



2014 Performance Management Survey

Workplace Attitudes Regarding Performance Management Process

EXECUTIVE SUMMARY

The majority of respondents (96%) indicated that their employer has some kind of employee review process in place. Despite this, many of the individuals expressed frustrations on how effective this practice is in regards to overall employee development.

While nearly one-third of the reviews (27%) takes place only once a year, many who responded said that they actually desired more frequent feedback in order to remain connected to their company's objectives.

KEY AREAS OF OPPORTUNITY:

Effectiveness of Performance Review Process:

- 22% of employees don't understand how their job relates to the performance management process
- 52% of respondents state the performance review process takes too long in terms of time and paperwork
- 32% of those surveyed say that feedback provided has little effect on their job performance (either due to the perception that the process is driven by HR or is part of the job)

Potential Use of Review to Retain Employees:

- 63% of respondents don't believe they will stay at their current job for their career.
- 48% of respondents indicated that they would stay at their present employer if they were made to feel appreciated by their managers and coworkers.

RECOMMENDATIONS

1. Provide employee feedback more frequently than once a year
2. Engage team in value of performance management process, incorporating employee development and training in part of review.
3. Use reviews as a means to express appreciation for personnel to help with staff retention.

PARTICIPANTS

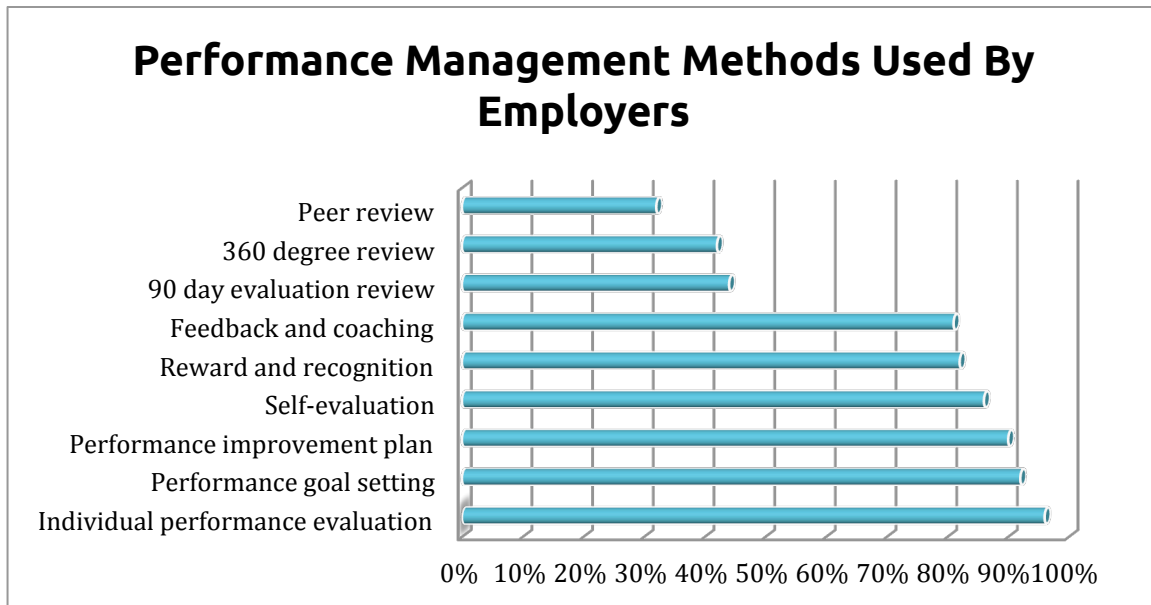
Participant sample included 2,800 employed professionals. 800 respondents identified themselves in a supervisory role. In terms of tenure, the majority (72%) have been employed a minimum of 3 years at their present company.

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SURVEY RESULTS

How long have you been at your current job?

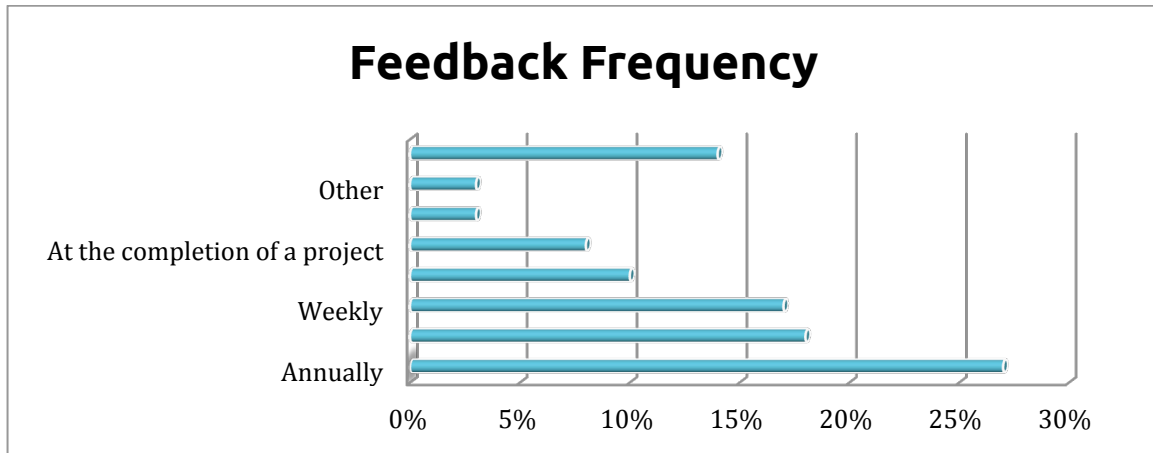
1. Less than six months (2%)
2. 6 months – 1 year (5%)
3. 1–3 years (21%)
4. 3-5 years (36%)
5. 5-10 years (24%)
6. 10+ years (12%)



Which activities does your employer use for performance management and review (select all that apply)?

1. Individual performance evaluation (96%)
2. Performance goal setting (92%)
3. Performance improvement plan (90%)
4. Self-evaluation (86%)
5. Reward and recognition (82%)

6. Feedback and coaching (81%)
7. 90 day evaluation review (44%)
8. 360 degree review (42%)
9. Peer review (32%)



Describe the frequency that you receive feedback on your job performance from your manager or employer (select one):

1. Annually (27%)
2. Quarterly (18%)
3. Weekly (17%)
4. Monthly (10%)
5. At the completion of a project (8%)
6. Daily (3%)
7. Other (3%)
8. Never (14%)

How does your job relate to the performance management process (select all that apply)?

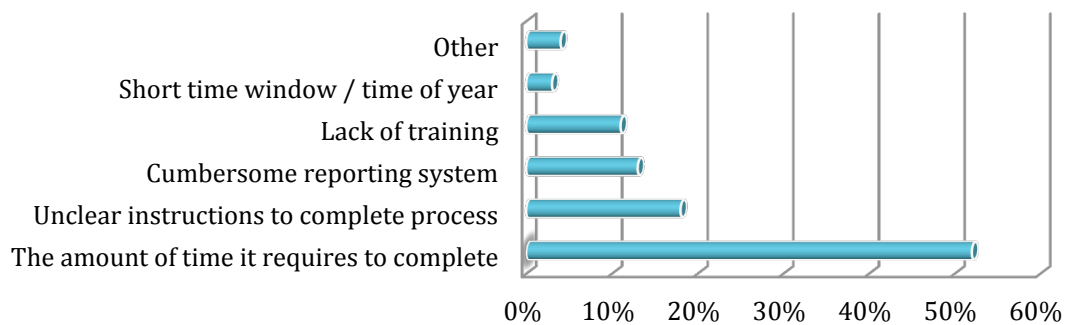
1. My performance goals are aligned with my department's objectives (48%)
2. My performance goals are aligned with my company's objectives (42%)

3. I clearly understand how my job contributes to my company's mission (39%)
4. I have been given clear and useful feedback from my manager (37%)
5. I have established career goals with my manager (23%)
6. I have received performance management training (16%)
7. None of the above (22%)

The performance review process (select all that apply):

1. Provides me an opportunity to improve my performance (42%)
2. Develops goals and objectives for my job (34%)
3. Helps me succeed in my role (26%)
4. Provides an opportunity to discuss raises or bonuses (19%)
5. Provides actionable information for me to improve (18%)
6. Other (5%)
7. I have not yet experienced the performance review process (6%)
8. My employer doesn't have a performance review process (15%)

Biggest Performance Review Challenge



The biggest challenge in the performance review process is (select one):

1. The amount of time it requires to complete the paperwork (52%)
2. Unclear instructions to complete process (18%)
3. Cumbersome reporting system (13%)
4. Lack of training (11%)
5. Short time window / time of year (3%)
6. Other (4%)

Which sentence best describes your company's performance review process (select one)?

1. The process is a crucial part of my job performance and I highly value it. (15%)
2. The process is beneficial to both managers and employees and provides actionable feedback for the employee to improve performance. (22%)
3. The process is driven by the human resources department and has little to no impact on my job. (17%)
4. The process is only useful with low performing employees. (13%)
5. The process is part of the job and has little to no impact on my job. (15%)
6. None of the above (3%)
7. My employer doesn't have a performance review process. (15%)

I plan to stay at my current job:

1. Less than 6 months (4%)
2. 6-12 months (6%)
3. 1-3 years (12%)
4. 3-5 years (8%)
5. More than 5 years, but not long-term (21%)
6. I plan to stay at my employer for my entire career (37%)
7. I don't know (12%)

What would cause you to stay at a job for the long-term? (Freeform Answers)

1. Feeling appreciated by my coworkers and manager (48%)
2. A manager I enjoy working for (55%)
3. Opportunity for career advancement (46%)
4. Learning and development opportunities (34%)
5. Regular performance feedback (44%)
6. Regular salary increases or bonuses (62%)
7. Liking and respecting my coworkers (40%)
8. Feeling accomplished at work (35%)
9. Connecting to the mission of my job (15%)
10. Other (8%)