

cornerstone

CAREER  **TRENDS**

REPORT

EXPLORING THE CONSTANTLY EVOLVING MULTI-GENERATIONAL
WORKPLACE, THE MOTIVATIONS OF TODAY'S AMERICAN
EMPLOYEES AND THE EXPECTATIONS OF HR PROFESSIONALS.

ABOUT THE SURVEYS

Cornerstone OnDemand's Career Trends Report

survey was conducted by Kelton Global between September 16 and September 30, 2015, among 2,000 Americans 18 years and over who are employed full-time, and 546 HR managers or higher at companies with at least 50 employees, 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 2.2 percentage points for the employee survey and 4.2 percentage points for the HR professionals survey, from the result that would be obtained if interviews had been conducted with all personas in the universe represented by the sample. The margin of error for any subgroups will be slightly higher.



Kelton Global is a leading global insights firm serving as a partner to more than 100 of the Fortune 500 and thousands of smaller companies and organizations. Utilizing a wide range of customized, innovative research techniques and staff expertise in marketing, branding, PR, media, and business strategy, Kelton helps drive businesses forward.

GENERATIONAL BREAKOUTS BY AGE:

BABY BOOMERS
1947-1965

GEN X
1966-1981

MILLENNIALS
1982-1997

For more information regarding the survey findings, please visit CornerstoneOnDemand.com/CareerTrendsReport.

EMPLOYEE SURVEY

1 HOW MANY CAREERS HAVE YOU HAD? PLEASE ONLY THINK ABOUT CAREERS, NOT JOBS.

	Total	Millennials	Gen X	Baby Boomers
1	48%	55%	46%	43%
2	33%	30%	36%	35%
3+	18%	15%	18%	22%
Average	2	2	2	2

2 HOW MANY CAREERS DO YOU THINK YOU WILL HAVE IN YOUR LIFETIME? PLEASE FACTOR IN CAREERS YOU HAVE ALREADY HAD.

	Total	Millennials	Gen X	Baby Boomers
1	25%	17%	25%	34%
2	33%	35%	31%	33%
3+	42%	48%	44%	33%
Average	2	2	2	2

3 WHEN, IF EVER, DO YOU EXPECT TO CHANGE CAREERS?

	Total	Millennials	Gen X	Baby Boomers
Expect to change careers	55%	76%	56%	28%
<i>*Responses rebased to those who expect to change careers</i>				
Less than one year from now	18%	17%	17%	26%
1-4 years from now	49%	49%	49%	45%
5+ years from now	33%	34%	34%	29%

4 HOW MANY POSITIONS HAVE YOU HELD AT YOUR CURRENT COMPANY?

	Total	Millennials	Gen X	Baby Boomers
1	40%	35%	40%	47%
2	29%	31%	29%	25%
3+	31%	34%	31%	27%
Average	2	2	2	2

5 HOW MANY YEARS, IN TOTAL, DO YOU THINK YOU WILL WORK FOR YOUR CURRENT EMPLOYER?

	Total	Millennials	Gen X	Baby Boomers
Less than 5 years	26%	41%	23%	12%
5-9 years	24%	32%	21%	17%
10-14 years	15%	14%	16%	15%
15+ years	35%	13%	40%	57%
Average	12	7	13	17

6 WHICH OF THE FOLLOWING, IF ANY, HAVE YOU USED IN THE LAST 12 MONTHS TO GET CAREER ADVICE?

	Total	Millennials	Gen X	Baby Boomers
Friends	40%	52%	40%	26%
Family	37%	50%	37%	20%
Peers or colleagues	33%	38%	35%	25%
My spouse	30%	36%	31%	23%
My direct manager or boss	29%	34%	29%	23%
Online news articles or blogs	23%	28%	24%	15%
Professional social media sites (i.e., LinkedIn or Glassdoor)	21%	27%	21%	13%
A mentor	18%	24%	16%	11%
Books	17%	21%	19%	10%
My company's HR department	14%	17%	15%	10%
A career or guidance counselor	11%	17%	10%	4%
My company's founder or CEO	8%	12%	9%	3%
Other	1%	-	1%	2%
I haven't used anything or anyone in the last 12 months to get advice	21%	7%	19%	41%

7 WHICH DESCRIBES YOUR CAREER GROWTH STRATEGY?

	Total	Millennials	Gen X	Baby Boomers
Stay at one company for many years and get promoted from within	75%	68%	73%	85%
Move from company to company, gaining a more senior position or title with each company I join	25%	32%	27%	15%

8 IF YOU WANTED A NEW ROLE OR JOB, WHICH WOULD YOU LIKELY DO FIRST?

	Total	Millennials	Gen X	Baby Boomers
Find out if my current company has a position that sparks my interest	66%	67%	66%	67%
Look outside of my current company for a position that sparks my interest	34%	33%	34%	33%

9 WHICH OF THE FOLLOWING, IF ANY, APPLY TO YOU?

	Total	Millennials	Gen X	Baby Boomers
I've been promoted at my current company at least once	40%	38%	40%	41%
If approached, I'd talk to a recruiter about a job outside of my company, even if I was happy with my job	33%	35%	33%	30%
My employer encourages employees to work in different departments to gain experience and skills	32%	38%	31%	27%
I've worked in more than one department at my current company	32%	34%	29%	32%
I've made a lateral move at my company	22%	22%	23%	21%
I've been based in more than one location while working for my company	21%	21%	21%	20%
I don't have to be in my place of work to do my job	18%	19%	18%	16%
My employer almost always hires from outside instead of promoting internal talent	13%	20%	12%	6%
None of these	13%	10%	13%	16%

10 UNDER WHICH CIRCUMSTANCES, IF ANY, WOULD YOU CONSIDER MAKING A LATERAL CAREER MOVE?

I would consider making a lateral career move in order to work...

	Total	Millennials	Gen X	Baby Boomers
Would consider a lateral career move	89%	94%	91%	81%
<i>*Responses rebased to those who would consider a lateral career move</i>				
In a position with greater personal satisfaction	57%	57%	53%	61%
Toward a new career path	41%	46%	43%	31%
Toward a professional challenge	40%	42%	44%	32%
In a position with a better fit for a lifestyle change, such as having a baby or going to school part-time	36%	45%	36%	24%
In a different location within my current company	30%	29%	32%	29%
On a new job	29%	32%	28%	26%
For a different company	27%	28%	28%	26%
Other	4%	5%	4%	5%

11 IN WHICH OF THE FOLLOWING WAYS, IF ANY, DO YOU MONITOR THE TRAJECTORY OF YOUR CAREER DEVELOPMENT?

	Total	Millennials	Gen X	Baby Boomers
Monitor the trajectory of my career	70%	83%	70%	55%
<i>*Responses rebased to those who monitor</i>				
I monitor it myself by setting personal goals and objectives and mapping toward them	74%	70%	74%	81%
My HR department, manager or boss tracks my career trajectory	32%	38%	30%	23%
I use an online tool that helps me track my career trajectory	27%	34%	29%	12%

12 HOW IMPORTANT DO YOU THINK TECHNOLOGY (i.e., SOFTWARE, DEVICES) IS FOR ENABLING YOUR CAREER DEVELOPMENT?

	Total	Millennials	Gen X	Baby Boomers
Extremely important	55%	62%	56%	46%
Somewhat important	35%	34%	36%	37%
Not very important	6%	3%	5%	12%
Not at all important	3%	1%	3%	5%
T2B (Extremely/somewhat important)	91%	96%	92%	83%
B2B (Not very/not at all important)	9%	4%	8%	17%

13 IF YOUR EMPLOYER HAS A CAREER DEVELOPMENT TOOL (i.e., ONLINE REVIEW OR LEARNING SOFTWARE) IN PLACE FOR YOU TO USE, ABOUT HOW MANY TIMES A YEAR DO YOU USE IT?

	Total	Millennials	Gen X	Baby Boomers
My employer has a career development tool in place	49%	56%	48%	40%
<i>*Responses rebased to those whose employers have a career development tool in place</i>				
I've used it	72%	78%	71%	61%
<i>*Responses based to those who have used their employer's career development tool</i>				
1-4 times per year	60%	55%	58%	74%
5-9 times per year	21%	24%	20%	14%
10+ times per year	19%	20%	22%	13%
Average	6	7	7	5

14 HOW WOULD YOU DESCRIBE THE CAREER DEVELOPMENT TOOL YOUR EMPLOYEE HAS IN PLACE FOR YOU?

	Total	Millennials	Gen X	Baby Boomers
<i>*Responses rebased to those who have used their employer's career development tool</i>				
Very easy to use	48%	54%	49%	36%
Somewhat easy to use	38%	34%	39%	46%
Neither easy nor difficult to use	10%	9%	8%	14%
Somewhat difficult to use	3%	2%	4%	4%
Very difficult to use	--	--	--	--
T2B (Very/somewhat easy to use)	87%	88%	87%	82%
B2B (Somewhat/very difficult to use)	13%	12%	12%	18%

15 WHICH BEST DESCRIBES YOUR CURRENT COMPANY?

	Total	Millennials	Gen X	Baby Boomers
There aren't enough employees for the amount of work we have	32%	30%	31%	37%
There isn't enough work for the amount of employees we have	10%	12%	11%	6%
There is a healthy balance between the amount of employees and amount of work we have	58%	59%	58%	57%

16 WHICH OF THE FOLLOWING, IF ANY, APPLY TO YOU?

	Total	Millennials	Gen X	Baby Boomers
My employer recognizes my success	42%	43%	40%	43%
My employer provides trainings and career growth opportunities	38%	40%	36%	38%
My employer is open to having discussions about the next step in my career	33%	36%	33%	28%
My employer provides resources to support my career growth within the company	30%	34%	28%	27%
My employer provides a platform for employees to provide anonymous feedback (i.e., about a coworker, senior staff, or the company)	25%	28%	25%	23%
My employer is clear about what I have to do in order to get to the next level within the company	24%	29%	22%	22%
My employer tracks my career trajectory and professional growth	21%	26%	19%	16%
My employer continuously hires from outside instead of promoting internal talent	14%	18%	14%	9%
None of these	16%	9%	16%	23%

17 BESIDES HEALTH INSURANCE AND A COMPETITIVE SALARY, WHAT DO YOU THINK IS THE MOST IMPORTANT BENEFIT AN EMPLOYER CAN OFFER TO EMPLOYEES?

	Total	Millennials	Gen X	Baby Boomers
Professional growth opportunities (i.e., the ability to get promoted)	25%	26%	26%	22%
Flexible work schedule	23%	20%	23%	26%
Cash bonuses	18%	18%	17%	18%
Corporate perks and benefits (i.e., unlimited vacation days, free food, onsite massages and exercise classes)	12%	14%	11%	10%
Ability to work remotely at least some of the time	11%	10%	11%	12%
Training opportunities	11%	12%	11%	9%
Other	1%	1%	--	3%

18 WHICH OF THE FOLLOWING IS THE BIGGEST REASON YOU STAY AT YOUR CURRENT COMPANY?

	Total	Millennials	Gen X	Baby Boomers
Work-life balance	19%	18%	18%	21%
Satisfaction with my work	19%	15%	16%	26%
Opportunity for career growth and development	10%	11%	11%	6%
Being able to have a flexible work schedule	8%	10%	8%	6%
My relationships with coworkers	6%	6%	6%	7%
Relationships with clients or customers	5%	5%	6%	5%
Relationship with my boss	6%	5%	6%	4%
Being able to work remotely at least some of the time	4%	4%	6%	3%
Corporate perks and benefits (i.e., unlimited vacation days, free food, onsite massages and exercise classes)	4%	5%	4%	4%
Company culture	4%	5%	5%	3%
The company's values (i.e., CSR initiatives and brand ethics)	3%	4%	2%	2%
My view of the CEO or Presidents	2%	3%	2%	0%
None of these	11%	9%	10%	14%

19 WHICH OF THE FOLLOWING BEST DESCRIBES THE PRIMARY REASON YOU RESIGNED FROM YOUR LAST COMPANY?

	Total	Millennials	Gen X	Baby Boomers
Resigned from my last company	81%	87%	81%	72%
<i>*Responses rebased to those who resigned from their last company</i>				
I felt overworked/didn't have healthy work-life balance	23%	24%	25%	19%
I didn't get the attention or resources I needed to be successful in my career	8%	10%	8%	6%
I wasn't given a clear message about what I had to do to get to the next level within the company	6%	7%	6%	5%
The company typically hired from outside instead of promoting internal talent	5%	6%	7%	2%
I was not given a flexible work schedule	5%	9%	5%	1%
I was expected to be "on call" after hours and on weekends (i.e., had to respond to emails or calls)	5%	6%	5%	4%

20 WHERE, IF ANYWHERE, WOULD YOU BE WILLING TO RELOCATE FOR WORK, EVEN IF JUST ON A TEMPORARY BASIS?

	Total	Millennials	Gen X	Baby Boomers
Willing to relocate	77%	86%	80%	63%
<i>*Responses rebased to those who would be willing to relocate</i>				
Another city within the U.S.	67%	62%	67%	74%
European Union (i.e., France, Germany, Italy, Poland, Spain, Sweden, or United Kingdom)	39%	40%	38%	41%
Canada)	32%	31%	32%	34%
The Caribbean (i.e., Bahamas, Cuba, Dominican Republic, Jamaica, Puerto Rico, or Virgin Island)	31%	29%	33%	33%
Oceania (i.e., Australia, Fiji, French Polynesia, New Zealand, or Samoa)	25%	23%	26%	27%
Asia (i.e., China, Hong Kong, India, Japan, Philippines, Taiwan, or Thailand)	21%	22%	22%	17%
Central America (i.e., Belize, Costa Rica, Mexico, or Panama)	18%	18%	19%	17%
Eastern Europe (i.e., Croatia, Iceland, Norway, Russia, Serbia, Switzerland, Turkey, or Ukraine)	18%	18%	19%	17%
South America (i.e., Argentina, Brazil, Chile, Peru, or Venezuela)	17%	16%	19%	16%
Africa (i.e., Ethiopia, Kenya, Malawi, Uganda, Congo, Algeria, Egypt, Ghana, or South Africa)	9%	10%	10%	7%
Middle East (i.e., Iraq, Iran, Palestine, Audi Arabia, Syria, or Yemen)	8%	10%	8%	6%

21 WHICH OF THE FOLLOWING, IF ANY, WOULD YOU BE WILLING TO DO IN ORDER TO WORK ABROAD, EVEN IF JUST ON A TEMPORARY BASIS?

	Total	Millennials	Gen X	Baby Boomers
Would do something to work abroad	61%	77%	62%	41%
<i>*Responses rebased to those who would do something to work abroad</i>				
Work an extra 30 minutes every day	51%	50%	50%	54%
Start my workday an hour earlier	46%	43%	44%	52%
Have a web conference with my boss every morning	39%	36%	38%	47%
Work six days a week	28%	29%	28%	27%
Work on every holiday while I'm abroad	24%	26%	24%	22%
Give up all of my vacation days for a year	15%	14%	19%	10%
Take a demotion or reduced job title	14%	15%	16%	9%
Take a 20 percent pay cut	11%	14%	10%	5%
Other	4%	4%	5%	4%

22 WHICH OF THE FOLLOWING, IF ANY, DOES YOUR CURRENT EMPLOYER OFFER YOU?

	Total	Millennials	Gen X	Baby Boomers
Competitive salary	40%	33%	41%	47%
Flexible work schedule	38%	39%	38%	37%
Routine performance feedback	32%	29%	30%	39%
Professional development opportunities	30%	32%	29%	28%
Cash bonuses	28%	27%	30%	27%
Opportunities for lateral movement	24%	24%	25%	24%
Ability to work remotely at least some of the time	22%	20%	23%	21%
Travel opportunities	18%	20%	17%	18%
Career planning resources	16%	18%	16%	14%
Corporate perks and benefits (i.e., unlimited vacation, free food, onsite massages, and exercise classes)	16%	18%	16%	12%
Relocation opportunities	15%	17%	16%	11%
None of these	12%	10%	12%	15%

23 HOW MANY EMPLOYERS HAVE YOU HAD?

	Total	Millennials	Gen X	Baby Boomers
1	3%	4%	3%	1%
2	15%	16%	15%	13%
3	17%	20%	15%	16%
4+	66%	60%	67%	70%
Average	7	6	7	6

HR PROFESSIONAL SURVEY

1 HOW MANY DIFFERENT COMPANIES DO YOU THINK SOMEONE SHOULD WORK FOR OVER THE SPAN OF TEN YEARS?

	Total
1-2	73%
3-4	26%
5+	1%
Average	2

2 WHEN VIEWING RESUMES, WHICH WOULD BEST DESCRIBE YOUR REACTION TO A POTENTIAL CANDIDATE WHO SWITCHED CAREERS (NOT JUST JOBS) AT SOME POINT IN HIS OR HER LIFE? I would see it as a...

	Total
Negative quality	4%
Positive quality	27%
Neither negative nor positive quality	69%

3 WHICH WOULD BE MORE ATTRACTIVE TO SEE ON A CANDIDATE'S RESUME? That the candidate...

	Total
Stayed at one company for many years and was promoted from within	68%
Moved from company to company, gaining a more senior position or title with each company he or she joined	32%

4 ON AVERAGE, ABOUT HOW MANY DIFFERENT POSITIONS DO YOUR EMPLOYEES HOLD DURING THEIR DURATION AT YOUR COMPANY?

	Total
1-2	49%
3-4	40%
5+	11%
Average	3

5 HOW FREQUENTLY (IN YEARS) DO EMPLOYEES ON AVERAGE GET PROMOTED AT YOUR COMPANY?
Once every...

	Total
More than once a year	6%
1-2	28%
3-4	36%
5-9	26%
10+	4%
Average	4

6 HOW FREQUENTLY (IN MONTHS) DO EMPLOYEES ON AVERAGE GET A RAISE AT YOUR COMPANY?
Once every...

	Total
1-11	5%
12	82%
13-18	4%
19-24	5%
25+	3%
Average	14

7 WHEN, IF EVER, DO EMPLOYEES AT YOUR COMPANY MOVE Laterally?

When...

	Total
Employees move laterally	95%
<i>*Responses rebased to those who say employee move laterally</i>	
Employees ask to move to a different department	69%
We ask an employee to move to a different department	59%
Employees ask for a position that is a better fit for a lifestyle change, such as becoming a parent or going to school part-time	56%
Employees are starting down a new career path	46%
Employees ask to relocate	44%
A location or department is closing	41%
We ask an employee to relocate	30%
Other	3%

8 GENERALLY SPEAKING, WHICH OF THE FOLLOWING DO YOU SEE AS THE BIGGEST REASON WHY AN EMPLOYEE STAYS AT YOUR COMPANY?

	Total
Company culture	18%
Satisfaction with their work	18%
Work-life balance	14%
Opportunity for career growth and development	10%
Their relationships with coworkers	8%
Corporate perks and benefits	8%
Relationship with their boss	5%
Relationship with clients or customers	5%
The company's values	4%
Being able to have a flexible schedule	3%
Their view of the CEO or President	1%
Being able to work remotely at least some of the time	1%
Other	6%

9 WHICH OF THE FOLLOWING DESCRIBE WHY EMPLOYEE RETENTION IS A CHALLENGE FOR YOUR COMPANY, IF AT ALL?

Employee retention is a challenge because...

	Total
Employee retention is a challenge	76%
<i>*Responses rebased to those who say employee retention is a challenge</i>	
Employees feel burned out due to being overworked	48%
Employees aren't given a clear message about what they have to do to get to the next level within the company	26%
Employees don't get the attention or resources they need to be successful in their career	25%
Employees feel they don't have a healthy work-life balance	21%
Employees are not given flexible work schedules	19%
Employees are not allowed to work remotely	18%
Employees are expected to be "on call" after hours and on weekends (i.e., having to respond to emails or calls)	18%
Our company tends to hire from outside instead of promoting internal talent	11%
Employees aren't paid overtime	8%
Other	20%

10 WHICH OF THE FOLLOWING, IF ANY, APPLY TO YOUR COMPANY?

We...

	Total
Pay at least some employees overtime	68%
Expect at least some employees to be "on call" after hours and on weekends (i.e., by having to respond to emails or calls)	55%
Take action to reduce the company's carbon footprint (i.e., by encouraging staff to recycle or use digital documents instead of printing paper)	41%
Encourage employees to work in different departments to gain experience and skills	35%
Factor mobility into an employee's career planning, such as being able to work remotely or transfer to other locations or departments	24%
Encourage employees to work in different locations	19%
Have a skills-based volunteering or pro-bono work program in place for our employees (i.e., using professional skills while volunteering for a non-profit organization)	13%
None of these	7%

11 ABOUT WHAT PERCENTAGE OF YOUR EMPLOYEES PARTICIPATES IN YOUR COMPANY'S SKILLS-BASED VOLUNTEERING OR PRO-BONO WORK PROGRAM?

	Total
Participate in pro-bono	97%
<i>*Responses rebased to those who say employee participate in volunteer or pro-bono work programs</i>	
1-24%	48%
25-49%	29%
50-74%	16%
75-99%	7%
Average	27%

12 YOU MENTIONED THAT YOUR COMPANY DOES NOT HAVE A SKILLS-BASED VOLUNTEERING OR PRO-BONO WORK PROGRAM IN PLACE FOR EMPLOYEES. PLEASE COMPLETE THE FOLLOWING STATEMENT: A SKILLS-BASED VOLUNTEER OR PRO-BONO WORK PROGRAM...

	Total
<i>*Responses rebased to no pro-bono program</i>	
Could boost company morale	28%
Would likely be appreciated by current employees	24%
Would likely be attractive to new employees	18%
Is something we're looking to incorporate	11%
None of these	50%

13 WHAT PERCENTAGE OF THE OPEN POSITIONS OVER THE LAST 24 MONTHS DID YOUR COMPANY FILL WITH INTERNAL TALENT, AS OPPOSED TO FINDING CANDIDATES FROM OUTSIDE OF THE COMPANY?

	Total
Average	37%

14 GENERALLY SPEAKING, HOW MUCH DOES IT COST TO HIRE SOMEONE FROM OUTSIDE OF YOUR COMPANY TO FILL AN OPEN POSITION, AS OPPOSED TO FINDING INTERNAL TALENT?

Please think of costs such as the hours of labor it takes to search for a candidate and fees for job postings or recruiters.

	Total
Much more	52%
A little more	32%
About the same amount	14%
A little less	--
Much less	--
T2B (Much/a little more)	85%
B2B (A little/much less)	1%

15 HOW IMPORTANT DO YOU THINK TECHNOLOGY (i.e., SOFTWARE, DEVICES) IS FOR ENABLING CAREER DEVELOPMENT FOR YOUR EMPLOYEES?

	Total
Extremely important	45%
Somewhat important	45%
Not very important	7%
Not at all important	2%
T2B (Extremely/somewhat important)	91%
B2B (Not very/not at all important)	9%

16 IF YOUR COMPANY HAS A CAREER DEVELOPMENT TOOL (i.e., ONLINE REVIEW OR LEARNING SOFTWARE) IN PLACE FOR EMPLOYEES, ABOUT WHAT PERCENTAGE OF EMPLOYEES USE IT?

Your best guess is fine.

	Total
Have a career development tool in place	46%
<i>*Responses rebased to those whose company has a career development tool in place</i>	
Average	53%

17 BESIDES HEALTH INSURANCE, WHAT DO YOU THINK IS THE MOST IMPORTANT BENEFIT AN EMPLOYER CAN OFFER TO EMPLOYEES?

	Total
Competitive salary	44%
Professional growth opportunities	18%
Flexible work schedule	17%
Corporate perks and benefits	7%
Ability to work remotely at least some of the time	6%
Cash bonuses	5%
Training opportunities	3%
Other	1%

**18 PLEASE COMPLETE THE FOLLOWING STATEMENT WITH THE OPTION THAT YOU BELIEVE TO BE TRUE:
When employees work remotely...**

	Total
It makes it more difficult for coworkers to communicate	53%
It makes it easier for coworkers to communicate	9%
No Change	39%

	Total
It makes it more difficult for coworkers to collaborate	68%
It makes it easier for coworkers to collaborate	6%
No Change	26%

	Total
It decreases overall productivity	24%
It increases overall productivity	35%
No Change	41%

	Total
It makes it more difficult for coworkers to bond	80%
It makes it easier for coworkers to bond	5%
No Change	16%

	Total
It makes it more difficult for managers to keep tabs on their staff	67%
It makes it easier for managers to keep tabs on their staff	6%
No Change	27%

19 WHICH BEST DESCRIBES YOUR COMPANY'S CURRENT SITUATION?

	Total
There aren't enough employees for the amount of work we have	53%
There is a healthy balance between the amount of employees and amount of work we have	43%
There isn't enough work for the amount of employees we have	4%

20 COMPARED TO OLDER GENERATIONS, FROM YOUR EXPERIENCE, MILLENNIALS ARE ...

Select one for each row.

	Total
More likely to expect promotions	83%
Less likely to expect promotions	4%
About as likely to expect promotions	14%

	Total
More likely to be loyal to their employer	6%
Less likely to be loyal to their employer	78%
About as likely to be loyal to their employer	17%

	Total
More likely to want to work remotely	81%
Less likely to want to work remotely	5%
About as likely to want to work remotely	14%

	Total
More likely to ask to relocate	52%
Less likely to ask to relocate	12%
About as likely to ask to relocate	36%

	Total
More willing to accept lateral moves within a company	24%
Less willing to accept lateral moves within a company	42%
About as willing to accept lateral moves within a company	34%

	Total
More likely to want performance feedback on a regular basis	62%
Less likely to want performance feedback on a regular basis	16%
About as likely to want performance feedback on a regular basis	22%

	Total
More likely to require a flexible schedule	81%
Less likely to require a flexible schedule	5%
About as likely to require a flexible schedule	15%

	Total
More productive workers	13%
Less productive workers	34%
About as productive	53%

	Total
More likely to change careers (not just jobs)	81%
Less likely to change careers (not just jobs)	4%
About as likely to change careers (not just jobs)	14%

21 WHICH OF THE FOLLOWING, IF ANY, DOES YOUR COMPANY OFFER EMPLOYEES?

	Total
Competitive salary	63%
Professional growth opportunities, such as the ability to be promoted	62%
Routine performance feedback	61%
Professional development opportunities, such as training and mentorship programs	54%
Opportunities for lateral movement	52%
Cash bonuses	48%
Relocation opportunities	29%
Clear communication around advancement or career progression	28%
Corporate perks and benefits	27%
Travel opportunities	26%
Career planning resources	21%
None of these	4%

22 WHAT PERCENTAGE OF YOUR EMPLOYEES CURRENTLY HAVE A FLEXIBLE WORK SCHEDULE?

	Total
0%	14%
1-24%	51%
25-49%	16%
50-74%	10%
75-99%	8%
100%	1%
Average	23%