Staffing the Software Organization

This module defines the process used to staff a software engineering organization and orient new employees. We will begin with recruiting challenges.


Staffing Challenges

Today, finding qualified candidates is more challenging due to the changing workforce; we have increasing diversity with more working women, an international labor force, older workers, generation Xers, and more technical professionals pursuing self-employment. During the past 10 years there has been a dramatic decline in the ratio of women receiving computer science degrees from 37% in the mid 1980's to 28% in the mid 1990's. This can be explained in part by the rise of personal computers. We have the stereotypical personality of boys, who often desire to play violent games and work individually, which is more consistent with the use of personal computers. Studies show that most games and educational software are designed for boys. Also parents are more likely to purchase computers for their boys than for their girls. This trend is changing but it still holds true. Additionally, the computer science workplace has become more defined by isolated development, that is, most work is accomplished in front of a computer with the use of email, net meeting, instant messaging and social networking tools. Studies have shown that women prefer a work environment with more personal interaction.

The Association for Computing Machinery (ACM) established a committee that aims to improve the working and learning environments for women in computing. Check out their website at http://www.acm.org/women/

In addition, we now face global competition and certainly a volatile economy. Organizations report on average a 10% attrition rate and a 10% staff growth rate. This mean an organization of 100 people will require 20 new employees each year, that is, 10 replacements and 10 new staff. An organization of 300 will require 60 new employees each year, 5 each month, and **more than one (1) new employee every week**!
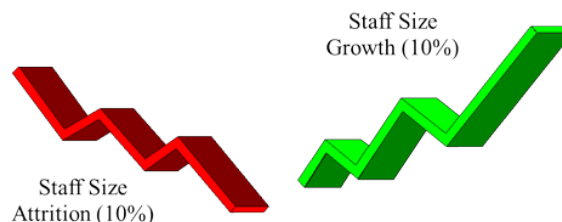
Also there are legal issues that every hiring professional must be aware of including diversity & affirmative action, the Americans with disabilities Act (ADA), privacy, workforce reductions rules and regulations, and recruiting from competitors (unfair recruiting practices). Lastly there are increased expectations of potential new employees including more on-the-job-training (OJT), technical training, and education;

alternate work arrangements such as flex time, part time, and leave of absence; transportation issues and whether tolls, parking, or commuting will be covered; and telecommuting.

Specifying Human Resource Needs

As organizations win new programs, they increase staff. When this occurs, companies generally provide a large Organizational Description that will:

- Define a new section, department, or even activity;
- Identify the manager, supervisor, and principal engineer positions; and
- Identify the number of personnel required in the new organization along with the grade levels.
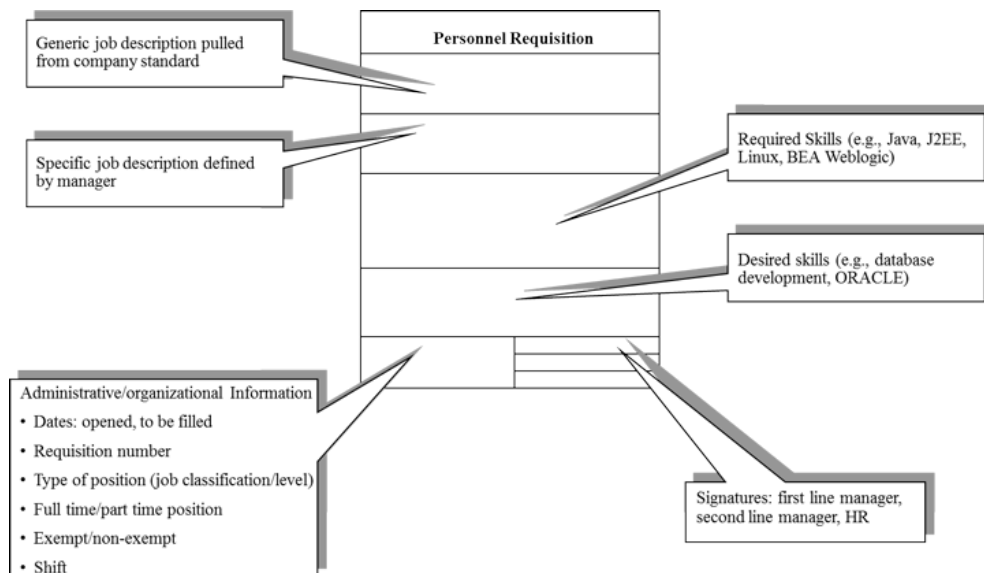
The organizational description will include administrative and organizational information, the organizational description, specific responsibilities for key positions, and the required signature blocks.
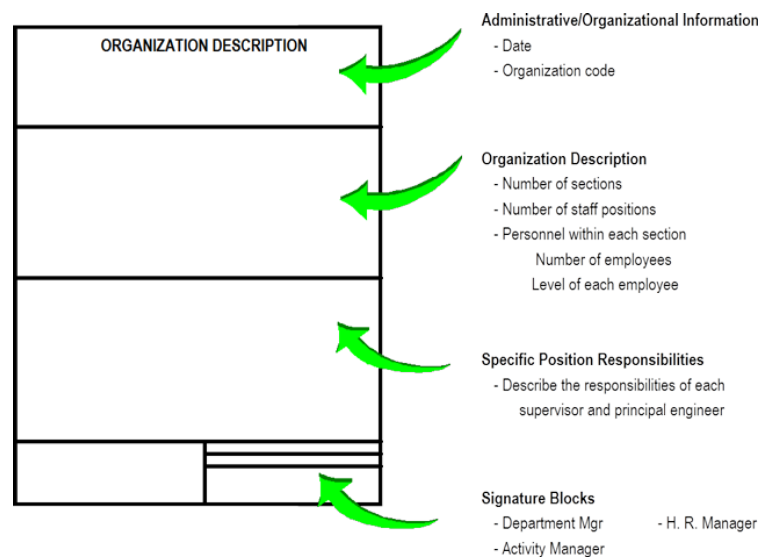
Also organizations need Individual Personnel Requisition which will:

- Define position requirements,
- Describe required skills, and
- State advancement potential.

The individual personnel requisition is similar but provided a more detailed description of each opening including a generic description of the job often taken from the company's job categories, a specific job description, the required and desired skills for the job, the type of position, and the required signature blocks. Be aware that **required skills** are just that, required, and can be subjected to court decisions. If two candidates apply for a job and the first candidate has the required skills and the second candidate does not, even if you prefer the second candidate, you may not hire him/her for this position. If the first candidate challenged you in court, you would likely lose based on the required skills identified!

Personnel Requisition

Generic job description pulled from company standard

Specific job description defined by manager

Required Skills (e.g., Java, J2EE, Linux, BEA Weblogic)

Desired skills (e.g., database development, ORACLE)

Administrative/organizational Information
- Dates: opened, to be filled
- Requisition number
- Type of position (job classification/level)
- Full time/part time position
- Exempt/non-exempt
- Shift

Signatures: first line manager, second line manager, HR

The Recruiting Process

Internal Recruiting

Most companies post requisitions internally for about five (5) days. If no qualified internal applicants apply, then they turn to external recruiting activities. If the new position offers a career move upward for anyone in the current organization, discuss the opportunity with all potentially qualified personnel, interview, select the best qualified (if any), and recruit to backfill that person's position. This internal interviewing approach demonstrates willingness to promote from within, provides a definite morale booster, and enables the supervisor to keep on top of employee career objectives. It also provides a good opportunity to communicate with the potential employee. Internal interviews can be within the local organization, that is, within the same department or with another department, or with other divisions. Some corporations encourage more internal interviewing than others.

The Human Resource department has guidelines that must be followed for both internal and external recruiting. For internal recruiting, often employees will inquire about the process before formally applying for the position and following formal process. Employees want to know what chance they have before revealing desire to transfer to their current supervisor. The typical formal process is:

- An employee sees the requisition posted internally or externally.
- He/she talks to current supervisor to let them know that they are interested in the position.
- The employee submits the request for interview. In some companies, the current supervisor must sign off on the request.
- He/she is interviewed by new supervisor.
- If the employee is selected, an offer is extended subject to Program Manager's and current supervisor's concurrence.
- Lastly the transfer date is negotiated and the employee moves to the new department.

In some organizations, employees are reluctant to talk to their current supervisor, fearing that he/she will not let them transfer; however, most managers want to help employees with their careers and welcome transfers knowing it is in the best interest for the employee. Yet it likely means that the supervisor will have to recruit someone to fill the employee's opening. Be aware that in some companies, it can be more difficult to process a transfer than to hire someone from outside!

External Recruiting

There are a number of external recruiting techniques including the more traditional methods such as advertising, job fairs, recruiting agencies, networking, employee referrals, and campus recruiting. The newer more modern techniques include: online recruiting, automated screening, temporary to hire, retiree job banks, telerecruiting, creative promos, and social networking like LinkedIn.

One company provided tray liners to numerous universities for use in their dining halls. The tray liners promoted the company on one side and contained an application on the other.

Another company paid local grocery stores for a recruiting advertisement printed on each register receipt.

The Recruiting Process

Campus recruiting process

Most companies have a campus recruiting process. They start with selecting the set of universities and colleges where they want to draw applicants. These can be local universities/colleges, schools with specific programs and curriculum, or employees' school alma maters. HR will work with Job Placement Center to schedule campus interviews. Generally this occurs months in advance and often is set up for October to hire the May graduates and March or April to hire the summer and fall graduates. The company identifies and shares interview criteria needs including selected major(s), minimum grade point average (GPA), U.S. Citizenship, and cooperative employment (coop) if offered with the job placement center. The company also provides the Job Placement Center at each school with corporate information including web site, brochures, posters, video tape, and give away trinkets. Several days prior to on-campus interview, the Job Placement Center will provide schedule of interviews and a package on each student candidate including his/her resume, letters of recommendation, and transcript. The hiring manager or HR will review the students' credentials prior to conducting the on-campus interviews. These interviews are typically 30 minutes in length — 15 minutes to interview the student and 15 minutes to "sell" your organization. It is imperative that you keep good notes! You will probably see 10 to 20 candidates so use the interview as a "screening interview" to down-select to targeted number of candidates, usually no more than two or three students from a specific school. Many companies bring employees' who are recent college graduates, often from the target school, to support the interview. This allows the hiring manager to jot down notes as this employee describes his/her orientation, roles, and responsibilities in your organization. Once you have selected your top candidates, invite them to your work facility to conduct a more extensive interview. This number depends on how many schools you attend and how many college graduates you are trying to recruit. If possible, one person from your organization should participate in all of the extensive interviews to provide a common point of comparison. Make offers to the top group, and be sure to keep records in case you want to hire more students later.

Traditional external recruiting methods are summarized in the following chart.

Recruiting Method	Applicant Credentials	Target Specific Skills	Timeliness	Cost	Senior Level Position	Entry Level Position
Advertising	• Cover Letter • Resume	Good	Moderate	Moderate		
Job Fairs	• Resume • Personal contact	Good	Slow	Moderate		
Recruiting Agencies	• Applicants screened • Resume • Personal contact	Best	Fast	Very Expensive	Best	
Networking	• Resume • Personal evaluation	Fair	Only during business decline	Least Expensive		
Campus Recruiting	• Resume • Transcript • Personal contact	Fair	Twice per year	Moderate		Best
Employee Referrals	• Resume • Personal endorsement	Good	Moderate	Low		
Social Networking	• Resume • Online contact	Fair	Moderate	Low		
Online Recruiting	• Resume • Online contact	Poor	Only when people are searching	Low		

In summary, both internal and external recruiting activities are necessary and important. There are advantages and disadvantages to both methods. Internal candidates usually take less time to hire and ramp up on the new project since the company culture is familiar, are less expensive, and promote morale within the company; however, you may not see all the qualified candidates and it is possible that you could create a morale problem among those not chosen. External candidates on the other hand bring new ideas, stimulate competition, and may allow you to gain expertise that does not currently

exist in your company. The disadvantages are external candidates cost more to hire, take more time to learn the company culture, and need receive training and orientation to your company's guidelines and processes.

	Advantages	Disadvantages
Internal Candidate	• Less time involved in hiring • Less expensive • Promotes morale	• Might not see all qualified candidates • Possible morale problems among those not chosen
External Candidate	• Brings new ideas • Stimulates competition • Can obtain expertise that does not exist in the company	• re expensive to hire • More time involved • Need to orient and train

Best answer is mix of both

There are a number of recruiting strategies. This chart lists company approaches as reported by students.

Recruitment Excel Spreadsheet (XLSX attached to the same item as this PDF in Blackboard).

The Interview Process

The typical interview follows a defined process:

- Generally there are two or more supervisors, a team leader, a Human Resource representative, and possibly a Department Manager and a Security person who talk with the applicant. The most common approach is when the technical interviewers speak with the applicant separately from HR and security representatives.
- Panel interviews: In some organizations, the interviewers form a panel and speak with the applicant in one session. This method requires less time for the interviewee. It allows the panel to hear the entire interview and ask detailed and pertinent questions; however, it takes more time for the company to organize the panel. Generally one hour is needed.
- Individual interviews: In other organizations, the interviewers each speak with the applicant one on one. The first two technical supervisors / team leaders each speak with the applicant for 45 minutes giving them extra time to explain the overall organization and to ask the applicant questions, the remaining technical interviewers speak with the applicant for 30 minutes since the company structure does not need to be discussed again. This method requires more time for the applicant, but allows each technical interviewer to ask specific questions pertaining to his/her project. Generally two to three hours are needed.
- The Department Manager may speak for about 15 minutes for exceptional candidates.
- The Human Resources representative takes about 15 minutes to explain benefits and the company employment policy.
- The security officer takes about 15 minutes to ensure the applicant has or can obtain appropriate clearances required.
- The interview conversation should give a company overview, convey organizational requirements, and determine if applicant is qualified.
- The interview is usually held at the facility where the work will be performed; however, some organizations have a central meeting location for interviews that is not in the same building where the work will be done.
- The interview should take place at a time that will accommodate the applicant; it is a lovely gesture if it can be scheduled early in the morning to include breakfast or at midday to include lunch.


Skilled Based (or Behavior Based) Interviewing

Effective interviewing starts with preparation! You must:

- Identify the critical requirements of the job
- Review the personnel requisition!
    -

- o "What skills does this person need to have?"
- o "What competencies does this person need to possess?"
- o "What are the specific tasks and duties associated with the position?"

Skill based interviewing or behavior based interviewing is a commonly used technique that focuses interview questions on past behavior which is used as an indicator of how the applicant would react in the future. There are five parts to skill based interviewing:
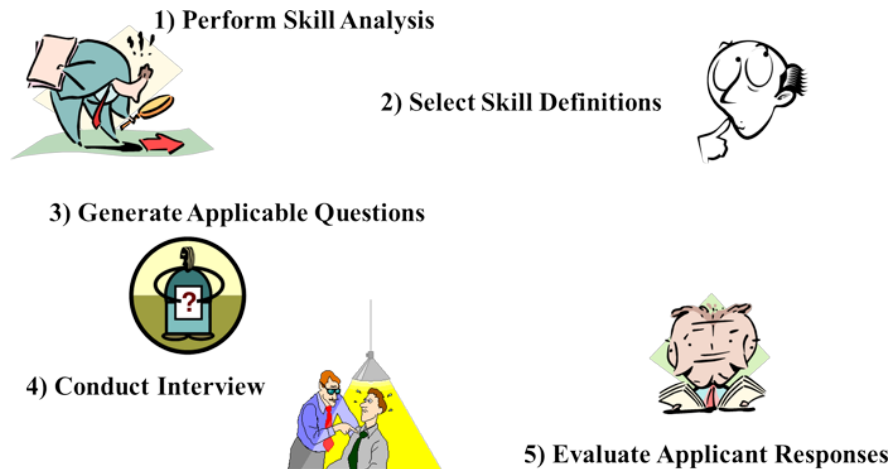
In **perform skill analysis**, the hiring team must determine what skills are required for the job and ensure these skills are documented appropriately as required or desired in the Personnel Requisition. This is analogous to a job/task analysis used in the education and training development world; a job can be described in terms of the tasks to be performed and each task requires a specific skill or set of skills. This ensures that the interview will be objective and will be based on the position requirements. For example, if you are hiring a software programmer, the tasks to write code requires the skill of being proficient in the required programming languages, the task to conduct unit testing requires experience in black and white box testing, and the task to produce documentation requires writing skills and proficiency with the required tools.

To **select skill definitions**, the hiring team must make decisions regarding the skills required for this job. A skill is a set of related tasks that you do in a job and a skill definition describes the set of tasks that may be required on the job. Skills can be grouped into two categories:

- Performance Skills such as communicating, problem solving, organizing, planning, leading, problem solving, decision making, team playing, and
- Technical Skills including expertise with specific programming languages, operating systems, computer aided software environment (CASE) tools, methodologies, and software acquisition standards.

Then the hiring team must **generate applicable questions** that will produce responses that can be used to evaluate the defined skills. Ideally, the questions should require the candidate to cite specific examples demonstrating application of the skill. Example skill based questions begin with:

- "Tell me about a time when..."
- "Give me an example of..."
- "How would you...."

For example, we have probably all been asked: "What are your leadership strengths?" and you may have responded with "I am able to motivate teams."

Interview Do's and Don'ts

Be aware of and be prepared to address issues critical to most applicants including job security, training, technology opportunities, level of responsibilities, benefits, salary, and job variety, that is, are employees allowed and encouraged to move between projects?

Be sure to avoid typical interviewing problems including:

- Missing important information
- Overlapping coverage in interviews
- Misinterpreting applicant data
- Permitting biases or stereotypes to affect judgment
- Allowing one dimension to overly influence judgment
- Arriving at decisions too quickly or too slowly
- Allowing the interview process to turn off applicant

Generate open ended skill based interview questions that:

- Obtain the behavior you are requiring for the job
- Are job related and legal
- Are straightforward
- Emphasize recent activities rather than distant past
- Concentrate on the relevant background required for the job

Do not ask:

- Leading questions
- Multiple choice questions
- Illegal questions including marital status, age, military record, race, national origin, religion, transportation or commuting issues, gender, personal needs, childcare arrangements, harassment, and arrest record, unless the job requires it.

For example, if the job requires that every employee in that position be a U.S. citizen, you may ask if they are a U.S. citizen. If the person lives 50 miles away, you may not ask if they can handle the commute; however you may state that the job's core hours are 8:00–5:00, and can you meet this requirement?
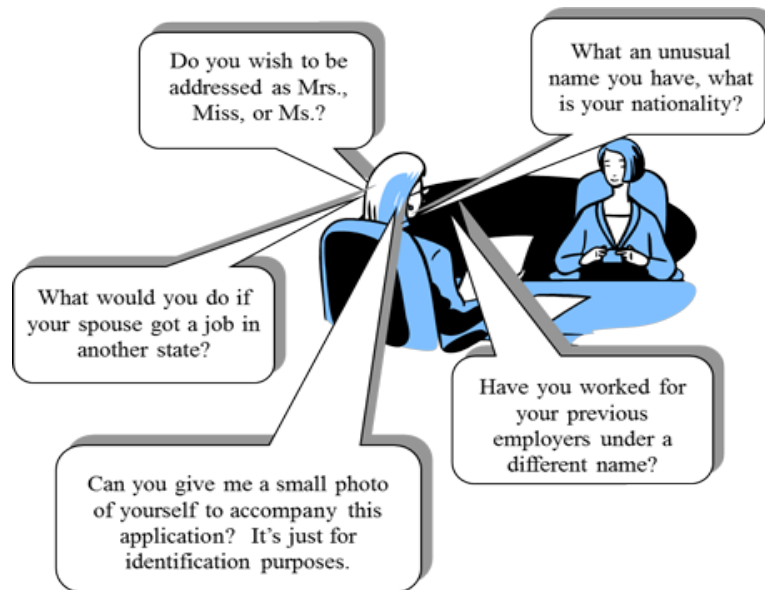
Just prior to the interview, the hiring team ensures they are prepared. They must review the resume and agree on the primary questions.

When **conducting the interview**, be sure to:

- Note if the applicant arrived on time for the interview or if not, did he/she call you or HR in advance
- Put the candidate at ease by asking rapport-building questions such as introducing the interview team or commenting on the weather
- Ask the same questions to all interview applicants for this job
- Ask the skill based questions
- Take notes to document your decision and compare them with other applicants
- Tolerate periods of silence when asking questions that require specific examples because the applicant needs time to recall examples from the past and use this time to add to your notes
- Allow the applicant to talk 80% of the time
- Seek contrary information to gain a balance of applicant's strengths and development needs
- Probe to get answers and specific examples to the skill questions
- Ask follow-up questions and understand the "why" behind the behavior
- Be aware of the word "we" which attempts to gloss over negative experiences, the word "manage" which is often too general, and body language that is inconsistent with comments
- Listen actively
- Be enthusiastic and sincere
- Control the interview and regulate the flow of the interview, that is, cue the candidate as to when to keep talking, when to stop, and when to change topics
- Complete the evaluation immediately following the interview

Evaluate Applicant Responses

Finally the hiring team gets to **evaluate applicant responses**. Each interviewer should base his/her assessment on the demonstrated skills that align to the personnel requisition, not intuition. Skill based

interviewing, not personality factors, provide an objective assessment and will provide the best match for the job. The hiring manager gathers and tallies the easy to collect objective data using an interview rating form.

Interview Rating Form

Name of Candidate: Name of Interviewer:

_____   _____

Position: _____   Date: _____

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Skills Evaluated	Very strong evidence skill not present	Strong evidence skill not present	Some evidence skill not present	Strong evidence skill is present	Very strong evidence skill is present
Job Knowledge					
Experience					
Attitude					
Team Player					

The Hiring Process

Once the hiring manager has evaluated the applicants and the selected candidate, he/she must sell the position by:

- Following up with phone calls to answer any questions
- Encouraging the candidate to talk to someone in the organization who is performing at the same level
- Possibly recommending a second interview if the candidate has more questions

Then the hiring manager works closely with HR to put together an offer package.

Offer Request

Candidate Information: date of interview, years of experience, education, current salary

Recommendation: percent increase, sign on bonus, other compensation

Relocation if required: house purchase, cost of living adjustment

Signatures: first line manager, second line manager, HR

It is important that the salary offered be consistent with the employee population. If the offered salary is too low, you will soon have an unhappy new employee. If the salary offered is too high, you will soon have a dissatisfied organization. Most organizations have statistics with a salary range driven by job code, education, and years of experience.

Statistics for Current Organization

Job Code	BS and Yrs Exp	Lowest	Mid	Highest
Level 1 SW Eng	0–2	$51K	$58K	$61K
Level 2 SW Eng	2–5	$59K	$63K	$69K
Level 3 SW Eng	5–9	$66K	$71K	$76K
Level 4 SW Eng	9–14	$75K	$83K	$89K
Level 5 SW Eng	14–20	$88K	$95K	$104K

For example, a new software engineer with Bachelors of Science degree plus 5 years' experience could be offered a Level 2 or Level 3 Software Engineering position. Generally hiring managers recommend offering the Level 2 position so you have the option to promote sooner. The salary should be high end of Level 2 around $66,000.

Staffing the Organization

Skills Based Interviewing

1) Perform Skill Analysis

2) Select Skill Definitions

3) Generate Applicable Questions

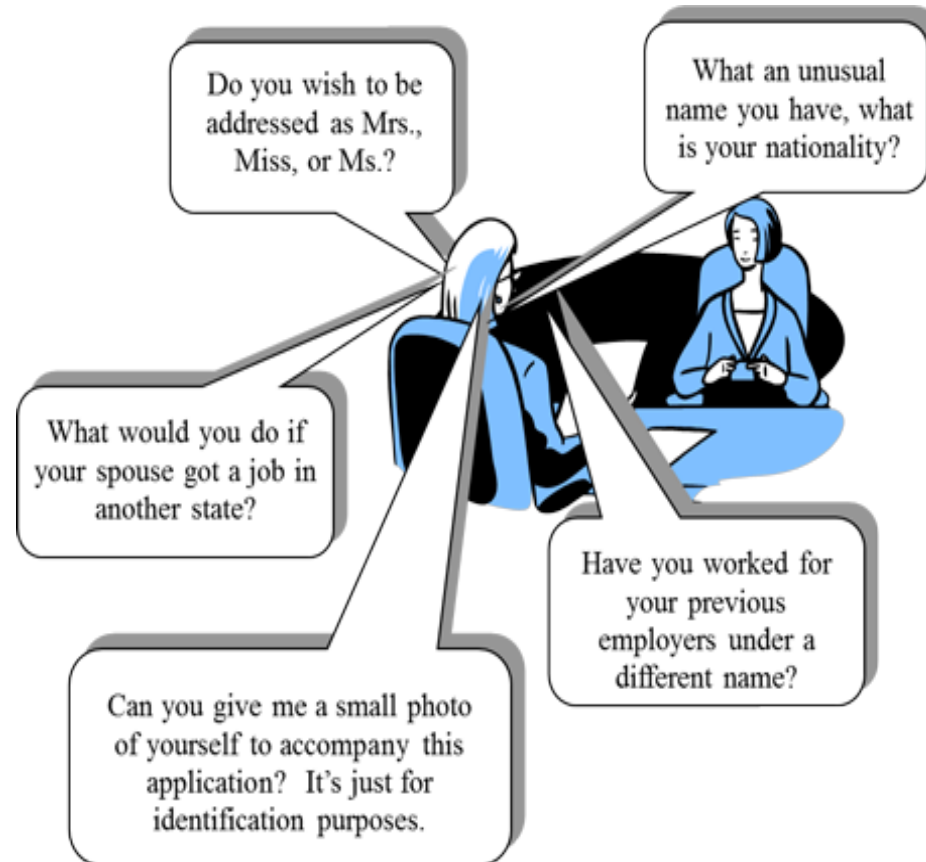4) Conduct Interview

5) Evaluate Applicant Responses

Applicable Interview Questions

- Tell me a time when...

- Give me an example of...

- How would you...
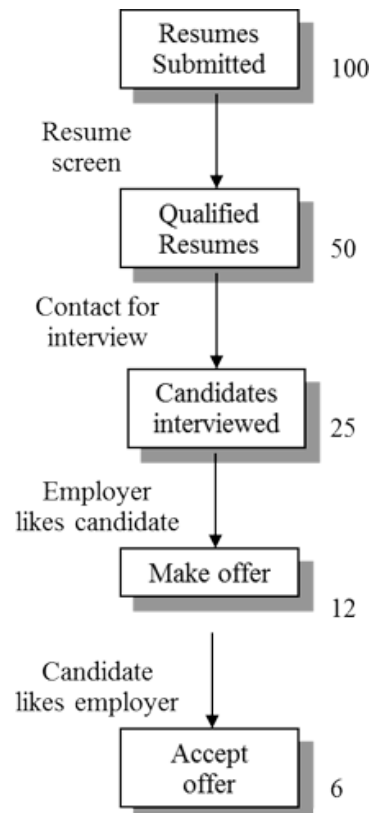
Interview Questions Not to Ask

Recruitment Process Database

Most organizations have a recruitment process database that includes the:

- Applicant qualifications including experience, education, and security clearance; and
- Status in the interview process including:
    - When is the interview scheduled?
    - What are the interview results? Will you extend an offer, request a second interview, or reject the applicant? If you reject the candidate, what is the reason?
    - What is the candidate's response to offer? Did he/she accept the offer? If so, what is the start date? Did he/she reject the offer? If so, what is the reason code?

The recruitment process database summarizes information to provide reports, historical records, and statistics including the employee hiring profile:

- Number of employees hired each month
- Number of employees hired versus number of applicants interviewed
- Number of employees accepting offers versus number of offers extended
- Reasons why employees are not extended offers such as not technically qualified, want too much money, career objective is not consistent with available position, and unable to obtain security clearance

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        │   Resumes    │
        │  Submitted   │  100
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 Contact for   │
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        │  Candidates  │
        │  interviewed │  25
        └──────┬───────┘
 Employer      │
 likes candidate▼
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        │  Make offer  │
        └──────┬───────┘  12
 Candidate     │
 likes employer▼
        ┌──────────────┐
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        │    offer     │  6
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It is not uncommon to find each step reduces the applicant pool by 50%.

New Employee Orientation

Once a new employee accepts the offer, the orientation process begins. Orientation is the process of teaching new employees about the organization, the company culture, and his/her roles and responsibilities. This is a critical first step in adding personnel to your staff. It is important not to cover too much material in the first day or even first several weeks. Spread the material over the first six to twelve months. Many employees in a variety of roles, including the supervisor, team leader, HR, buddy, configuration manager, are required to support this process. It is recommended that you create a checklist with the topic and who provides the training.

Orientation topics may include: career outline, computer aided software environment (CASE) tools, charge numbers, configuration management, culture, customer organization, educational opportunities, emergency phone list, facilities, flexible time, holiday schedule, library, matrix management, memorandum guidelines, merit planning, mobility, overview of the organization, performance evaluations, position responsibilities, process improvement assessments, project overview, quality assurance, ranking criteria, resume standards, skills inventory, support services, timecards, and training.

The supervisor responsible for: charge numbers, career paths, the ranking criteria within the organization, merit planning actions, organization overview, position responsibilities, and timecards.

Many organizations develop and use an Orientation Notebook, and assign a buddy to help the new employee. He/she is someone who has been in the organization for several years and can be in daily contact with the new employee. A team leader is a good choice. The buddy is the first source of information if the new employee has questions and can describe the use of support organizations such as the finance, payroll, phone system, data systems support, and facilities.

Item	Topic	Supervisor				Sponsor				Brown Bag Sessions	Orientation Book
		PRE	DAY 1	WEEK	MON	PRE	DAY 1	WEEK	MON		
1	Career Outlook (How to get ahead)			X							Career Information Hdbk Excerpt for SW Engineering
2	CASE									CASE Committee (twice per year)	

Retention Strategies

Effective retention is 50% of recruitment! It is important that employers know what is important to employees today. University of Michigan led a study in 1995. The study asked managers from 3500 companies to define and rank what was most important to their employees. These managers chose the following ordered list:

Manager's List

1. Job security
2. Wages
3. Appreciation
4. Feel in (kept informed)
5. Interesting work
6. Work conditions
7. Growth

8. Tactful discipline
9. Sympathy toward personal problems
10. Loyalty (working relationships with peers & managers, no politics)

Then employees were asked to rank the same list. Loyalty moved up to number 1 and wages moved down to number 5.

Employee's List

1. Loyalty (working relationships with peers & managers, no politics) (Moved up 9 places)
2. Appreciation (Moved up 1 place)
3. Interesting work (Moved up 2 places)
4. Job Security (Moved down 3 places)
5. Wages (Moved down 3 places)
6. Tactful discipline (Moved up 2 places)
7. Feel in (kept informed) (Moved down 3 places)
8. Growth (Moved down 1 place)
9. Work conditions (Moved down 3 places)
10. Sympathy toward personal problems (Moved down 1 place)

Then employees were asked what list they would present to their manager; 74% modified the list and moved wages to number 1!

There are a number of retention strategies. This chart lists over 100 strategies as reported by students.

Retention Excel Spreadsheet (XLSX attached to the same item as this PDF in Blackboard).

Recruitment Methods
Alumni Program (College Alumni Network)
Billboards (Posters at bus stops, Baseball parks)
Campus Recruiting (University Partnerships, School Career Centers, Student Job Boards)
Career Mobility / Transfers / Transitions / Lateral Moves
Casual Interview (Impromtu-like)
Classes / Seminars / Conferences / Technical Expos
Company Web Site (In house Recruiting, In-house Advertising, The Panel, Web Application,
Consultants (Preferred Vendors)
Contractor to Permanent (In-house Temp Services, Contingent workers)
Employment Agencies (State, County, City Job Banks)
Employee Referrals (Generous Referral Bonus, Wheel of Referrals, Posting a job through LinkedIn,
Internships (Summer, Co-Op Programs, Worker Trainee Opportunities Program, Distinguished
Job / Career Fairs (Internal and External, on Campus, Expositions)
Journal / Magazine Advertising
Large Organization
Military Events
Moving Expenses Paid
Name Recognition (Global Reputation, Subliminal Recruiting, On Campus Recognition, *Transformers* - F-22 Raptor, Fortune 500 100 Best Companies to Work for)
Newspaper Advertising (local newspaper directory)
Online Job Sites (Websites, Resume Database Mining, Monster.com, DefenseJobs.com, DefenseTalent.com, Dice.com, Craigslist.com, Google ads, hotjobs.com, washingtonpost.com,
Open Houses/Recruiting Events (On-site Job Fairs, Walk In Interviews)
Outreach Resources (Online Marketing, Contacting other Companies/Vendors, Engineering Society Meetings, National Events, Community Events, Volunteer Services, Career Workshops)
Partnering (Software Traninig Institutes, College Campuses)
Previous Jobs interactions / Competitors
Professional Societies and Organizations (American Nuclear Society (ANS), American Public Health Association (APHA), American Society for Training & Development (ASTD), American Society of Women Accountants, Association of College Business Schools and Program, Black College Expo, Meeting Planners International (MPI), National Association of Colleges and Employers, Society for Government Meeting Professionals (SGMP), Society for Technical Communications (STC),
Qualifying Exam
Radio Advertising
Recruiting Agency (Local Recruiters)
Recruitment Process (Streamlined and Impressive)
Regional Recruiting Centers
Reinstatement (Reemployment)
Resume Submission (Skills Matching, Resume Matching)
Scholarships (High School, Outstanding Scholarship Program, Veteran's Employment

Security Screening
Signing Bonus
Social Networking (Company Dinner, Networking Websites, Facebook, Twitter, LinkedIn, Blogs)
Sponsorship of Events or College Computer Labs
Subcontractors
Talent Pools (Technical Leadership Programs, Nuclear Safety Professional Development Program
Telephone Interviewing
Television Advertising
University Career Centers

Retention Methods

Ability to Move between Projects/Jobs (Project Selection, Organizational Changes)
Ability to Remove Unproductive Workers
Academic Environment (Competent people, top talent)
Affinity Groups (New Hire, African-American, Women)
Alternative Work Schedules (Flexible Work Hours, FlexTime, Flexihour, Flexiplace, "Hot Rooms", Telecommuting, Work from Home, High Speed Connection, Quality for Life, Work / Life Balance,
Alumni chapters (Keeping employees and clients in touch)
Assistance (Adoption, Legal, Housing, Financial, Interest Free or Low Interest Loans for Housing
Awards / Appreciation / Bonus / Recognition (Bonus based on Employee and Company Performance, Value Employee Contribution, Cash Bonus, Company Items, Service Awards,
Badge used as Credit Card for Cafeteria charges
Cafeteria (Outside Seating)
Retention Bonus
Career Growth (career advancement, career goals, education programs, "Grab a Hold of Your Career", interesting, rewarding, and challenging assignments, lateral transition, leadership
Casual Dress Code
Charitable Donation Matching
Clubs (Book, sports, card, comics, fossils)
College Scholarships
Commitment to Public Interest (Civic Duty, Public Service, Serving Our Country, Patriotism)
Commuting Reimbursement
Company Car (Available for business travel or meetings, BMW for High Number of Employee
Compensation Time
Concierge Service
Contests to Win Prizes
Cost of Living (COLA) Increases
Credit Card
Direct Deposit
DIRECTV (basic services, premium channels, sports packages, DVR)
Discounts (Banking, Child Care Costs, Clothing, Employee Recreation Program, Movie Theaters,
Diversity (Community Service, Women's Network, New Employees Group, Hispanic Mentoring,
Drug Free Workplace
Employee Morale and Overall Satisfaction (Surveys, All Hands Meetings, Involving Employees in
Empowerment of the Employee to take Ownership
Encouraged 40 hour work week / Family Comes First / Less Stress
Ethical Standards
Feeling Safe (Enforcement of Harassment Policies, Sponsored Security Patrol)
Flat Organization (Work Directly with Company President, CEO, Director, and Senior Staff)
Flexible Spending Accounts (Health, Dependent)
Free Company T-shirts, pens, mouse pads, cups

Free Food / Refreshments (Lunch, Coffee, Soda, Gourmet Snacks, Bagels, Muffins and Donuts on
Free/Reduced Price Equipment (Computer/Laptop and Bag, Cell Phone)
Frequent Flyer Miles
Good Company Reputation (100 Best Companies for Working Mothers, Stable, Leader, Name
Good Location
Gym/Exercise Classes
H1 Visa Pool for Overseas Developers' Good Performance
Health Club / Gym Membership (Wellness Rebates, Flu Shots/Spray, Partially Paid Memberships)
Holiday Kids Club
Improvement Process Bonus
Insurance (Generous Health, Dental, Vision, Life, Long, and Short Disability Benefits, Free
Interesting, Challenging, Creative, Quality Work (Accelerated positions for management and
Intern Programs (Student programs, Student Disability programs, Clerical Programs)
Internet Access (Computer at Home, Internet Reimbursement, Constant Mobile Connectivity)
Job Satisfaction
Job Security / Safety
Leave Options (Additional vacation absence, personal leave, medical leave)
Leave Travel Concession
Longevity Awards/Compensation
Low Turnover Rate
Loyalty
Maternity / Paternity / Family Leave
Matrix Employees to Teams
Mystery Trip
Networking
Non Profit Corporation
Online Books
On Site Child Care (Child Care Program, Day Care)
On Site Gym (Game Room, Energy Room, Ping Pong, Wii, Foosball, PS3, Pool Table, Professional
On-Site Health and Wellness Center (Occupational Health Center Services, On Site Medical, Flu Shots, Health Risk Appraisal, Nurses/Doctor, Employee Assistance Program (EAP), On-Site
On Site Services (Automobile service center, Post Office, Dry cleaners, Gas Station, Bank, Credit
Open Leave Policy
Paid Overtime
Paid Subscriptions (professional memberships, books, journals)
Paid Time Off (Generous Vacation Leave, Holiday Leave, Personal Leave, Sick Leave)
Paid time to work out during lunch
Part-time Work
Personal Phone
Personal Space at work (Office)
Pet Insurance
Prescription Plan
Professional Certifications

Promotions (Merit based, supervisory openings)
Raises (Out of cycle raises, Certifications, Compression Raises, Advanced Degrees, Meaningful
Reduced Tuition for Dependents
Relocation Housing/Assistance (1 month temporary housing), Accommodate Employee
Retirement / Pension Plan (401 K, Matching 401K, Early Retirement, Thrift Savings Plan (TSP),
Returning Employees (Come Back Kids)
Represent US Foreign Policy
Sabbatical Program
Salary (competitive, special pay scale, varied entry level salaries for college graduates)
Salary Advance
Scholarships (Employee, Dependent)
Security Clearance
Service Credit for Comparable prior experience
Short Review / Raise Cycle
Skip Level Meetings
Social Activities/Events (BBQ, Picnic, Crab Feasts, Golf Tournaments, Happy Hours, Holiday
Speaker Series
Spirited Company (Full of Energy, Young)
State-of-the-Art Technology (cutting edge equipment, competitive environment, software
Stock Options (Profit Sharing, Company Stock Ownership Opportunities, Employee stock purchase
Team Building Events
Technology Transfer Program (Profit Sharing with Inventor)
Trusted Partner (Advisor with Client, Loyalty to Company)
Total Value of Employee
Training Program (Specialized Programs for Leadership, Program Management, Professional Study
Transition/Transfers/Mobility (Improve new hire process, Changes in assignments)
Travel (Foreign or Domestic housing allowance/per diem, TDY, Permanent Tours, Office Locations
Tuition/Certificate Reimbursement (Generous, Bonus upon degree completion, Time off to study,
Valued Employees (Appreciated, Making a Difference, Future with Company, Ability to meet with
Visible Company (Large Public Presence)
Volunteer Events (Community Service Programs, Giving Back)
Web based Email Programs
Wedding Day Gift
Work Directly with Customer
Work Environment/Culture (Friendly and Fun, Strong Interpersonal Relationships between Employees, CollaborativeWork Environment, Good Management, Resources for Technical