggest that managers typically worry about 'bad influences' when in reality it may raise the game of both the mentor and mentee.
- Analysis – is there correlation between employee initiated attrition and QC scores?