Exact position titles...

Role Longths	MSFT	DIFF
Engineer	30	6 ↑
Manager	35	-3 ↓
Director	43	0 ↔
Contractor	36	17 ↑
Associate	28	-6 ↓
Administrative Assistant	26	0 ↔
Technical Lead	26	0 ↔
IT Manager	48	9 ↑
Team Lead	29	1 ↑
Operations Manager	49	12 ↑
Program Manager	30	-1 ↓
Senior Engineer	39	-3 ↓
Specialist	23	-10 ↓
Team Manager	41	2 ↑

- 1-4 Years Average Tenure
- Business Intelligence
- United States Navy
- United States Air Force
- Xerox Corporation
- United States Army
- Microsoft
- Unisys Corporation
- The Boeing Company
- Hewlett Packard
- Ford Motor Company
- Lockheed Martin
- United Parcel Service
- 2 Years Average Tenure
- ACS
- Bank of America
- Royal Bank
- Staples
- Wipro Technologies
- Conagra
- Tyco Electronics Limited
- Target Corporation
- T-Mobile
- Verizon
- TD Bank
- Amazon.com
- KELLY SERVICES
- Manpower
- Kaiser Permanente
- Aerotek
- Robert Half Technology
- Tek Systems
- 3-5 Years Average Tenure
- Bank Of America
- AT&T
- Robert Half
- Microsoft
- Lockheed Martin
- Kelly Services
- Kaiser Permanente
- Verizon
- Northrop Grumman
- Kaiser Permanente
- Wells Fargo
- Intel Corporation
- Sprint
- Cisco
- CSC
- ITT
- Intel Corporation
- SAIC
- Motorola
- Sprint
- The Boeing Company
- Oracle

JOB TITLE CONTRACTORS LOVE

- Technical Lead
- IBM
- Bank Of America
- AT&T
- Robert Half
- Microsoft
- Lockheed Martin
- Kelly Services
- Hewlett Packard
- Verizon
- Northrop Grumman
- Kaiser Permanente
- Wells Fargo
- Intel Corporation
- Sprint
- CSC
- ITT
- Intel Corporation
- SAIC
- Motorola
- Sprint
- The Boeing Company
- Oracle

0 10 20 30 40 50 60 70 80 90 100 110 120 130 140 150 160 170 180 190 200 210 220 230 240 250 260 270 280 290 300 310 320 330 340 350 360 370 380 390 400 410 420 430 440 450 460 470 480 490 500

Average Tenure of Contractors

Employees leave these companies for (exact) same position elsewhere

Microsoft Corporation	Microsoft Corporation
IBM Corporation	IBM Corporation
IBM	Bank Of America
CA	AT&T
Lucent Technologies	United States Air Force
Verizon	Sprint
Computer Sciences Corporation	Intel Corporation
Wipro Technologies	Lucent Technologies
Deutsche Bank	Ford Motor Company
The Boeing Company	The Boeing Company
Lockheed Martin	Hewlett Packard
Hewlett Packard	Motorola
Citibank	Wipro Technologies
Wells Fargo Bank	

Employees leave these companies for different position elsewhere

IBM	Bank Of America
Bank Of America	IBM
Microsoft Corporation	**Microsoft Corporation**
IBM Corporation	Sprint
United States Air Force	Verizon Wireless
Best Buy	Hewlett Packard
United States Army	Lockheed Martin
Sprint	Computer Sciences Corporation
Verizon Wireless	Intel Corporation
Intel Corporation	EDS
Lucent Technologies	Ford Motor Company
Computer Sciences Corporation	Lucent Technologies
Wipro Technologies	Sprint
Deutsche Bank	Comcast
Ford Motor Company	Lucent Technologies
The Boeing Company	CA
Hewlett Packard	Ford Motor Company
Citibank	JP Morgan Chase
Wells Fargo Bank	Citigroup
	Oracle

Companies new employees stayed for (average) positions (internally)

IBM	IBM
Microsoft Corporation	Sprint
US Army	Intel Corporation
Bank Of America	EDS
AT&T	United States Air Force
Sprint	Lucent Technologies
Intel Corporation	Verizon Wireless
Lucent Technologies	Hewlett Packard
Ford Motor Company	Lockheed Martin
The Boeing Company	Computer Sciences Corporation
Hewlett Packard	Ford Motor Company
Motorola	Motorola
Wipro Technologies	Wipro Technologies

Companies new candidates in different roles than previous position

Bank Of America	IBM
IBM	**Microsoft Corporation**
Microsoft Corporation	Sprint
Verizon Wireless	Verizon Wireless
Hewlett Packard	Hewlett Packard
Lockheed Martin	Lockheed Martin
Computer Sciences Corporation	Computer Sciences Corporation
Intel Corporation	Intel Corporation
EDS	EDS
Lucent Technologies	Lucent Technologies
Sprint	Comcast
Comcast	Lucent Technologies
Lucent Technologies	CA
Ford Motor Company	Ford Motor Company
JP Morgan Chase	JP Morgan Chase
Lockheed Martin	Citigroup
United States Marine Corps	Oracle

Revenue Generation

Findings

Overall, sales professionals seem to be vulnerable after first year. This may be a sign of disappoint in performance. Overall, MSFT is very strong through the first 24 months and does well mid-to-longer term. But MSFT does not generally retain people for 5+ years. Competitors are actually going into sales. Customer service fails better. Xerox and IBM are great companies to recruit from. Sales reps normally move into sales management. D.C. and San Jose red great for recruiting.

Regional/District Sales Mgr	AT&T
Sales Consultant	Verizon Wireless
Territory Manager	IBM****
Senior Account Manager	Bank Of America
Operations Manager	AT&T
	Freddie*
	ACN Office Solutions
	Cisco Systems
	Oracle Corporation
	Xerox Corporation****
	Time Warner Cable
	Hewlett Packard
	Global Communications
	Qwest
	Pitney Bowes

Sales

- Customer Service Rep
- Store/Assistant Manager
- Sales Associate
- Marketing Manager
- Branch Manager

Position Lengths	MSFT	DIFF
Business Development Manager	30	11 ↑
Account Executive	47	17 ↑
	34	4 ↓
	34	4 ↓
	32	2 ↑

Hiring This	Consider	Recruit from
Sales Associate	Cashier	Radio Shack
Account Executive	Account Executive	Best Buy
Account Executive	Sales Associate	Non Office Solutions
Sales Representative	Customer Service Rep	Verizon Wireless
Sales Associate	Sales Associate	Best Buy
Business Development Manager	Account Manager	Account Manager
Business Development Manager	Sales Associate	Verizon Wireless
Regional Sales Manager	Cashier	

Tried sales manager, but went back to these...

Store Manager	Account Executive	
Sales Associate	Cashier	
Account Manager		

Tried sales representative, but went back to these...

Account Manager	Cashier	
Sales Associate	Sales Associate	
Customer Service Rep.	Customer Service Rep.	

High Density	Low Density	Largest Markets
Miami	Cincinnati	New York
Cleveland	Colorado Springs	Los Angeles
Milwaukee	San Jose	Chicago
Nashville		Dallas

US Sales Resaulds

Year Left Company	US mnthly v All Rates	MSFT mnthly v All Rates	MSFT mnthly v All Sales
0.5	3.11%	2.22%	-0.89% ↓
1	0.44%	**-2.93%**	**-3.37%** ↓
1.5	-1.11%	-4.26%	-3.15% ↓
2	-0.86%	-1.45%	-0.57% ↓
2.5	-0.13%	-0.61%	-0.49% ↓
3	-0.13%	-0.61%	-0.49% ↓
3.5	-0.10%	-0.21%	**-0.10%** ↓
4	-0.10%	-0.21%	**-0.10%** ↓
4.5	-0.13%	-0.21%	-0.08% ↓
5	-0.43%	-0.10%	0.33% ↑
5-10	-0.43%	-0.10%	0.33% ↑
10+	-0.43%	-0.71%	-0.28% ↓

Revenue Generation (cont)

Findings

Marketing retention is an opportunity for MSFT, especially in the products area. At the year mark, while retention is good, sales better than US average, MSFT drops and stays low until the 3rd year, when retention goes up. Sales reps are good at retaining people. Marketing retention is good. Competitor companies have very strong performance in retaining marketers, led by the military and telecom.

District Product Manager	Ford Motor Company****
Marketing Director	United States Air Force*****
Program Manager	Lockheed Martin*****
Sales Manager	AT&T*****
Operations Manager	Bank Of America
	Freddie*
	United States Army*****
	Sprint
	Lucent Technologies
	US Army
	Intel Corporation
	Motorola*****
	Xerox Corporations
	Sprint
	Cisco Systems

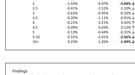
Marketing

- Product Management
- Account Executive/Manager
- Sales Associate
- Sales Associate
- Sales Representative

Position Lengths	MSFT	DIFF
Product Manager	30	4 ↑
Marketing Manager	34	4 ↓
Senior Product Manager	34	4 ↓
Technical Writer	32	2 ↑

Hiring This	Consider	Recruit from
Marketing Manager	Sales Associate	Wal Mart
Marketing Manager	Sales Associate	Target
Senior Product Manager	Sales Associate	Sears
Technical Writer	Technical Lead	Circuit City
		Best Buy
High Density	Low Density	Largest Markets
Washington, DC	Los Angeles	New York
Minneapolis	Miami	Washington
Chicago	Houston	Chicago
Austin		Dallas

US Marketing Resaulds



Year Left Company	US Mrkt. v All Rates	MSFT Mrkt. v All Rates	MSFT Mrkt. v All Sales
0.5	3.12%	2.22%	-0.90% ↓
1	0.44%	**-2.93%**	**-3.37%** ↓
1.5	-1.11%	-4.26%	-3.15% ↓
2	-0.86%	-1.45%	-0.57% ↓
2.5	-0.13%	-0.61%	-0.49% ↓
3	-0.13%	-0.61%	-0.49% ↓
3.5	-0.10%	-0.21%	**-0.10%** ↓
4	-0.10%	-0.21%	**-0.10%** ↓
4.5	-0.13%	-0.21%	-0.08% ↓
5	-0.43%	-0.10%	0.33% ↑
5-10	-0.43%	-0.10%	0.33% ↑
10+	-0.43%	-0.71%	-0.28% ↓

Products

Findings

Extra analysis has been added to the bottom of this section to try and get to the bottom of 1-2 year issues. Some may be contractor issues, but do not list contractor in their titles and if material, all companies would feel it. Position titles are important. Sales reps, for example, get through the first year. CSC and Lockheed are good recruiting sources.

Clarion/ Software Engineer	IBM
(Software) Consulting	Wipro Technologies
Team/Project Lead	Bank Of America
Senior Developer	Cognizant Technology
Systems Engineer	Computer Sciences Corporation****
	Lockheed Martin****
	Microsoft Corporation*
	Accenture
	Tata Consultancy Service
	Sprint
	AT&T
	Infosys Technologies Ltd
	Intel Corporation
	Motorola

Software Development

- Software Engineer
- Web Developer
- Software Developer
- SQL Server Developer
- Technical Support

Position Lengths	MSFT	DIFF
Software Engineer	30	6 ↑
Software Developer	30	6 ↑
Web Developer	26	2 ↑
Software Development Engineer	30	0 ↑
Programmer	22	8 ↓
Web Developer	17	10 ↓
Developer	28	3 ↑
Technical Lead	26	0 ↔
Application Development	11	-15 ↓

Hiring This	Consider	Recruit from
Software Engineer	Software Consultant	
Software Developer	Web Developer	
Software Developer	Systems Analyst	
Tried software developer, but went back to these...		
Consultant	Programmer Analyst	
Web Developer		
High Density	Low Density	Largest Markets
Nashville (MT)	Riverside (CA)	New York
San Jose	Memphis	Chicago
Boston		Los Angeles
Baltimore		Los Angeles

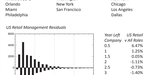
US Developers Resaulds

Year Left Company	US Dev v All Rates	MSFT Dev v All Rates	MSFT Dev v All Sales
0.5	-4.28%	-0.89%	-3.61% ↓
1	-3.70%	-0.92%	-2.78% ↓
1.5	-3.70%	-0.92%	-1.78% ↑
2	-0.99%	3.32%	2.33% ↑
2.5	0.15%	6.87%	6.72% ↑
3	1.97%	2.30%	0.33% ↑
3.5	2.46%	2.46%	0.00% ↔
4	2.46%	2.46%	0.00% ↔
4.5	0.46%	-0.66%	-0.12% ↓
5	0.46%	-0.66%	-0.12% ↓
5-10	3.61%	3.98%	0.37% ↑
10+	0.57%	0.84%	0.27% ↑

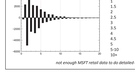
Developer	49	7	22	19	5
Software Developer	48	7	22	19	5
Web Developer	34	6	20	8	4
NET Developer	35	6	20	5	4
Technical Lead	29	6	14	10	5
Software Dev	28	6	14	10	5
SDET	14	6	4	2	1
Software Engineer	14	6	4	2	1
Software Development Engineer in Test	14	6	4	2	1
Application Developer	13	6	5	2	0
Software Development Engineer	13	6	5	2	0
SharePoint Developer	12	6	4	2	0
SQL Developer	11	6	4	2	0

	1-2 mths	Avg Resaul	3 to 24	25 to 36	37 to 48

METHODOLOGY

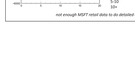


It's not hard to do a scatter plot of how many candidates left at different time intervals, but the interesting part is when we add a non-linear model (trend line) over the dots.



This is still interesting, but we all know employment declines over time.

What is most interesting is how far each data point is from the trend line



Even after doing a "hard fix" we can see where tenure ... falls outside of normal behavior for this specific role in the company

The real story is how far over or under a position is from normal behavior when we are looking at a large data set

Products (cont)

Findings

Hardware is a bright spot for MSFT. Putting up great numbers. Not as much success in software management in Eastern than in Western. It is evidenced by long term tenures at Boeing and Intel. Once past the first year, folks are pretty loyal to their employers.

Electronics Technician	United States Navy*****
Electrical Engineer	Weld Mart
Electrical Technician	United States Air Force*****
Materials Manager	Home Depot
Field Service Engineer	Best Buy
	Intel Corporation
	Sears
	Circuit City
	United States Marine Corps*****
	Target*
	Kaiser Permanente
	The Boeing Company*****
	Motorola

Hardware

- Technician
- Test Engineer
- Software Engineer
- Research Associate
- System Engineer

Position Lengths	MSFT	DIFF
Hardware Engineer	30	8 ↑
Electrical Engineer	29	7 ↑
Electronics Technician	30	8 ↑
Electronics Technician	29	7 ↑
Manufacturing Engineer	29	7 ↑
Hardware Engineer	29	7 ↑
Electrical Engineer	29	7 ↑

Hiring This	Consider	Recruit from
Test Engineer	Project Engineer	Raytheon
Electronics Technician	Test Technician	United States Navy
Manufacturing Engineer	Engineering Technician	
Hardware Engineer	Test Engineer	
Electrical Engineer	Electrical Engineer	
High Density	Low Density	Largest Markets
Houston	Los Angeles	Los Angeles
Los Angeles	Atlanta	Chicago

US Hardware Resaulds

Year Left Company	US HW v All Rates	MSFT HW v All Rates	MSFT HW v All Sales
0.5	2.71%	1.88%	-0.83% ↓
1	-0.55%	1.54%	2.09% ↑
1.5	1.83%	4.07%	2.24% ↑
2	1.13%	0.41%	-0.72% ↓
2.5	0.41%	-0.26%	-0.67% ↓
3	0.41%	-0.26%	-0.67% ↓
3.5	-0.90%	-0.02%	1.88% ↑
4	0.41%	-0.14%	-0.55% ↓
4.5	0.41%	-0.14%	-0.55% ↓
5	-0.51%	-0.88%	-0.37% ↓
5-10	-0.51%	-0.88%	-0.37% ↓
10+	1.25%	-1.84%	-3.08% ↓

Process

Findings

Financial people make at least a short term commitment to their companies. It's a good launching point for becoming an consultant and interacting with clients. Military seems to bring a strong discipline to finance. No surprise accounting firms are fertile recruiting grounds.

Financial (Executive)	Merrill Lynch
Financial Consultant	KPMG
Senior Consultant	Deloitte & Touche
	Pnc Bank*
	Bank Of America
	Ernst & Young
	Morgan Stanley
	PricewaterhouseCoopers
	Wells Fargo
	United States Air Force*****
	State Street Corporation
	Citigroup
	Citibank

Financial

- Office Manager
- Customer Service Rep
- Accounting Manager
- Sales Associate
- Cashier

Position Lengths	MSFT	DIFF
Data Analyst	18	-4 ↓
Database Developer	18	4 ↑
Database Administrator	34	8 ↑
Hiring This	Consider	Recruit from
Database Administrator	Database Developer	Microsoft
Database Developer	Database Analyst	Oracle
Oracle Developer	PL/SQL Developer	Informatica
Oracle Developer	Informatica Developer	Oracle
SQL Server Developer	Enterprise Manager	
High Density	Low Density	Largest Markets
Trenton (NJ)	Riverside (CA)	New York
New York	Memphis	Chicago
Washington	Orlando	Dallas
Columbus		Chicago

US Database Resaulds

Year Left Company	US Dtbs v All Rates	MSFT dtbs v All Rates	MSFT dtbs v All Sales
0.5	3.12%	2.22%	-0.90% ↓
1	0.44%	**-2.93%**	**-3.37%** ↓
1.5	-1.11%	-4.26%	-3.15% ↓
2	-0.86%	-1.45%	-0.57% ↓
2.5	-0.13%	-0.61%	-0.49% ↓
3	-0.13%	-0.61%	-0.49% ↓
3.5	-0.10%	-0.21%	**-0.10%** ↓
4	-0.10%	-0.21%	**-0.10%** ↓
4.5	-0.13%	-0.21%	-0.08% ↓
5	-0.43%	-0.10%	0.33% ↑
5-10	-0.43%	-0.10%	0.33% ↑
10+	-0.43%	-0.71%	-0.28% ↓

Process (cont)

Findings

Project managers stick it out more than the average tech employee. One could argue that Project Management is Darwin that weeds out the weak. Someone is doing a great job running this area of MSFT. Sales is fertile for recruiting project managers. Project management performance falls later on. It's a good stop over for very successful sales professionals.

Senior Project Manager	Bank Of America
Program Manager	AT&T
Project Manager	United States Air Force*****
Vice President	Telliphone*
Account Manager	Microsoft Corporation****
	Hewlett Packard
	Verizon Wireless
	Sprint
	Wipro Technologies
	Bank Of America
	Intel Corporation
	Motorola
	Ford Motor Company
	Lucent Technologies
	United States Army*****
	Sprint
	Cisco Systems
	Owest Communications
	Sprint*
	Dell Inc

Project Manager

- Project Coordinator
- Project Manager
- Senior Project Manager
- Program Manager
- Project Coordinator

Position Lengths	MSFT	DIFF
Project Manager	24	-6 ↓
Senior Project Manager	25	3 ↑
Project Coordinator	26	17 ↓

Tried below positions, went back to project manager

Senior Project Manager	Consultant	
Business Analyst	Operations Manager	
Program Manager	Project Engineer	
High Density	Low Density	Largest Markets
Houston	Miami	New York
Los Angeles	Atlanta	Chicago
Chicago		Dallas

US Build Resaulds

Year Left Company	US design v All Rates	MSFT design v All Rates	MSFT design v All Sales
0.5	-0.41%	3.69%	3.29% ↑
1	-1.42%	-7.11%	-5.71% ↓
1.5	-0.69%	1.03%	1.71% ↑
2	-0.69%	1.03%	1.71% ↑
2.5	-0.46%	2.11%	2.58% ↑
3	1.10%	0.77%	-0.33% ↓
3.5	0.50%	1.24%	0.74% ↑
4	0.41%	-0.04%	-0.44% ↓
4.5	0.56%	1.79%	1.23% ↑
5-10	-0.46%	0.75%	1.21% ↑

US Architects Resaulds

Year Left Company	US Arch. v All Rates	MSFT Arch. v All Rates	MSFT Arch. v All Sales
0.5	-1.71%	-2.34%	-0.64% ↓
1	-0.31%	-0.94%	-0.64% ↓
1.5	1.17%	1.51%	0.34% ↑
2	1.59%	1.13%	-0.46% ↓
2.5	2.46%	2.46%	0.00% ↔
3	1.74%	4.50%	2.76% ↑
3.5	-0.29%	0.44%	0.73% ↑
4	-0.13%	2.16%	2.29% ↑
4.5	-0.33%	2.16%	2.49% ↑
5	-0.33%	2.16%	2.49% ↑
5-10	-0.33%	2.16%	2.49% ↑
10+	-0.27%	-2.26%	-3.00% ↓

Findings

Database developers are not long-term either. This is more across the board, so maybe a result of contractors. Sales reps are good at retaining, particularly in soft numbers, and is an outlier in the industry. AT&T and Lockheed seem to be good at retaining. Sprint is good at retaining. Other cultures or both ways are good at long-term recruiting for database employees.

Database Administrator	Bank Of America
Data/Database Analyst	AT&T****
Database Developer	Sprint
Senior Analyst	Microsoft*
Senior Developer	Verizon Wireless
	Intel Corporation
	Motorola
	Wells Fargo
	Citigroup
	Sprint
	JP Morgan Chase
	Computer Sciences Corporation
	Lockheed Martin*****
	Intel Corporation
	Lucent Technologies
	Ford Motor Company
	Hewlett Packard
	Motorola

Database

- Clarion(s) Analyst
- Software Developer
- Technical Support
- Web Developer

Position Lengths	MSFT	DIFF
Data Analyst	18	-4 ↓
Database Developer	18	4 ↑
Database Administrator	34	8 ↑

Hiring This	Consider	Recruit from
Database Administrator	Database Developer	Microsoft
Database Developer	Software Developer	Oracle
Oracle Developer	PL/SQL Developer	Informatica
SQL Server Developer	Enterprise Manager	Oracle
High Density	Low Density	Largest Markets
Trenton (NJ)	Riverside (CA)	New York
New York	Memphis	Chicago
Washington	Orlando	Dallas
Columbus		Chicago

US Database Resaulds

Year Left Company	US Dtbs v All Rates	MSFT Dtbs v All Rates	MSFT dtbs v All Sales
0.5	3.12%	2.22%	-0.90% ↓
1	0.44%	**-2.93%**	**-3.37%** ↓
1.5	-1.11%	-4.26%	-3.15% ↓
2	-0.86%	-1.45%	-0.57% ↓
2.5	-0.13%	-0.61%	-0.49% ↓
3	-0.13%	-0.61%	-0.49% ↓
3.5	-0.10%	-0.21%	**-0.10%** ↓
4	-0.10%	-0.21%	**-0.10%** ↓
4.5	-0.13%	-0.21%	-0.08% ↓
5	-0.43%	-0.10%	0.33% ↑
5-10	-0.43%	-0.10%	0.33% ↑
10+	-0.43%	-0.71%	-0.28% ↓

Products (cont)

Findings

Not a lot of data here, but overall volatility at the one year mark. The entire industry has a year volatility issue. Sales reps are good at retaining. Sales reps are fertile for recruiting software engineers.

Build/Release Management	IBM
Software Engineer	Ford Motor Company****
	Microsoft Corporation*
	Bank Of America
	Hewlett Packard
	Avaion Scientific

Build & Release

- Software Engineer
- Consulting
- Technical Support

Hiring This	Consider	Recruit from
Release Manager	Software Engineer	Lockheed Martin
Configuration Manager	Sales Rep	
High Density	Low Density	Largest Markets
Washington	Los Angeles	New York
Seattle	Phoenix	Washington
Detroit	Boston	Dallas
Minneapolis		Chicago

US Build Resaulds

Year Left Company	US design v All Rates	MSFT design v All Rates	MSFT design v All Sales
0.5	-0.41%	3.69%	3.29% ↑
1	-1.42%	-7.11%	-5.71% ↓
1.5	-0.69%	1.03%	1.71% ↑
2	-0.69%	1.03%	1.71% ↑
2.5	-0.46%	2.11%	2.58% ↑
3	1.10%	0.77%	-0.33% ↓
3.5	0.50%	1.24%	0.74% ↑
4	0.41%	-0.04%	-0.44% ↓
4.5	0.56%	1.79%	1.23% ↑
5-10	-0.46%	0.75%	1.21% ↑

Infrastructure

Findings

???

Systems Administrator	IBM
Senior Network Engineer	United States Air Force*****
Senior Systems Engineer	Telliphone*
Consulting	Sprint
Senior Systems Engineer	United States Army*****
	Lucent Technologies
	United States Marine Corps*****
	Intel Corporation
	Motorola
	EDS
	Cisco Systems
	Nortel Networks

Networking

- Technical Support
- Systems Administrator
- Systems Engineer
- Computer Technician
- Consultant

Position Lengths	MSFT	DIFF
Network Administrator	24	-1 ↓

Hiring This	Consider	Recruit from
Systems Engineer	Technical Support	Lockheed Martin
Systems Engineer	Sales Rep	
High Density	Low Density	Largest Markets
Washington	Los Angeles	New York
	Houston	Washington
	Phoenix	Dallas

US Networking Resaulds

Year Left Company	US Network v All Rates	MSFT Network v All Rates	MSFT Network v All Sales
0.5	5.90%	4.13%	-1.71% ↓
1	-0.62%	-7.02%	-6.40% ↓
1.5	-0.62%	-7.02%	-6.40% ↓
2	-2.01%	-6.11%	-4.11% ↓
2.5	-1.06%	-0.74%	0.31% ↑
3	-1.06%	-0.74%	0.31% ↑
3.5	-0.77%	-2.33%	-1.56% ↓
4	-0.77%	-2.33%	-1.56% ↓
4.5	-0.66%	-0.32%	0.34% ↑
5	-0.27%	1.12%	1.39% ↑
5-10	-0.27%	1.12%	1.39% ↑
10+	-0.56%	1.58%	1.94% ↑

Findings

???

Systems Engineer	IBM
Senior Network Engineer	United States Air Force*****
Senior Consultant	Telliphone*
Senior Systems Engineer	United States Army*****
Software Developer	Computer Sciences Corporation****
	United States Marine Corps*****
	Intel Corporation
	Motorola
	Ford Motor Company
	Lucent Technologies
	Sprint
	Cisco Systems
	Nortel Networks

Systems

- Technical Support
- Systems Administrator
- Business Analyst
- Technical Support
- IT Consultant

Position Lengths	MSFT	DIFF
System Engineer	28	-2 ↓
Senior Systems Engineer	34	4 ↑
Senior Systems Engineer	34	4 ↑
Senior Systems Engineer	30	19 ↑
Senior Consultant	45	5 ↑
Senior Computer Systems Manager	45	5 ↑

Hiring This	Consider	Recruit from
Systems Engineer	Technical Support	Lockheed Martin
Senior Systems Engineer	Sales Rep	
High Density	Low Density	Largest Markets
Washington	Los Angeles	New York
Huntsville	Houston	Washington
Virginia Beach	Miami	Chicago
Washington		Los Angeles

US Systems Resaulds

Year Left Company	US Sys v All Rates	MSFT Sys v All Rates	MSFT Sys v All Sales
0.5	7.99%	-4.53%	-3.49% ↓
1	1.32%	-4.44%	-5.76% ↓
1.5	2.21%	0.66%	1.54% ↑
2	2.21%	3.66%	1.45% ↑
2.5	-1.21%	0.66%	1.88% ↑
3	-0.46%	-0.20%	0.26% ↑
3.5	-0.81%	0.02%	0.83% ↑
4	-0.81%	0.02%	0.83% ↑
4.5	-0.27%	-0.07%	-0.45% ↓
5	-0.27%	0.98%	1.12% ↑
5-10	-2.87%	-2.18%	0.70% ↑
10+	-1.36%	-0.56%	0.81% ↑

Process (cont)

Findings

Project managers stick it out more than the average tech employee. One could argue that Project Management is Darwin that weeds out the weak. Sales is fertile for recruiting project managers. Project management performance falls later on. It's a good stop over for very successful sales professionals.

Senior Project Manager	IBM
Program Manager	United States Air Force*****
Project Manager	Telliphone*
Vice President	United States Army*****
Account Manager	Lucent Technologies
	United States Marine Corps*****
	Intel Corporation
	Motorola
	Ford Motor Company
	Lucent Technologies
	Sprint
	Cisco Systems
	Nortel Networks

Projects

- Business Analyst
- Project Coordinator
- Operations Management
- Business Analyst
- Consulting

Position Lengths	MSFT	DIFF
Project Manager	24	-6 ↓
Senior Project Manager	25	3 ↑
Project Coordinator	26	17 ↓

Tried below positions, went back to project manager

Senior Project Manager	Consultant	
Business Analyst	Operations Manager	
Program Manager	Project Engineer	
High Density	Low Density	Largest Markets
Houston	Los Angeles	New York
Los Angeles	Miami	Washington
Chicago	Atlanta	Chicago
		Dallas

US Projects Resaulds

Year Left Company	US PM v All Rates	MSFT PM v All Rates	MSFT PM v All Sales
0.5	1.61%	-0.98%	-2.57% ↓
1	0.14%	5.61%	-8.80% ↓
1.5	0.14%	5.61%	-8.80% ↓
2	-0.60%	1.57%	2.18% ↑
2.5	-0.42%	0.29%	0.71% ↑
3	-0.25%	2.69%	2.21% ↑
3.5	-0.25%	1.11%	1.40% ↑
4	-0.25%	1.11%	1.40% ↑
4.5	-0.45%	0.29%	0.73% ↑
5-10	-0.45%	0.29%	0.73% ↑
10+	-1.00%	-0.87%	0.13% ↑

Findings

Once in programs, you may stay in programs and get promoted to more responsibility. Projects is good recruiting area for program managers. This employee is very long-term at MSFT. Sales is good for recruiting. Sales reps are good at long-term hiring for long-term employees.

Director (Unspecified)	Microsoft Corporation
Senior Project Manager	Ford Motor Company
Senior Project Manager	Cisco Systems****
Vice President	IBM
	Hewlett Packard
	Ford Motor Company
	Lucent Technologies
	Wipro Technologies
	Intel Corporation
	Royal Bank
	Wipro Technologies
	Lockheed Martin
	Motorola
	Cognizant Technology Solutions
	Computer Sciences Corporation
	Lockheed Martin
	The Boeing Company*****
	Hewlett Packard

Programs

- Project Manager
- Senior Project Manager
- Program Manager
- Senior Program Manager
- Operations Manager
- Sr. Program Manager
- Operations Program Manager

Position Lengths	MSFT	DIFF
Project Manager	32	1 ↑
Senior Program Manager	41	0 ↔
Senior Program Manager	41	0 ↔
Sr. Program Manager	43	5 ↑
Operations Program Manager	40	-10