

2017

Recruitment and Retention Survey



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## PURPOSE AND METHOD

The findings cited in this report are based on a survey sponsored by the National Pest Management Association (NPMA) and *Pest Control Technology (PCT)*. The purpose of this research project was to gather information regarding recruitment and retention practices/trends in the pest control industry.

The survey sample of 10,130 included all emailable contacts in the following two segments:

- primary company contacts in NPMA's membership list in the United States and Canada
- recipients of *PCT* at unique companies in the United States and Canada and with titles of executive, owner, partner, president, or technical direct (excluding those classified as non-pest control operator businesses)

The 38-question survey was designed jointly by NPMA, PCT, and Readex. Placement of the survey on a web page, distribution of the electronic survey invitations, and tabulation of the results were handled by Readex.

On November 1, 2017, Readex contacted all sample members via an email in the name of NPMA's CEO and PCT's publisher, which included a link to the survey, asking for their participation in the study. As an incentive to participate, respondents were able to enter into a drawing for a chance to win one of three \$100 Visa gift cards. It was also mentioned that results from the survey would be published in an upcoming issue of *PCT*. Reminder emails were sent on November 8 and 14 to those with deliverable email addresses who had not yet responded.

The survey was closed for tabulation on November 20, 2017, with 828 total responses—an 8.2% response rate. To best represent the audience of interest, a majority of the results are based on the 676 respondents who indicated their company employs at least one person in addition to the respondent. As with any research, the results should be interpreted with the potential of non-response bias in mind. It is unknown how those who responded to the survey may be different from those who did not respond. In general, the higher the response rate, the lower the probability of estimation errors due to non-response and thus, the more stable the results.

The margin of error for percentages based on the 676 respondents who indicated their company employs at least one person in addition to the respondent is  $\pm 3.6$  percentage points at the 95% confidence level. The margin of error for percentages based on smaller sample sizes will be larger.

Readex Research is a nationally recognized independent research company located in Stillwater, Minnesota. Its roots are in survey research for the magazine publishing industry, but specialization in conducting high-quality survey research (by mail and/or the Internet) has brought clients from many other markets, including associations, corporate marketers and communicators, and government agencies. Since its founding in 1947, Readex has completed thousands of surveys for hundreds of different clients.

As a full-service survey research supplier, Readex offers professional services, and in-house processing of all phases of each project (traditional mailing, broadcast emailing, and data processing) to ensure complete control over project quality and schedule. Analytical capabilities include a range of multivariate statistics and modeling techniques in addition to the more traditional stub-and-banner tabulations.

This survey was conducted and this report was prepared by Readex in accordance with accepted research standards and practices.

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## 2017 Recruitment and Retention Survey

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## DATA TABLES

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### DATA TABLES Data Interpretation

In addition to percentages, three summary statistics may be presented in this report for numeric variables.

A **mean** is the arithmetic average of a distribution (i.e., a set of values). Because it is arithmetically calculated, it can be multiplied by the population represented to present a total volume estimate. For example, if 100 survey respondents (representing 10,000 people in the population) reported mean expenditures of \$100 each, total expenditures for that population are estimated as  $10,000 \times \$100 = \$1,000,000$ . Means are very much influenced by extremely large or extremely small values in the distribution (e.g., one millionaire can substantially raise an estimate of average income).

Means for grouped data are calculated using the midpoint of each range. The lowest-valued group is represented by its largest value; the highest-valued group by its lowest.

The **standard error** measures the variability associated with the survey's estimate of a population mean. The standard error is analogous to the margin of error associated with percentages: that is, 95% of the time we expect the true (unknown) population mean to be within plus-or-minus two standard errors of the mean calculated from the sample. A standard error that is large in proportion to the mean indicates a high level of statistical instability; trending and projections against such estimates should be undertaken cautiously.

A **median** is the value that lies at the middle of a distribution: that is, 50% of the values are above it and 50% are below. It represents the "typical" response, and is not influenced by extreme values. For most distributions, the median will be either roughly equal to, or significantly smaller than the mean.

Medians for grouped data are calculated by locating the group which contains the 50th percentile, then interpolating between the lower and upper bounds to estimate the precise value. Only the values listed *above* the statistics on a data table are used in the calculations.

Tables may have **statistical significance testing** enabled, comparing means and proportions between selected columns. Z-scores for differences are calculated where both tabulation bases are  $\geq 30$ , assuming the statistics are derived from sufficiently large unweighted probability samples drawn from much larger independent populations. Differences found significant at the 95% confidence level are reported by appearance of one or more letters under the result, indicating from which tested column(s) to the left that statistic differs (if any).

When assumptions are met, significance testing accounts for the effect of sampling error on comparisons; if all assumptions are not met, the reader is advised to use test results cautiously. If results have been unit weighted, the statistical testing should be viewed only as a general guideline to highlighting potential differences. Effects of other potential sources of imprecision (nonresponse bias, item reliability, respondent error, etc.) are not similarly quantifiable, and may be of greater magnitude than sampling error.

TABLE 001 page 1

### Proportion Who Are NPMA Members

1. Are you (or is your company) a member of the National Pest Management Association (NPMA)?

base: all respondents	828 100%
yes	593 72%
no	234 28%
no answer	1 0%

TABLE 002 page 1

### Number of Offices/Locations

2. How many locations/offices does your company have?

base: all respondents	828 100%
20 or more	12 1%
15 - 19	3 0%
10 - 14	7 1%
5 - 9	23 3%
2 - 4	112 14%
1	671 81%
mean:	1.9
standard error:	0.10
median:	1
no answer	0 0%

TABLE 003 page 1

### Regions of Operation

3. In which region(s) does your company operate?

base: all respondents (multiple answers)	828 100%
Southeast: AL, AR, FL, GA, KY, LA, MS, NC, SC, TN, VA, WV	234 28%
Great Lakes & Plains: IL, IN, IA, KS, MI, MN, MO, NE, ND, OH, SD, WI	166 20%
Southwest: AZ, NM, OK, TX	128 15%
Mideast: DE, DC, MD, NJ, NY, PA	123 15%
Far West: AK, CA, HI, NV, OR, WA	80 10%
New England: CT, ME, MA, NH, RI, VT	40 5%
Rocky Mountain: CO, ID, MT, UT, WY	36 4%
Canada	66 8%
indicated at least one	819 99%
no answer	9 1%

TABLE 004 page 1

### Number of Employees

4. How many people work at your company?

base: all respondents	828 100%
250 or more	19 2%
100 - 249	16 2%
50 - 99	19 2%
25 - 49	64 8%
10 - 24	165 20%
5 - 9	178 21%
2 - 4	215 26%
1 (only me)	152 18%
mean:	19.5
standard error:	1.53
median:	6
no answer	0 0%

TABLE 005 page 1

### Recruitment Vehicles: Used

5. What types of recruitment vehicles does your company utilize to attract potential employees?

base: those whose company employs at least 2 people (multiple answers)	676 100%
employee referrals	469 69%
online job boards (e.g., Indeed, Mashable, CareerBuilder)	335 50%
social media (e.g., Twitter, Facebook, LinkedIn)	321 47%
help wanted advertising in newspapers	162 24%
job fairs	60 9%
recruitment services/ headhunters	60 9%
association websites	40 6%
college campus recruiting visits	36 5%
technical schools	28 4%
magazine advertising	9 1%
other	70 10%
indicated at least one	601 89%

TABLE 005 page 2

### Recruitment Vehicles: Used

*5. What types of recruitment vehicles does your company utilize to attract potential employees?*

base: those whose company employs at least 2 people (multiple answers)	676 100%
none	75 11%
no answer	0 0%

TABLE 006 page 1

### Recruitment Vehicles: Most Valuable

6. What recruitment vehicle has proven most valuable to your company in attracting potential employees?

base: those whose company employs at least 2 people	676 100%
employee referrals	243 36%
online job boards (e.g., Indeed, Mashable, CareerBuilder)	190 28%
social media (e.g., Twitter, Facebook, LinkedIn)	68 10%
help wanted advertising in newspapers	38 6%
recruitment services/ headhunters	10 1%
job fairs	4 1%
college campus recruiting visits	3 0%
technical schools	2 0%
association websites	2 0%
magazine advertising	1 0%
other	38 6%
do not use recruitment vehicles	75 11%
no answer	2 0%

TABLE 007 page 1

### Recruitment Vehicles: Social Media Used

*7. What social media does your company use to attract potential employees?*

base: those whose company employs at least 2 people (multiple answers)	676 100%
Facebook	277 41%
LinkedIn	102 15%
Twitter	51 8%
other	63 9%
indicated at least one	320 47%
do not use social media to attract potential employees	355 53%
no answer	1 0%

TABLE 008 page 1

### Recruitment Vehicles: Job Boards Used

8. What online job boards does your company utilize to attract potential employees?

base: those whose company employs at least 2 people (multiple answers)	676 100%
Indeed	251 37%
Craigslist	155 23%
Monster	61 9%
CareerBuilder	48 7%
Glassdoor	20 3%
Mashable	4 1%
other	76 11%
indicated at least one	332 49%
do not use job boards to attract potential employees	341 50%
no answer	3 0%

TABLE 009 page 1

### Proportion With Dedicated Employee Recruitment Page on Website

9. Does your company's website have a page dedicated to employee recruitment?

base: those whose company employs at least 2 people	676 100%
yes	128 19%
no	513 76%
do not have a company website	30 4%
no answer	5 1%

TABLE 010 page 1

### Features on Employee Recruitment Page

10. Which of these are on your company's employee recruitment page on its website?

base: those whose company's website has a page dedicated to employee recruitment (multiple answers)	128 100%
current job postings	86 67%
job descriptions	82 64%
company history	78 61%
employee benefits	65 51%
company mission statement	64 50%
company vision statement	49 38%
employee profiles	35 27%
other	24 19%
indicated at least one	126 98%
no answer	2 2%

TABLE 011 page 1

### Proportion With Systematic Recruitment/Hiring Process

*11. Does your company have a systematic recruitment/hiring process for developing job descriptions, generating a pool of candidates, and selecting job candidates?*

base: those whose company employs at least 2 people	676 100%
yes	241 36%
no	430 64%
no answer	5 1%

TABLE 012 page 1

### Methods of Involving Employees in Recruitment/Hiring Process

12. In what ways does your company include its employees in the recruitment/hiring process?

base: those whose company employs at least 2 people (multiple answers)	676 100%
ask them to refer friends and acquaintances	512 76%
involve them in the employee onboarding process	291 43%
help interview candidates	164 24%
assist in reviewing resumes	112 17%
other	22 3%
indicated at least one	573 85%
none - do not include employees in the recruitment/hiring process	100 15%
no answer	3 0%

TABLE 013 page 1

### Potential Employee Checks Completed

13. What types of checks does your company do on potential employees?

base: those whose company employs at least 2 people (multiple answers)	676 100%
driving record	573 85%
criminal background check	527 78%
contact references	422 62%
drug and alcohol screening	410 61%
bankruptcy/financial	64 9%
other	32 5%
indicated at least one	635 94%
none - do not do any checks	34 5%
no answer	7 1%

TABLE 014 page 1

### Company Documents Held

14. Which of the following does your company have?

base: those whose company employs at least 2 people (multiple answers)	676 100%
employee manual	477 71%
written job descriptions for every position	380 56%
indicated at least one	532 79%
none of these	143 21%
no answer	1 0%

TABLE 015 page 1

### New Employee Activities/Training

15. Which of these does your company do for its new employees?

base: those whose company employs at least 2 people (multiple answers)	676 100%
ride-a-long in the field (if applicable)	606 90%
introduce new employee to fellow staff members	569 84%
in-house technical training classes (if applicable)	537 79%
shadow a work colleague	472 70%
formal technical training (if applicable)	427 63%
review company policy manual	413 61%
share company history	318 47%
meet with HR rep to review benefits	220 33%
welcome lunch	152 22%
indicated at least one	651 96%
none of these	22 3%
no answer	3 0%

TABLE 016 page 1

### Number of Applicants Per Job Opening

16. On average, how many applicants/applications does your company receive per typical job opening?

base: those whose company employs at least 2 people	676 100%
100 or more	10 1%
75 - 99	7 1%
50 - 74	14 2%
20 - 49	69 10%
10 - 19	124 18%
5 - 9	163 24%
fewer than 5	283 42%
mean: standard error: median:	6
no answer	6 1%

\*Due to the high proportion of respondents answering in the bottom category, the sample mean and standard error cannot be meaningfully calculated.

TABLE 017 page 1

### Cost of Recruitment/Training of a New Employee

17. On average, how much does it cost your company to recruit and train a new employee?

base: those whose company employs at least 2 people	676 100%
\$6,000 or more	60 9%
\$4,000 - \$5,999	71 11%
\$2,000 - \$3,999	187 28%
\$1 - \$1,999	299 44%
\$0	49 7%
mean:	\$2,370
standard error:	\$70.4
median:	\$1,900
no answer	10 1%

TABLE 018 page 1

### Opinions of Statements: Agree Summary

18. What is your level of agreement with each of the following statements?

#### AGREE SUMMARY

(rated +1 or +2 on a 5-point scale where +2 = strongly agree and -2 = strongly disagree)

base: those whose company employs at least 2 people	676 100%
It's best to hire for attitude rather than pest control knowledge	573 85%
The younger generation does not have as strong a work ethic as older generations	435 64%
It's best to recruit service people with no previous pest control work experience	356 53%
I never recruit service personnel from a competitor	255 38%
indicated at least one	647 96%
indicated none	29 4%

TABLE 019 page 1

### Opinions of Statements: Disagree Summary

18. What is your level of agreement with each of the following statements?

DISAGREE SUMMARY  
(rated -1 or -2 on a 5-point  
scale where +2 = strongly agree  
and -2 = strongly disagree)

base: those whose company employs at least 2 people	676 100%
I never recruit service personnel from a competitor	157 23%
It's best to recruit service people with no previous pest control work experience	121 18%
The younger generation does not have as strong a work ethic as older generations	89 13%
It's best to hire for attitude rather than pest control knowledge	31 5%
indicated at least one	295 44%
indicated none	381 56%

TABLE 020 page 1

### Opinions of Statements: Mean Summary

18. What is your level of agreement with each of the following statements?

MEAN SUMMARY  
(+2 = strongly agree;  
-2 = strongly disagree)

base: those whose company  
employs at least 2 people  
rating each

It's best to hire for attitude rather than pest control knowledge	1.4
The younger generation does not have as strong a work ethic as older generations	0.9
It's best to recruit service people with no previous pest control work experience	0.5
I never recruit service personnel from a competitor	0.3

TABLE 021 page 1

### Opinions of Statements: It's Best to Recruit Service People With No Previous Pest Control Work Experience

18. What is your level of agreement with each of the following statements?

#### IT'S BEST TO RECRUIT SERVICE PEOPLE WITH NO PREVIOUS PEST CONTROL WORK EXPERIENCE

base: those whose company employs at least 2 people	676 100%
+2 - strongly agree	157 23%
+1	199 29%
0	193 29%
-1	86 13%
-2 - strongly disagree	35 5%
mean:	0.5
standard error:	0.04
no answer	6 1%

TABLE 022 page 1

### Opinions of Statements: It's Best to Hire for Attitude Rather Than Pest Control Knowledge

18. What is your level of agreement with each of the following statements?

#### IT'S BEST TO HIRE FOR ATTITUDE RATHER THAN PEST CONTROL KNOWLEDGE

base: those whose company employs at least 2 people	676 100%
+2 - strongly agree	389 58%
+1	184 27%
0	69 10%
-1	24 4%
-2 - strongly disagree	7 1%
mean:	1.4
standard error:	0.03
no answer	3 0%

TABLE 023 page 1

### Opinions of Statements: I Never Recruit Service Personnel From a Competitor

18. What is your level of agreement with each of the following statements?

#### I NEVER RECRUIT SERVICE PERSONNEL FROM A COMPETITOR

base: those whose company employs at least 2 people	676 100%
+2 - strongly agree	171 25%
+1	84 12%
0	256 38%
-1	98 14%
-2 - strongly disagree	59 9%
mean:	0.3
standard error:	0.05
no answer	8 1%

TABLE 024 page 1

### Opinions of Statements: The Younger Generation Does Not Have as Strong a Work Ethic as Older Generations

18. What is your level of agreement with each of the following statements?

THE YOUNGER GENERATION DOES NOT HAVE AS STRONG A WORK ETHIC AS OLDER GENERATIONS

base: those whose company employs at least 2 people	676 100%
+2 - strongly agree	280 41%
+1	155 23%
0	147 22%
-1	61 9%
-2 - strongly disagree	28 4%
mean:	0.9
standard error:	0.05
no answer	5 1%

TABLE 025 page 1

### Importance of Service Technician Qualities: Important Summary

*19. How important do you think each of these qualities is when recruiting service technicians?*

IMPORTANT SUMMARY  
(rated 4 or 5 on a 5-point  
scale where 5 = very important  
and 1 = not at all important)

base: those whose company employs at least 2 people	676 100%
dependability	669 99%
good work ethic	669 99%
good attitude	668 99%
customer service skills	659 97%
ability to advance	420 62%
business sense (ability to sell, etc.)	389 58%
pest control knowledge	191 28%
indicated at least one	670 99%
indicated none	6 1%

TABLE 026 page 1

### Importance of Service Technician Qualities: Mean Summary

*19. How important do you think each of these qualities is when recruiting service technicians?*

MEAN SUMMARY  
(5 = very important;  
1 = not at all important)

base: those whose company  
employs at least 2 people  
rating each

dependability	4.9
good attitude	4.9
good work ethic	4.9
customer service skills	4.8
ability to advance	3.9
business sense (ability to sell, etc.)	3.8
pest control knowledge	3.0

TABLE 027 page 1

### Importance of Service Technician Qualities: Customer Service Skills

*19. How important do you think each of these qualities is when recruiting service technicians?*

#### CUSTOMER SERVICE SKILLS

base: those whose company employs at least 2 people	676 100%
5 - very important	563 83%
4	96 14%
3	11 2%
2	0 0%
1 - not at all important	1 0%
mean:	4.8
standard error:	0.02
no answer	5 1%

TABLE 028 page 1

### Importance of Service Technician Qualities: Pest Control Knowledge

*19. How important do you think each of these qualities is when recruiting service technicians?*

#### PEST CONTROL KNOWLEDGE

base: those whose company employs at least 2 people	676 100%
5 - very important	89 13%
4	102 15%
3	260 38%
2	132 20%
1 - not at all important	86 13%
mean:	3.0
standard error:	0.05
no answer	7 1%

TABLE 029 page 1

### Importance of Service Technician Qualities: Dependability

19. *How important do you think each of these qualities is when recruiting service technicians?*

#### DEPENDABILITY

base: those whose company employs at least 2 people	676 100%
5 - very important	608 90%
4	61 9%
3	3 0%
2	0 0%
1 - not at all important	0 0%
mean:	4.9
standard error:	0.01
no answer	4 1%

TABLE 030 page 1

### Importance of Service Technician Qualities: Good Work Ethic

*19. How important do you think each of these qualities is when recruiting service technicians?*

#### GOOD WORK ETHIC

base: those whose company employs at least 2 people	676 100%
5 - very important	599 89%
4	70 10%
3	4 1%
2	0 0%
1 - not at all important	0 0%
mean:	4.9
standard error:	0.01
no answer	3 0%

TABLE 031 page 1

### Importance of Service Technician Qualities: Good Attitude

*19. How important do you think each of these qualities is when recruiting service technicians?*

#### GOOD ATTITUDE

base: those whose company employs at least 2 people	676 100%
5 - very important	605 89%
4	63 9%
3	3 0%
2	0 0%
1 - not at all important	0 0%
mean:	4.9
standard error:	0.01
no answer	5 1%

TABLE 032 page 1

### Importance of Service Technician Qualities: Ability to Advance

*19. How important do you think each of these qualities is when recruiting service technicians?*

#### ABILITY TO ADVANCE

base: those whose company employs at least 2 people	676 100%
5 - very important	239 35%
4	181 27%
3	210 31%
2	28 4%
1 - not at all important	8 1%
mean:	3.9
standard error:	0.04
no answer	10 1%

TABLE 033 page 1

### Importance of Service Technician Qualities: Business Sense

19. *How important do you think each of these qualities is when recruiting service technicians?*

BUSINESS SENSE (ABILITY TO SELL,  
ETC.)

base: those whose company employs at least 2 people	676 100%
5 - very important	171 25%
4	218 32%
3	241 36%
2	36 5%
1 - not at all important	4 1%
mean:	3.8
standard error:	0.04
no answer	6 1%

TABLE 034 page 1

### Typical New Service Technician Hire: Gender

20a. In the past 3 years, what has been the typical profile of a new service technician hire at your company?

#### GENDER

base: those whose company employs at least 2 people	676 100%
have not hired a new service technician in the past 3 years	127 19%
no answer [all of Q20]	2 0%
base: those whose company has hired a new service technician in the past 3 years answering Q20	547 100%
male	520 95%
female	21 4%
no answer	6 1%

TABLE 035 page 1

### Typical New Service Technician Hire: Age

20b. In the past 3 years, what has been the typical profile of a new service technician hire at your company?

#### AGE

base: those whose company employs at least 2 people	676 100%
have not hired a new service technician in the past 3 years	127 19%
no answer [all of Q20]	2 0%
base: those whose company has hired a new service technician in the past 3 years answering Q20	547 100%
65 or older	1 0%
55 - 64	6 1%
45 - 54	36 7%
35 - 44	111 20%
25 - 34	304 56%
under 25	86 16%
mean:	33.0
standard error:	0.32
median:	31
no answer	3 1%

TABLE 036 page 1

### Typical New Service Technician Hire: Education

20c. In the past 3 years, what has been the typical profile of a new service technician hire at your company?

#### EDUCATION

base: those whose company employs at least 2 people	676 100%
have not hired a new service technician in the past 3 years	127 19%
no answer [all of Q20]	2 0%
base: those whose company has hired a new service technician in the past 3 years answering Q20	547 100%
post-graduate degree	0 0%
post-graduate work	0 0%
college graduate	22 4%
some college	91 17%
post high school vocational/ technical training	45 8%
high school graduate	373 68%
some high school	13 2%
no answer	3 1%

TABLE 037 page 1

### Typical New Service Technician Hire: Ethnicity

20d. In the past 3 years, what has been the typical profile of a new service technician hire at your company?

#### ETHNICITY

base: those whose company employs at least 2 people	676 100%
have not hired a new service technician in the past 3 years	127 19%
no answer [all of Q20]	2 0%
base: those whose company has hired a new service technician in the past 3 years answering Q20	547 100%
White (not of Hispanic origin)	349 64%
Hispanic or Latino	46 8%
Black (not of Hispanic origin)	17 3%
Asian or Pacific Islander (Chinese, Filipino, Hawaiian, Korean, Vietnamese, Japanese, Asian Indian, Samoan, other)	7 1%
Native American (American Indian, Eskimo, Aleut)	3 1%
mixed ethnic background	93 17%
other	15 3%
no answer	17 3%

TABLE 038 page 1

### Typical New Salesperson Hire: Gender

21a. In the past 3 years, what has been the typical profile of a new salesperson hire at your company?

#### GENDER

base: those whose company employs at least 2 people	676 100%
have not hired a new salesperson in the past 3 years	443 66%
no answer [all of Q21]	9 1%
base: those whose company has hired a new salesperson in the past 3 years answering Q21	224 100%
male	198 88%
female	20 9%
no answer	6 3%

TABLE 039 page 1

### Typical New Salesperson Hire: Age

21b. In the past 3 years, what has been the typical profile of a new salesperson hire at your company?

#### AGE

base: those whose company employs at least 2 people	676 100%
have not hired a new salesperson in the past 3 years	443 66%
no answer [all of Q21]	9 1%
base: those whose company has hired a new salesperson in the past 3 years answering Q21	224 100%
65 or older	2 1%
55 - 64	14 6%
45 - 54	40 18%
35 - 44	73 33%
25 - 34	77 34%
under 25	17 8%
mean:	38.7
standard error:	0.67
median:	37
no answer	1 0%

TABLE 040 page 1

### Typical New Salesperson Hire: Education

21c. In the past 3 years, what has been the typical profile of a new salesperson hire at your company?

#### EDUCATION

base: those whose company employs at least 2 people	676 100%
have not hired a new salesperson in the past 3 years	443 66%
no answer [all of Q21]	9 1%
base: those whose company has hired a new salesperson in the past 3 years answering Q21	224 100%
post-graduate degree	2 1%
post-graduate work	0 0%
college graduate	35 16%
some college	51 23%
post high school vocational/technical training	20 9%
high school graduate	108 48%
some high school	4 2%
no answer	4 2%

TABLE 041 page 1

### Typical New Salesperson Hire: Ethnicity

21d. In the past 3 years, what has been the typical profile of a new salesperson hire at your company?

#### ETHNICITY

base: those whose company employs at least 2 people	676 100%
have not hired a new salesperson in the past 3 years	443 66%
no answer [all of Q21]	9 1%
base: those whose company has hired a new salesperson in the past 3 years answering Q21	224 100%
White (not of Hispanic origin)	171 76%
Hispanic or Latino	8 4%
Black (not of Hispanic origin)	4 2%
Native American (American Indian, Eskimo, Aleut)	0 0%
Asian or Pacific Islander (Chinese, Filipino, Hawaiian, Korean, Vietnamese, Japanese, Asian Indian, Samoan, other)	0 0%
mixed ethnic background	23 10%
other	12 5%
no answer	6 3%

TABLE 042 page 1

### Typical New CSR Hire: Gender

*22a. In the past 3 years, what has been the typical profile of a new customer service representative (CSR) hire at your company?*

#### GENDER

base: those whose company employs at least 2 people	676 100%
have not hired a new customer service representative (CSR) in the past 3 years	331 49%
no answer [all of Q22]	12 2%
base: those whose company has hired a new CSR in the past 3 years answering Q22	333 100%
female	288 86%
male	43 13%
no answer	2 1%

TABLE 043 page 1

### Typical New CSR Hire: Age

*22b. In the past 3 years, what has been the typical profile of a new customer service representative (CSR) hire at your company?*

#### AGE

base: those whose company employs at least 2 people	676 100%
have not hired a new customer service representative (CSR) in the past 3 years	331 49%
no answer [all of Q22]	12 2%
base: those whose company has hired a new CSR in the past 3 years answering Q22	333 100%
65 or older	2 1%
55 - 64	17 5%
45 - 54	48 14%
35 - 44	77 23%
25 - 34	156 47%
under 25	30 9%
mean:	36.5
standard error:	0.54
median:	34
no answer	3 1%

TABLE 044 page 1

### Typical New CSR Hire: Education

*22c. In the past 3 years, what has been the typical profile of a new customer service representative (CSR) hire at your company?*

#### EDUCATION

base: those whose company employs at least 2 people	676 100%
have not hired a new customer service representative (CSR) in the past 3 years	331 49%
no answer [all of Q22]	12 2%
base: those whose company has hired a new CSR in the past 3 years answering Q22	333 100%
post-graduate degree	3 1%
post-graduate work	0 0%
college graduate	40 12%
some college	85 26%
post high school vocational/ technical training	21 6%
high school graduate	177 53%
some high school	5 2%
no answer	2 1%

TABLE 045 page 1

### Typical New CSR Hire: Ethnicity

*22d. In the past 3 years, what has been the typical profile of a new customer service representative (CSR) hire at your company?*

#### ETHNICITY

base: those whose company employs at least 2 people	676 100%
have not hired a new customer service representative (CSR) in the past 3 years	331 49%
no answer [all of Q22]	12 2%
base: those whose company has hired a new CSR in the past 3 years answering Q22	333 100%
White (not of Hispanic origin)	222 67%
Hispanic or Latino	28 8%
Black (not of Hispanic origin)	13 4%
Asian or Pacific Islander (Chinese, Filipino, Hawaiian, Korean, Vietnamese, Japanese, Asian Indian, Samoan, other)	4 1%
Native American (American Indian, Eskimo, Aleut)	2 1%
mixed ethnic background	44 13%
other	8 2%
no answer	12 4%

TABLE 046 page 1

### Typical New Manager Hire: Gender

23a. In the past 3 years, what has been the typical profile of a new manager hire at your company?

#### GENDER

base: those whose company employs at least 2 people	676 100%
have not hired a new manager in the past 3 years	503 74%
no answer [all of Q23]	10 1%
base: those whose company has hired a new manager in the past 3 years answering Q23	163 100%
male	121 74%
female	37 23%
no answer	5 3%

TABLE 047 page 1

### Typical New Manager Hire: Age

23b. In the past 3 years, what has been the typical profile of a new manager hire at your company?

#### AGE

base: those whose company employs at least 2 people	676 100%
have not hired a new manager in the past 3 years	503 74%
no answer [all of Q23]	10 1%
base: those whose company has hired a new manager in the past 3 years answering Q23	163 100%
65 or older	1 1%
55 - 64	17 10%
45 - 54	44 27%
35 - 44	56 34%
25 - 34	43 26%
under 25	2 1%
mean:	42.1
standard error:	0.77
median:	42
no answer	0 0%

TABLE 048 page 1

### Typical New Manager Hire: Education

23c. In the past 3 years, what has been the typical profile of a new manager hire at your company?

#### EDUCATION

base: those whose company employs at least 2 people	676 100%
have not hired a new manager in the past 3 years	503 74%
no answer [all of Q23]	10 1%
base: those whose company has hired a new manager in the past 3 years answering Q23	163 100%
post-graduate degree	3 2%
post-graduate work	3 2%
college graduate	48 29%
some college	47 29%
post high school vocational/ technical training	12 7%
high school graduate	49 30%
some high school	1 1%
no answer	0 0%

TABLE 049 page 1

### Typical New Manager Hire: Ethnicity

23d. In the past 3 years, what has been the typical profile of a new manager hire at your company?

#### ETHNICITY

base: those whose company employs at least 2 people	676 100%
have not hired a new manager in the past 3 years	503 74%
no answer [all of Q23]	10 1%
base: those whose company has hired a new manager in the past 3 years answering Q23	163 100%
White (not of Hispanic origin)	121 74%
Black (not of Hispanic origin)	7 4%
Hispanic or Latino	6 4%
Native American (American Indian, Eskimo, Aleut)	2 1%
Asian or Pacific Islander (Chinese, Filipino, Hawaiian, Korean, Vietnamese, Japanese, Asian Indian, Samoan, other)	0 0%
mixed ethnic background	15 9%
other	6 4%
no answer	6 4%

TABLE 050 page 1

### Challenge of Employee Recruitment

24. How challenging has employee recruitment and retention been for your company in the past 3 years?

#### EMPLOYEE RECRUITMENT

base: those whose company employs at least 2 people	676 100%
have not hired in past 3 years	84 12%
no answer	10 1%
base: those whose company has hired in the past 3 years answering	582 100%
5 - very challenging	216 37%
4	144 25%
3	121 21%
2	55 9%
1 - not at all challenging	46 8%
mean:	3.7
standard error:	0.05

TABLE 051 page 1

### Challenge of Employee Retention

24. How challenging has employee recruitment and retention been for your company in the past 3 years?

#### EMPLOYEE RETENTION

base: those whose company employs at least 2 people	676 100%
have not hired in past 3 years	84 12%
no answer	27 4%
base: those whose company has hired in the past 3 years answering	565 100%
5 - very challenging	87 15%
4	108 19%
3	143 25%
2	113 20%
1 - not at all challenging	114 20%
mean:	2.9
standard error:	0.06

TABLE 052 page 1

### Change in Level of Difficulty Attracting Quality Employees

25. Has it become more or less difficult to attract quality employees to your company in the past 3 years?

base: those whose company employs at least 2 people	676 100%
no job openings in past 3 years	68 10%
no answer	1 0%
base: those whose company has had job openings in the past 3 years answering	607 100%
more difficult	371 61%
no change	173 29%
less difficult	63 10%

TABLE 053 page 1

### Challenging Factors in Attracting Quality Employees

26. What has made your company's ability to attract quality employees difficult in the past 3 years?

base: those whose company has had job openings in the past 3 years (multiple answers)	607 100%
lack of qualified candidates	370 61%
poor work ethic of candidates	342 56%
improving economy (e.g., higher/more competitive wages, smaller candidate pool, etc.)	218 36%
bad driving record of candidates	161 27%
inability to offer a comprehensive benefits package	156 26%
drug/alcohol issues of candidates	143 24%
inability to pay higher wages	122 20%
other	43 7%
indicated at least one	595 98%
no answer	12 2%

TABLE 054 page 1

### Most Challenging Factor in Attracting Quality Employees

27. What factor has proven the most challenging to your company's ability to attract quality employees in the past 3 years?

base: those whose company has had job openings in the past 3 years	607 100%
lack of qualified candidates	212 35%
poor work ethic of candidates	129 21%
improving economy (e.g., higher/more competitive wages, smaller candidate pool, etc.)	97 16%
inability to offer a comprehensive benefits package	52 9%
inability to pay higher wages	38 6%
bad driving record of candidates	24 4%
drug/alcohol issues of candidates	18 3%
other	24 4%
no answer	13 2%

TABLE 055 page 1

### Most Difficult Position to Fill

28. What position has been the most difficult to fill at your company in the past 3 years?

base: those whose company has had job openings in the past 3 years	607 100%
service technician	406 67%
salesperson	51 8%
customer service representative (CSR)	27 4%
middle manager/branch manager	20 3%
other office staff (accounting, etc.)	18 3%
upper management	5 1%
none	77 13%
no answer	3 0%

TABLE 056 page 1

### Proportion of Employees With Two Years or More Tenure

29. *What percentage of your company's employees have been with your company more than 2 years?*

base: those whose company employs at least 2 people	676 100%
100%	123 18%
75% - 99%	250 37%
50% - 74%	154 23%
25% - 49%	46 7%
10% - 24%	21 3%
5% - 9%	8 1%
1% - 4%	23 3%
none	37 5%
mean:	69.5%
standard error:	1.19%
median:	79%
company hasn't been in business more than 2 years	11 2%
no answer	3 0%

TABLE 057 page 1

### Overall Employee Turnover Rate

30. What has been your company's overall employee turnover rate in the past 3 years?

base: those whose company employs at least 2 people	676 100%
75% or more	13 2%
50% - 74%	26 4%
20% - 49%	122 18%
10% - 19%	124 18%
5% - 9%	74 11%
1% - 4%	133 20%
0% (no turnover)	180 27%
mean:	14.3%
standard error:	0.70%
median:	7%
no answer	4 1%

TABLE 058 page 1

### Turnover Rate By Company Tenure: Mean Summary

*31. What percentage of your company's turnover in the past 3 years was employees with each of the following tenures with your company?*

#### MEAN SUMMARY

base: those whose company had  
turnover in the past 3 years  
answering (fill-in answers)

2 years or more	27.9%
6 months up to 2 years	41.4%
less than 6 months	30.7%
TOTAL =	100.0%

TABLE 059 page 1

### Turnover Rate By Company Tenure: Less Than 6 Months

31. What percentage of your company's turnover in the past 3 years was employees with each of the following tenures with your company?

#### LESS THAN 6 MONTHS

base: those whose company had turnover in the past 3 years (fill-in answers)	492 100%
100%	37 8%
75% - 99%	42 9%
50% - 74%	56 11%
25% - 49%	47 10%
1% - 24%	57 12%
none	165 34%
mean:	30.7%
standard error:	1.77%
median:	10%
no answer	88 18%

TABLE 060 page 1

### Turnover Rate By Company Tenure: 6 Months up to 2 Years

31. What percentage of your company's turnover in the past 3 years was employees with each of the following tenures with your company?

#### 6 MONTHS UP TO 2 YEARS

base: those whose company had turnover in the past 3 years (fill-in answers)	492 100%
100%	73 15%
75% - 99%	38 8%
50% - 74%	62 13%
25% - 49%	73 15%
1% - 24%	54 11%
none	104 21%
mean:	41.4%
standard error:	1.87%
median:	30%
no answer	88 18%

TABLE 061 page 1

### Turnover Rate By Company Tenure: 2 Years or More

31. What percentage of your company's turnover in the past 3 years was employees with each of the following tenures with your company?

#### 2 YEARS OR MORE

base: those whose company had turnover in the past 3 years (fill-in answers)	492 100%
100%	48 10%
75% - 99%	22 4%
50% - 74%	35 7%
25% - 49%	55 11%
1% - 24%	90 18%
none	154 31%
mean:	27.9%
standard error:	1.77%
median:	10%
no answer	88 18%

TABLE 062 page 1

### Turnover Rate By Position: Mean Summary

*32. In the past 3 years, what was your company's turnover rate for each of the following positions?*

#### MEAN SUMMARY

base: those whose company had turnover in the past 3 years answering each

service technician	26.5%
customer service representative	14.7%
salesperson	12.6%
manager	6.4%

TABLE 063 page 1

### Turnover Rate By Position: Service Technician

32. In the past 3 years, what was your company's turnover rate for each of the following positions?

#### SERVICE TECHNICIAN

base: those whose company had turnover in the past 3 years	492 100%
75% or more	55 11%
50% - 74%	54 11%
20% - 49%	81 16%
10% - 19%	84 17%
5% - 9%	78 16%
1% - 4%	94 19%
0%	22 4%
mean:	26.5%
standard error:	1.20%
median:	15%
have not had this position	1 0%
no answer	23 5%

TABLE 064 page 1

### Turnover Rate By Position: Salesperson

32. In the past 3 years, what was your company's turnover rate for each of the following positions?

#### SALESPERSON

base: those whose company had turnover in the past 3 years	492 100%
75% or more	7 1%
50% - 74%	11 2%
20% - 49%	36 7%
10% - 19%	20 4%
5% - 9%	19 4%
1% - 4%	38 8%
0%	108 22%
mean:	12.6%
standard error:	1.29%
median:	1%
have not had this position	168 34%
no answer	85 17%

TABLE 065 page 1

### Turnover Rate By Position: Customer Service Representative

32. In the past 3 years, what was your company's turnover rate for each of the following positions?

#### CUSTOMER SERVICE REPRESENTATIVE

base: those whose company had turnover in the past 3 years	492 100%
75% or more	11 2%
50% - 74%	20 4%
20% - 49%	49 10%
10% - 19%	33 7%
5% - 9%	33 7%
1% - 4%	62 13%
0%	110 22%
mean:	14.7%
standard error:	1.18%
median:	4%
have not had this position	95 19%
no answer	79 16%

TABLE 066 page 1

### Turnover Rate By Position: Manager

32. In the past 3 years, what was your company's turnover rate for each of the following positions?

#### MANAGER

base: those whose company had turnover in the past 3 years	492 100%
75% or more	8 2%
50% - 74%	5 1%
20% - 49%	14 3%
10% - 19%	10 2%
5% - 9%	18 4%
1% - 4%	35 7%
0%	188 38%
mean:	6.4%
standard error:	0.98%
median:	0%
have not had this position	129 26%
no answer	85 17%

TABLE 067 page 1

### Positions at Company in Past 3 Years

base: those whose company employs at least 2 people (multiple answers)*	676 100%
service technician	591 87%
customer service representative	402 59%
manager	322 48%
salesperson	294 43%
indicated at least one	599 89%
unknown	77 11%

\*Determined by those who indicated they have, had, or were hiring for this position on Q20, Q21, Q22, Q23, Q28 and Q32.

TABLE 068 page 1

### Positions With Raised Wages

33. For which of the following positions has your company raised its wages in the past year?

base: those whose company has had each in the past three years (multiple answers)

service technician	493 83%
customer service representative	270 67%
manager	175 54%
salesperson	116 39%
base: those whose company employs at least 2 people (multiple answers)	676 100%
other	33 5%
indicated at least one	542 80%
none	82 12%
no answer	52 8%

TABLE 069 page 1

### Reasons for Increasing Wages

34. For what reasons has your company raised its wages in the past year?

base: those whose company employs at least 2 people (multiple answers)	676 100%
cost of living	318 47%
to remain competitive with other pest control companies	272 40%
tightening labor market	150 22%
other	99 15%
indicated at least one	542 80%
did not raise wages in past year	82 12%
no answer	52 8%

TABLE 070 page 1

### Wage Increase Plans

35. How much does your company plan to increase its wages, on average, in the coming year?

base: those whose company employs at least 2 people	676 100%
15% or more	6 1%
10% - 14%	42 6%
5% - 9%	145 21%
3% - 4%	215 32%
1% - 2%	135 20%
0% - do not plan to increase wages	121 18%
mean:	4.2%
standard error:	0.14%
median:	4%
no answer	12 2%

TABLE 071 page 1

### Benefits Offered

36. Which of these benefits does your company offer to its employees?

base: those whose company employs at least 2 people (multiple answers)	676 100%
paid time off (PTO, vacation, sick time)	509 75%
paid holidays	502 74%
company vehicle	465 69%
company cell phone	438 65%
continuing education/ educational support	431 64%
medical insurance	332 49%
flexible hours	306 45%
dental insurance	234 35%
company 401(k)	230 34%
life insurance	182 27%
vision insurance	159 24%
short term disability	145 21%

TABLE 071 page 2

### Benefits Offered

36. Which of these benefits does your company offer to its employees?

base: those whose company employs at least 2 people (multiple answers)	676 100%
long term disability	100 15%
profit sharing	80 12%
health savings account (HSA)	73 11%
death benefit	51 8%
sabbatical	28 4%
indicated at least one	633 94%
none of these	41 6%
no answer	2 0%

TABLE 072 page 1

### Most Significant Challenge Facing Industry

37. What do you think is the most significant challenge currently facing the pest management industry?

base: all respondents	828 100%
attracting/retaining qualified staff	272 33%
attracting customers/new business	111 13%
healthcare costs	104 13%
government regulation	83 10%
taxes	63 8%
too many competitors	47 6%
economy	39 5%
not enough/effective products available	30 4%
cash flow	26 3%
difficulty of controlling pests	10 1%
other	35 4%
no answer	8 1%