



FEELING THE PAIN OF HEALTH CARE'S WAR FOR TALENT

SELECTION FORECAST 2006 | 2007

> Ann Howard, Ph.D. > Debra Walker > Scott Erker, Ph.D. > Neal Bruce

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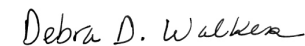
Welcome from DDI's Health Care Practice

We are pleased to present this report on the current status of recruiting and hiring talent in the health care industry. As the ongoing “war for talent” heats up, the competition for a limited pool of health care workers becomes ever more painful—the theme for this report.

This research grew out of a larger study—*Selection Forecast 2006/2007: Slugging Through the War for Talent*—DDI's third and most multifaceted study of recruiting and hiring talent. Thanks to a productive DDI-Monster partnership, the study incorporates not only the viewpoints of staffing directors and hiring managers, but also an important but neglected stakeholder—the job seeker. Comparing and contrasting these three critical perspectives makes this study unique.

Many of the findings reported here are worrisome. For example, most health care organizations are not very satisfied with their selection systems, and the pressure to fill positions is compromising their judgment. At the same time the results provide multiple insights into how to promote hiring system health.

We are confident that health care organizations can do a much better job of finding, acquiring, and keeping the best talent. Hopefully, this report will encourage you toward that end and help lead the way.



Debra D. Walker
Vice President, Health Care
Development Dimensions International

ABOUT DDI



It's a grow-or-die marketplace. Having the right talent strategy is crucial. Development Dimensions

International (DDI) helps organizations systematically and creatively close the gap between today's talent capability and the people needed to execute tomorrow's business strategy. We excel in two areas:

- > Designing and implementing selection systems that enable organizations to hire better people faster.
- > Identifying and developing exceptional leadership talent critical to a high-performance workforce.

DDI is all about giving organizations the kind of business impact they want—what we call “realization.” The work we do is tied to the organization's strategies and becomes part of its business and culture, creating a solution with long-term sustainability. For multinational organizations DDI has the kind of global resources needed to implement talent initiatives effectively and consistently worldwide.

Each year organizations rely on DDI to assess more than 4 million job seekers. Our wide range of selection solutions includes:

- > Competency profiling to define key job roles required to drive business success.
- > More than 800 assessments, tests, and simulations that evaluate knowledge, skills, experience, and motivations critical to on-the-job success.
- > Targeted Selection[®], the leading behavior-based interviewing program.
- > A full range of assessment tools that provide a clear picture of senior leaders' strengths, derailers, and development priorities.

ABOUT MONSTER.COM



Monster[®] is the world's leading recruitment advertising company. A division of Monster Worldwide, Monster

works for everyone by connecting quality job seekers at all levels with leading employers across all industries. Founded in 1994 and headquartered in Maynard, MA, Monster operates in 38 countries today.

More information is available at www.monster.com or by calling 1-800-MONSTER. To learn more about Monster's industry-leading employer products and services, visit <http://info.monster.com>.

DDI TREND RESEARCH

This report is part of the continuing series of trend research by DDI's Center for Applied Behavioral Research (CABER). *Selection Forecast* research occurs biennially; research for the companion report, the *Leadership Forecast*, takes place in the alternate years. CABER also investigates special topics around optimizing human talent in the workplace.

Executive summaries of research reports are available at www.ddiworld.com. To order full reports, call DDI Client Service at 1-800-944-7782 (US) or (outside the US) 1-724-746-3900.

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ABOUT THE STUDY




The escalating war for talent is pressuring health care organizations to ferret out job candidates and lure them away from competitors. This intense job market demands optimal efficiency and effectiveness, but hiring processes are not measuring up. Dissatisfaction abounds, both internally as human resource specialists and hiring managers struggle to fill open positions, and externally as job candidates pick their way through cumbersome and insensitive processes. Everyone, it seems, is feeling the pain of the health care war for talent.

To better understand current hiring practices across many types of organizations and pinpoint ways to improve them, Development Dimensions International (DDI) and Monster co-sponsored the *Selection Forecast 2006–2007*. This report is based on the responses of staffing directors and hiring managers in health care delivery organizations and job seekers (individual contributors and professionals) considering positions in the health care industry. Key findings are highlighted with + symbols.

Throughout this report we contrasted health care participants' responses to those of their counterparts in other industries. All participants were in the North American job market (comprising the United States, Canada, and Puerto Rico). Online surveys provided the bulk of the information; 30 one-on-one interviews with job seekers helped flesh out the results.

Table 1 shows the tally of survey participants.

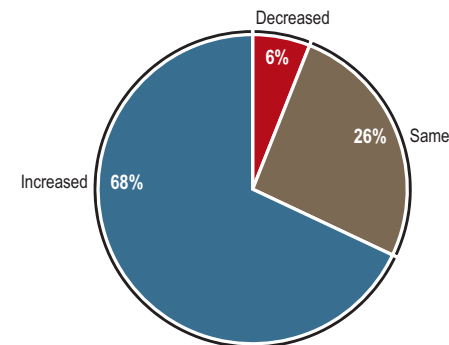
TABLE 1 North American Survey Participants

	Health Care	Others
 Staffing Directors	32	344
 Hiring Managers	146	489
 Job Seekers	102	690
TOTAL	280	1,523

THE HEALTH CARE WAR FOR TALENT HEATS UP

Staffing directors overwhelmingly (68 percent) reported that competition for talent had increased since 2005 (see **Figure 1**). Even more (79 percent) expected it to intensify in 2007. Health care has been facing a nursing shortage for some time, and the competition continues to intensify. As in other industries, the war for health care talent is hot and getting hotter.

FIGURE 1 Competition for Health Care Talent Since 2005



Source: Staffing Directors

+ Competition is fierce for executives, moderate for support workers.

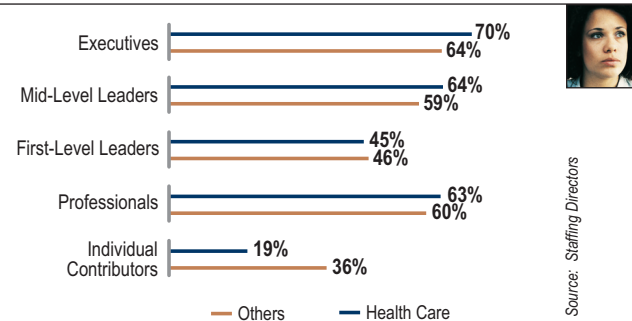
The toughest competition was for executives, with 70 percent of health care staffing directors rating the competition “strong” (see **Figure 2**). Some health care organizations claim that recruiters call their executives every week.

“You must be having conversations with top performers about their career paths, because if you don’t, the recruiters will!”

—Hugo Aguas, AVP Human Resources and Assistant Administrator, Inova Health System

Competition was nearly as intense for mid-level managers and professionals. This pattern was similar to that in other industries, although a little more intense in health care. However, slightly less than one-fifth (19 percent) of the health care staffing directors reported strong competition for individual contributors (e.g., administrative and support workers) compared to more than one-third (36 percent) of their counterparts in other industries.

FIGURE 2 Positions with Strong Competition for Candidates



Competition is fierce for executives, moderate for support workers.

The fierce contest for executives and mid-level leaders likely reflects demographic shifts, as the baby boom generation nears retirement. However, the precariousness of health care organizations’ bottom line also raises the stakes for highly qualified leaders; the demand for up-to-date professionals gathers steam from the acute shortage of nurses and technicians.

Implications for Stakeholders

The talent war has important implications for various stakeholders.



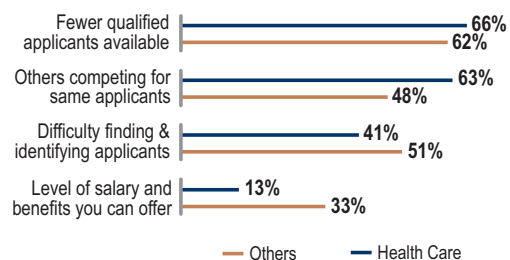
Staffing Directors

Staffing directors feel pressured. Their job is much tougher as barriers to hiring intensify.

+ Fewer qualified applicants are available.

Both health care and other types of organizations reported that fewer available qualified applicants is the primary barrier to hiring (see **Figure 3**). Compared to their counterparts in other industries, health care staffing directors were more concerned about competition for talent and less concerned about finding and identifying appropriate applicants. Consistent with this lessened concern for identifying applicants, the health care staffing directors reviewed fewer resumes than did their counterparts to find one qualified candidate for each open professional, first-level management, or mid-level management position.

FIGURE 3 Top Barriers to Recruiting and Hiring Employees



Source: Staffing Directors



The size of salary and benefit packages also was less of a barrier to recruiting and hiring in health care than in other industries. This is somewhat surprising in light of health care organizations' limited resources as they struggle to maintain profitability. Perhaps specialization makes them compete for talent primarily with other resource-limited health care organizations rather than with organizations in other industries.



Hiring Managers

Hiring managers feel anxious. If the right people can't be found, how will they get their work done?

- > **62%** could lose a direct report within six months.
- > **50%** find fewer qualified candidates available compared to two years ago.

The pressure on hiring managers has caused some to change their strategy. Half (50 percent) felt some need to sell the job and the organization to the best candidates; 14 percent felt they must sell a lot. One third (34 percent) of the hiring managers were willing to hire a good person even if the job fit wasn't quite right; that is, they would change the job or find a job that would better fit the person.

+ Pressure to fill positions has compromised judgment.

Unfortunately, the urgency to hire workers also might have led the hiring managers into less desirable strategies. When the staffing directors were asked whether tight labor markets were forcing managers to ignore important criteria when making selection decisions, more concurred from health care (37 percent) than from other organizations (22 percent).

“There’s a ton of pressure here. You’re literally shut down if you can’t get nurses.”

—Larry Mohl, VP and Chief Learning Officer,
Children’s Healthcare of Atlanta

Data on how many applicants are put through the assessment/selection process before making a hiring decision support this conclusion. For both professional and first-level leader positions, health care organizations evaluate fewer candidates before hiring than do other organizations (see **Table 2**).

TABLE 2 Candidates Evaluated Per Hire

	Health Care	Others
Professionals	4.5	6.5
First-Level Leaders	4.4	6.3

These findings suggest that health care managers, in their desperation for candidates, hire people who meet the minimum technical requirements for the job. These hasty decisions can easily backfire in the future, creating problems such as lower performance and chronic or escalating turnover. Desperation hiring is especially dangerous in an environment like health care, which has high transparency, high patient expectations, and high risk; there is no margin for error.



Job Seekers

Job seekers feel bold. If one job doesn’t work out, they’ll find another. Among employed job seekers, 55 percent had more than one full-time job in the past five years. Twelve percent had four or more jobs during this same time.

+ Many new employees are back in the job market.

Nearly two-fifths (41 percent) of job seekers had been in their current job less than six months, yet they were in the market for a new one. Apparently many had taken a placeholder job until something better came along. Clearly, a hire is not the end point of the hiring process; it must be a hire who stays long enough to make significant contributions to the organization.

The Challenge for Health Care Organizations

To survive the war for talent, organizations need to be at the top of their game in recruitment, selection, and retention. Their processes and practices must be strategic, efficient, and have bull’s-eye accuracy.

Unfortunately, our research uncovered little evidence of such excellence in health care or in other industries. The quality of their recruiting and hiring strategies and processes received, on average, a lukewarm evaluation by both staffing directors



*Fewer qualified applicants
are available.*

*Pressure to fill positions
has compromised
judgment.*

*Many new employees are
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and hiring managers. Health care staffing directors rated the effectiveness of recruiting and selection systems at 6.4 on a 10-point scale. Hiring managers had an even less favorable view on recruiting (5.9), though they held a slightly more positive opinion of selection (7.0). Averaging across respondents, only nine percent rated either practice “top of the game” (9 or 10 on a 10-point scale).

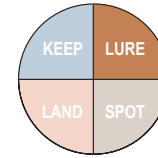
To meet the competitive challenge, organizations must prevail at each of the following steps:



1. Lure qualified candidates.
2. Spot the best for you.
3. Land your first choice.
4. Keep valuable talent.

Organizations that stumble on any of the four steps will not have the talent they need to achieve their business objectives. Moreover, they will face mounting costs as departing employees force them to endlessly repeat the hiring process.

NOT TAKING YOUR BAIT



For all positions except those at the executive level, staffing directors' most popular recruiting methods were employee referrals and their organization's web site.

This was true for health care as well as other organizations. Networking and headhunter firms were favored by all organizations for recruiting executives. However, health care staffing directors more often relied on online job boards than did their counterparts in other industries (50 percent vs. 26 percent). Health care organizations also made more use of their own web sites (59 percent vs. 42 percent).

+ Health care recruiting is more industry focused.

Health care staffing directors used industry-specific strategies to recruit professionals and first- to mid-level leaders. Compared to their counterparts in other industries, they were more likely to use print ads in trade magazines and to leverage professional conferences or meetings.

Across industries, organizations typically adapt their recruiting methods to the type of targeted position. Health care recruiters leaned on headhunting firms for higher-level positions but used them considerably less for lower-level jobs. Contrarily, they made much more use of employee referrals and newspaper print ads for lower-level jobs than for higher-level executives.

However, reaching the most candidates is not the optimal goal. Rather, it's attracting candidates who are a good fit with your job and organization and not wasting time and resources on candidates who aren't. Survey results suggested that both staffing directors and hiring managers might miss this targeted goal because they misunderstand what job candidates are looking for.

+ Health care job seekers are especially eager to grow on the job and work for a good manager.

Job seekers cited many factors as most important to them in a new position (see **Table 3**). Compared to those pursuing jobs in other industries, the health care job seekers were more

interested in having opportunities to learn and grow and having a good manager or boss.

+ Staffing directors underestimate job seekers' desires for fulfilling work and a fun culture.

Several factors that job seekers considered important were given short shrift by their potential employers (shown as underrated in **Table 3**). Neither staffing directors nor hiring managers gave sufficient priority to having interesting work. Staffing directors also underrated the importance of having a good manager, opportunities for accomplishment, a compatible work team, and a creative or fun work culture.

Health care organizations won't be able to attract the best job candidates if their messages fail to address their target audiences' interests. You can't lure the right fish if you don't use the right bait.



TABLE 3 Perspectives on What Health Care Job Seekers Want in a Position*

	Job Seeker	Hiring Manager	Staffing Director
Opportunities to learn and grow	88%	72%	75%
A good manager/boss	83%	79%	59%
Interesting work	75%	54%	47%
Opportunity to advance	73%	62%	75%
Promise of stability/job security	72%	63%	66%
A compatible work group/team	71%	65%	44%
An organization they can feel proud to work for	68%	73%	63%
Flexible work conditions	65%	77%	69%
A creative or fun workplace culture	65%	49%	22%
Opportunity for accomplishment	63%	51%	38%

* Beyond salary and benefits

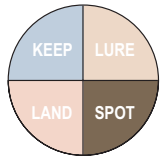
Under-rated

Health care recruiting is more industry focused.

Health care job seekers are especially eager to grow on the job and work for a good manager.

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WELL, MAYBE



Assuming you can lure qualified candidates to apply for a position, your next challenge is to spot the applicant most suitable for your job and organization. Doing this well requires a comprehensive selection system that uses several methods to tap into different aspects of human talent: knowledge, experience, competencies, and personal attributes.

+ Most staffing directors and hiring managers were not satisfied with their selection system.

Health care organizations' selection systems were often found wanting; fewer than half of the respondents, whether staffing directors or hiring managers, rated their level of satisfaction as high or very high. Two-fifths of staffing directors said that in the next two years their organization will significantly change its approach to selection.

Health care staffing directors most often used background and reference checks (90 percent and 91 percent respectively) as selection methods; their usage exceeded that in other industries for obvious safety reasons. Two-thirds of the health care respondents also used drug tests, resume screening, and applications.

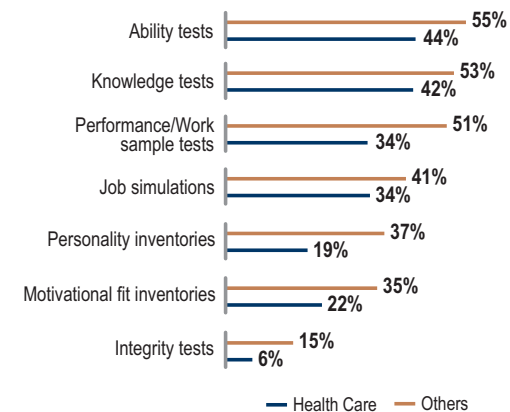
With the exception of behavior-based interviewing (used by 78 percent of staffing directors), the health care organizations used traditional methods rather than sophisticated, evidence-based selection tools. Using only a narrow range of traditional tools has two major consequences: important aspects of candidates' qualifications will be overlooked, and the

information gained will lack the accuracy that could be provided by scientifically developed methods.

+ Scientifically developed tests and assessments are underused.

Organizations seriously underused techniques that evaluate personal attributes or directly observe important behaviors, even though these tools offer substantial validity and distinct advantages to the selection process.¹ Despite more than 50 years of scientific research on these tools, half or more of the staffing directors never used the various types of testing and assessment methods listed in the survey (see **Figure 4**). This oversight was more acute among health care organizations than those in other industries.

FIGURE 4 Use of Tests and Assessments



Source: Staffing Directors



Across industries, there were clear payoffs for organizations that made good use of even one test and assessment method. Staffing directors rated the quality of different aspects of their selection systems on a five-point scale (very low to very high). Those who extensively used at least one scientifically developed testing method were more favorable toward every aspect of their selection strategy than those who sometimes or never used one.

Although there were some gains in efficiency, the biggest payoff from using tests and assessments was a more objective process that provided a well-rounded picture of the candidate's qualifications and fit. A good fit can have large financial implications beyond those normally associated with turnover. For example, pediatric pulmonary nurses can take up to a year to onboard, which makes the initial investment quite large. Children's hospitals must make certain they are hiring the right person or this investment will be lost.

In other words, selection systems without tests and assessments often lack critical information that could turn a candidate from a "maybe" to a clear "yes" or "no."

THANKS, BUT NO THANKS



The interview is a critical selection tool that helps you spot the best candidate for a position. What is often overlooked is its role in the next step in the hiring process: landing the candidate you want. Nearly two-thirds (63 percent) of the health care job seekers reported that the interviewer influences their decision to accept a position.

+ Interviewers' mistakes drive job seekers away.

Many interviewers do things that annoy job seekers (see **Figure 5**). These unfortunate interviewer habits were not unique to health care; those seeking jobs in other industries had similar complaints. Interviewers irritated candidates in three major ways:

1. Treating the interview as unimportant (acting like there's no time for it, showing up late, appearing unprepared).
2. Taking an insensitive approach (grilling the candidate, holding back job information).
3. Asking inappropriate questions (unrelated to the job, personal questions).



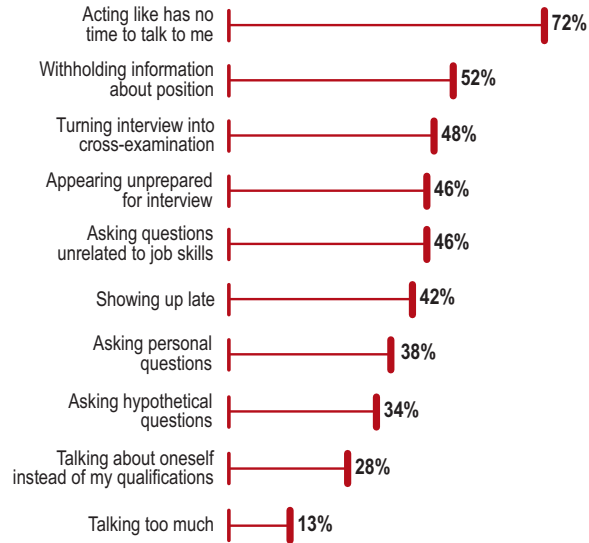
Most staffing directors and hiring managers were not satisfied with their selection system.

Scientifically developed tests and assessments are underused.

Interviewers' mistakes drive job seekers away.

FIGURE 5

Most Annoying Interviewer Behavior



Source: Job Seekers

Candidates for health care positions provided poignant examples of inappropriate questions their interviewers asked. For instance:

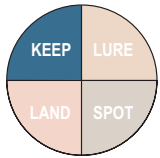
- > “How do you pay your bills?”
- > “What is your favorite color?”
- > “What is the weirdest thing that has ever happened to you?”

Such questions not only waste everyone’s time, but also run the risk of alienating job candidates.

Inappropriate questions might be one consequence of health care organizations’ reputed inability or unwillingness to mandate a consistent interviewing process. Adhering to a structured method like behavior-based interviewing, which focuses on gathering descriptions of behavior related to competencies critical to performing the job, is one antidote to inconsistent practices and irrelevant questions that serve no purpose except to annoy candidates.

Correcting interviewers’ faulty behavior could considerably enhance your organization’s ability to land the candidates you want. There is even more to gain by purposefully using the interview to sell your organization’s unique mission and culture and excite candidates about working there rather than at the hospital down the street. As noted earlier, only 14 percent of hiring managers said they tried to sell the job and organization a lot; this is a small percentage considering the brisk competition for talent.

HELLO, GOODBYE



The most efficient selection system in the world won't help you meet your objectives if you can't keep the talent you find.

Unfortunately, retention continues to be a

serious problem. A study of 110 health care providers found that more than two-thirds (69 percent) had moderate or great difficulty retaining critical-skill workers compared to only 43 percent of companies across industries.²

+ Employees are staying a shorter time.

More than half (54 percent) of the *Selection Forecast* hiring managers expected that new employees would stay in their positions a shorter time compared to five years ago. The situation might be even more drastic than they realize. Only 10 percent of staffing directors thought new professionals would stay with their organization two years or less; most (55 percent) expected three to five years. However, the majority (58 percent) of

candidates seeking health care professional positions thought that the organization should expect them to stay two years or less.

One impediment to better retention is that employers often don't know why employees resign. **Table 4** compares the reasons health care job seekers gave for leaving their most recent job with what staffing directors and hiring managers believe causes employees to leave. The employers were well aware of the job seekers' top two reasons—lack of



TABLE 4 Perspectives on Reasons for Employee Turnover

	Job Seekers		Staffing Directors		Hiring Managers	
	Rank	% Agree	Rank	% Agree	Rank	% Agree
Lack of growth/development opportunities	1.5	28%	4	35%	3	31%
Insufficient compensation, benefits, rewards/recognition	1.5	28%	2	55%	2	40%
Did not feel efforts were appreciated	3	26%	10.5	10%	6	14%
Felt treated unfairly	4	24%	10.5	10%	13	8%
Skills/abilities not a good match for the job	5.5	15%	8	13%	7	12%
Job was not what the employee expected	5.5	15%	12	6%	5	18%
Poor relationship with the manager	7	14%	3	39%	4	19%
Job changed focus or scope over time	8	13%	8	13%	12	10%
Did not find the work interesting	9	12%	14	0%	11	10%
Job left too little time for personal life	10.5	11%	8	13%	8.5	12%
External factors (e.g., spouse moves, going back to school)	10.5	11%	1	87%	1	71%
The organization changed	12	10%	6	16%	14	3%
Poor fit with the organizational culture	13	9%	5	23%	10	11%
The economy changed, making a move possible	14	1%	13	3%	8.5	12%

Under-rated

Over-rated

Employees are staying a shorter time.

growth/development and insufficient compensation, benefits, or rewards/recognition—although they might not be addressing these issues well. According to the study of 110 health care providers cited earlier, organizations have paid more attention to adjusting pay than to improving other aspects of employee benefits, such as health insurance, paid time off, or retiree medical benefits.³

+ *Employers underrate poor treatment of employees and overrate external factors as causes of turnover.*

The staffing directors and hiring managers underrated the importance of the third and fourth ranked factors on the job seekers' list: Feeling unappreciated and treated unfairly. These issues deserve much more attention from managers. One problem is that health care managers often are selected based on their technical competence rather than their leadership skills.

The biggest discrepancy between job seekers and others centered on the importance of external factors, such as accompanying a spouse in a move to another location or returning to school. Eleven percent of job seekers cited external factors as a main reason for moving on to another job, ranking it tenth in a list of 14 reasons. Yet hiring managers and staffing directors ranked external factors first.

Such a startling gap in rankings suggests that employees give face-saving external reasons for resigning, not wanting to discuss painful disappointments or burn their bridges behind them.

Knowing the real reason that employees leave is a key to preventing short-term turnover, or “Hello, goodbye.” If too many “polite” explanations (such as external factors) keep turning up, beef up your exit interviews, or even better, outsource them to a third party. A disgruntled employee is more likely to open up to a neutral third party who can assure anonymity.

+ *Retention can be improved by better selection, on-boarding, and advancement practices.*

Nurses are said to be loyal to their profession, not their organization. But this does not imply that there is nothing that health care organizations can do to inspire their allegiance. Other professions also generate loyalty, but that doesn't mean that individuals are indifferent to where they work. The *Selection Forecast* identified several other ways to improve retention.

- > **Robust Selection.** Arguably, the most powerful way to improve retention is to begin by selecting the right people. The *Selection Forecast* found that staffing directors in organizations with better retention also had notably better selection systems. New hires whose job is an excellent match to their talent and motivations have little to gain and much to lose by saying goodbye.
- > **On-boarding.** Staffing directors with a good or excellent on-boarding system rated their organizations better at retention than other organizations in their industry. However, nearly half (47 percent) of health care staffing directors described their on-boarding process as fair or poor.

> **Promotion.** Seventy-three percent of the health care job seekers said that advancement was important to them in choosing a new position, yet health care staffing directors reported that 38 percent of first-level management positions are filled by external hires. The percentage of external hires was even greater for higher-level management positions: 45 percent for mid-level managers and 54 percent for executives. Organizations need to recognize that every externally filled management job is a missed opportunity to advance an employee they want to keep.

PROMOTING HIRING SYSTEM HEALTH



Despite increasingly difficult obstacles, getting a better return from your hiring system is far from impossible. Here are some clear paths to improvement:

1. Lure qualified candidates—Investigate job seekers' motivations and align your recruiting message accordingly.
2. Spot the best for you—Use scientifically developed selection methods and make your system more efficient.
3. Land your first choice—Educate hiring managers about their annoying interview habits and help them leverage the job interview as an opportunity to sell your organization's unique mission and culture.

4. Keep valuable talent—Discover employees' real reasons for leaving and address underlying dissatisfactions from the beginning of each person's career (during on-boarding).

What cannot be emphasized too much is the importance of investing in a high-quality, thorough selection process as a route to not just better employee performance, but also better retention. This study has shown that health care organizations are failing to make use of most scientifically developed selection techniques and are making hasty decisions after evaluating only a few candidates. These practices might fill positions today, but they will inevitably yield more talent problems to be dealt with tomorrow.

If you are tired of suffering through the health care war for talent, these and other lessons from the *Selection Forecast* will help you to relieve the pain and promote the health of your hiring system.

For more information about the *Selection Forecast*, e-mail CABER@ddiworld.com.



Employers underrate poor treatment of employees and overrate external factors as causes of turnover.

Retention can be improved by better selection, on-boarding, and advancement practices.

DEMOGRAPHICS¹

Organization Information²

PRESENCE IN GLOBAL MARKET

Health Care	Others	
94	46	National company—Does not own, operate, or have affiliate offices outside home office country.
6	54	Multinational company—Owns, operates, or has affiliate offices in multiple countries.

PUBLIC VS. PRIVATELY HELD

Health Care	Others	
7	46	Public (stock publicly traded)
93	54	Private (stock not publicly traded)

NUMBER OF EMPLOYEES IN THE ENTIRE ORGANIZATION

Health Care	Others	
0	1	1–10
0	5	11–50
0	5	51–100
3	10	101–200
16	13	201–500
13	9	501–1,000
38	23	1,001–5,000
16	9	5,001–10,000
9	6	10,001–20,000
3	11	20,001–50,000
3	8	50,001 or more

¹ All numbers in tables represent percentages. Numbers may not add up to 100 percent because of rounding.

² Supplied by staffing directors

Hiring Managers

NUMBER OF PEOPLE YOU DIRECTLY SUPERVISE OR MANAGE

Health Care	Others	
1	4	None
12	37	5 or fewer
21	31	6–10
28	15	11–20
19	8	21–50
18	4	More than 50

LEADERSHIP/MANAGEMENT LEVEL

Health Care	Others	
45	41	First-level leader—supervisor, group leader, foreman, etc.
50	44	Mid-level leader—manager of other managers (division manager, district managers, etc.)
6	15	Executive—people in policy-making positions (CEO, COO, CFO, executive VP, senior VP, plant manager, etc.)

LENGTH OF TIME IN A MANAGERIAL ROLE

Health Care	Others	
1	2	Less than 6 months
2	4	6–11 months
12	12	1–2 years
21	20	3–5 years
23	27	6–10 years
16	12	11–15 years
25	23	More than 15 years

Job Seekers

HIGHEST LEVEL OF EDUCATION

Health Care	Others	
31	23	Technical, trade, or other specialized education
41	47	College or university graduate
12	10	Advanced degree beyond college or university
17	20	None of the above

AGE

Health Care	Others	
4	8	20 or under
31	32	21–30
25	21	31–40
24	25	41–50
13	13	51–60
3	1	61 or older

JOB APPLIED FOR (LOWEST LEVEL)

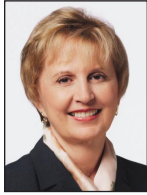
Health Care	Others	
78	77	Individual Contributor
22	23	Professional

ENDNOTES

1. Robertson, Ivan T. & Smith, Mike (2001). Personnel selection. *Journal of Occupational & Organizational Psychology*, 74 (4), 441+.
2. Watson Wyatt Worldwide and American Society for Healthcare Human Resources Administration (2006, October 11). Health care organizations still struggling to attract, retain workers, Watson Wyatt Survey finds. <http://www.watsonwyatt.com/news/press.asp?ID=16594>.
3. Watson Wyatt, *ibid*.



ABOUT THE AUTHORS



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