

Comparing the Best and Worst HR Systems

	Bottom 10%	Top 10%
• % jobs filled from within	31%	53%
• % promoted on merit	63%	92%
• % in a formal staffing plan	3%	48%
• % qualified for > 1 job	32%	63%
• # hours training for new employees	5	39
• # hours training for experienced employees	4	23

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Bottom 10%

Top 10%

• % received performance appraisal	60%	96%
• % performance appraisal based on objective merits	13%	63%
• % owning firm's stocks	18%	56%
• % eligible for incentive pay	26%	74%
• % in a formal QWL plan	5%	39%
• % with a formal grievance program	59%	95%

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Bottom 10%

Top 10%

• % with a formal information sharing program	47%	96%
• % employees surveyed regularly	5%	58%
• Alignment of HR and business strategy	1.84	5.06
• HR seen as a cost to be minimized by senior management	5.01	2.40
• Extent to which leaders are visionary	2.73	5.24
• Extent to which mission is clear	1.90	5.03
• Extent to which firm provides job security	2.40	4.59

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	Bottom 10%	Top 10%
• Employee turnover	34.09%	20.87%
• Sales per employee	\$158,101	\$617,576
• Market value to book value	3.64	11.06