



U.S. Employees have Spoken!

Managers & Employers Take Note

The Cornerstone OnDemand 2013 U.S. Employee Report

Many employers today face the challenge of attracting and retaining top talent with the right skills to move their business forward. What motivates employees and keeps them engaged in their jobs? Cornerstone OnDemand and research firm Kelton went straight to the source to capture the employee's perspectives and attitudes regarding performance feedback, training and development, career management, and more. The survey also gauged people's future career plans with their employer, revealing that more than 19 million employed Americans* are planning to leave their jobs in the next year. With the average cost to recruit and train one employee estimated at 2.5 times an employee's salary, this employee churn could potentially cost U.S. employers \$2 trillion. Employers can use these insights to evolve their people management strategies in the year ahead to narrow skills gaps, increase employee engagement and retain top talent.

1. Employees describe their jobs within the past six months:

I have a clear understanding of how my role contributes to the company's business objectives	56%
My performance goals are aligned with my company's business objectives	35%
I have been given useful feedback from my manager/employer	34%
I have received training and development to help me better perform my job	32%
I have established career goals with my manager/employer	25%
None of these	21%

2. The frequency employees receive feedback on job performance from their manager/employer:

Annually	21%
Weekly	21%
Quarterly	16%
Monthly	14%
At the completion of a project or task	7%
Daily	5%
Other	3%
Ever received feedback NET	87%
Never	13%

3. When asked about their view of their current employer's performance review process, employees said:

It provides me with the opportunity to improve my performance	38%
The intent of the process is to help me succeed in my role	29%
It is a developmental discussion between my manager/employer and me	29%
It helps me to ensure I am ready to take on a future role within the organization	22%
It is a discussion regarding raises, bonuses and/or promotions	20%
It helps me increase my potential through education and training	19%
It doesn't provide me with useful, actionable information	12%
Other	2%
Experienced employer's performance review process NET	76%
I have not yet experienced my employer's performance review process	8%
Employer has a performance review process NET	84%
My employer does not have a performance review process	16%

4. Employees who have experienced the performance review process feel this way about the feedback they receive after the review:

The feedback I receive is a fair and accurate representation of my performance	47%
The feedback I receive helps me to improve my performance and succeed in my role	40%
The feedback I receive is not a surprise and is feedback I've gotten prior to the formal review	35%
I am given a clear understanding of how my job performance impacts my employer's business results	33%
I am given specific examples of my work to support the feedback I receive	31%
I am provided with tools, resources and/or a development plan to help me improve my performance	25%
The feedback I receive will help me to advance in my career	24%
Given any feedback NET	92%
I am not given any feedback to apply to my job performance in my reviews	5%

5. Among employees whose employer has a performance review process, the following people, other than a manager/supervisor, are asked to provide feedback during the performance review process:

Peers	21%
Project leaders	12%
External clients	10%
Internal clients	8%
Partners	7%
Vendors	6%
Other	3%
Someone is asked to provide feedback NET	42%
Nobody	45%
Don't know	13%

6. Respondents would ____ if they received a performance review focused on helping them succeed in a role:

Feel more valued by the company	54%
Value the performance review process	48%
Work harder	35%
Enjoy your job more	34%
More loyal toward your employer	32%
Other	6%

7. Employees plan to stay at their current job for:

Less than 6 months	6%
6 months to less than 1 year	8%
1 year to less than 2 years	6%
2 years to less than 3 years	7%
More than 3 years, but not long term	12%
I plan to have a long-term career with my current employer	46%
Not sure	16%

Aside from compensation and benefits, the following would motivate employees to stay in their current position:

A good manager who I enjoy working for	48%
Feeling appreciated by my supervisor or employer	46%
The opportunity to advance my career	39%
A promotion or new title	38%
Liking and respecting my co-workers	36%
Recognition for my accomplishments, such as my supervisor or co-workers expressing congratulations	35%
The opportunity to learn and develop my skills	32%
Receiving regular feedback on my performance that helps me succeed in my role	26%
None of these	16%

About the Survey

The Cornerstone OnDemand employee survey was conducted by Kelton, a leading national public opinion company, between November 23 and November 26, 2012 among 494 nationally representative employed Americans ages 18 and over, using an email invitation and an online survey. Results of any sample are subject to sampling variation. The magnitude of the variation is measurable and is affected by the number of interviews and the level of the percentages expressing the results. In this particular study, the chances are 95 in 100 that a survey result does not vary, plus or minus, by more than 4.4 percentage points from the result that would be obtained if interviews had been conducted with all persons in the universe represented by the sample. The margin of error for any subgroups will be slightly higher.

For an infographic of the findings, please visit

<http://www.cornerstoneondemand.com/resources/research/survey-2013>.

Sources and Statistics

- Number of employed people in the U.S.: 143,549,000 (Source: <http://bls.gov/news.release/empsit.to1.htm>);
 - 13.3% are planning to leave their jobs in the next year: 19,092,017 (Source: Kelton / Cornerstone OnDemand research)
- Average wage index for 2011: \$42,979.61 (Source: <http://ssa.gov/oact/cola/awidevelop.html>)
- Number of firms in the U.S.: 21,351,320 (Source: <http://www.census.gov/econ/smallbus.html>)
- Average cost to recruit and train one employee is estimated at 2.5 times an employee's salary = \$107,449.02 (Source: Deloitte 2009, "Managing Talent in a Turbulent Economy: Clearing the Hurdles to Recovery")
- Overall cost to U.S. businesses: \$2,051,418,516,473.34