



Performance Evaluation Practices Survey

WorldatWork and a team of researchers led by Jasmijn Bol, Ph.D., of Tulane University are conducting this survey to gather information about contemporary performance evaluation practices.

Your participation will help build the body of knowledge associated with practices in performance evaluation and allow you to compare important information about the prevalence and features of these programs with other organizations.

This survey is designed to take no more than 15 minutes. All responses will be confidential and only reported in aggregate.

Instructions: If you would like to change or revisit a previous question, please use the “Back” button provided in the survey. If you are not sure how to answer a question, please leave the question blank. If you need to leave the survey and resume at a later time, simply close the browser window and the question you left off with will be reopened when you return. Questions and answers cannot be revisited or changed after the questionnaire is submitted (“Submit Responses” button at the end of the survey). Survey responses will only be accepted through this online data collection method. Faxed or mailed submissions will not be accepted. Please note that questions may skip based on previous answers that are not detailed in this PDF version of the survey. Therefore, you may spend time reviewing questions that you will not see in the online version of the survey due to previous answers submitted.

Thank you for your interest and participation in the “Contemporary Performance Evaluation Practices Survey.”

Q1 The following questions relate to your company's performance evaluation process.

To what extent are each of the following objectives important to your company's ...

	... value creation?		... performance evaluation process?	
	Not at all	To a large extent	Not at all	To a large extent
Creating and developing human capital	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attracting, retaining and motivating employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing workforce diversity and inclusion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clarifying employees' strategic roles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting company's core values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2 To what extent does your company's performance evaluation process ...

	Not at all							To a large extent
... reflect the company's guiding principles/core values?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... rely on technology solutions? (e.g., apps)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... create employee complaints about fairness?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... incorporate consultants' recommendations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The remainder of this questionnaire relates to the performance evaluation process for your company's **largest core group of mid-level employees** who:

- Are critical to the creation of the company's products and/or services
- Share similar characteristics
- Are formally assessed using the same performance evaluation process
- Receive a performance rating

Examples are:

- **Manufacturing:** plant managers; corporate professionals (e.g., supply chain, marketing, accounting, & R&D)
- **Distributor:** corporate professionals
- **Retail:** store managers; district managers; corporate professionals
- **Professional services:** professionals providing the services (e.g., consultants in a consulting firm, auditor in an accounting firm)
- **Financial services:** branch managers; corporate professionals

Please use this core group of employees as your reference in responding to the questions in the remainder of the survey.

Q3 Please briefly describe the group you chose:

Q4 Please rate your overall satisfaction with the performance evaluation process for the group you chose.

Highly dissatisfied

Highly satisfied

Q5 For the group that you chose, to what extent is your performance evaluation process effective at:

	Not at all					To a large extent	This is not an objective of our performance evaluation process
Increasing consistency of performance evaluations across supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitating timely and high-quality feedback to employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing performance information for compensation and personnel decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing perceptions of fairness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mitigating bias in performance assessments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing transparency in the performance evaluation process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing employee performance information for talent management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Facilitating
appropriate
job
assignments
(e.g., project
staffing)

Creating
employee
buy-in for
promotion
decisions

Identifying
promotion
candidates

Q6 We are interested in your company's use of **calibration committees** for your chosen core group of employees.

Calibration committees are groups formed for the purpose of "calibrating" (i.e., discussing, justifying and potentially adjusting) performance assessments.

Calibration committees convene to calibrate supervisors' assessments of their direct reports, and adjust (either up or down), where necessary, before final performance assessments are disseminated to employees and/or used in other decisions (e.g., promotions, bonuses).

These committees may have a different name in your company (e.g., performance review committees).

Does your company use calibration committees for the chosen core group of employees?

Yes

No

Display This Question:

If We are interested in your company's use of calibration committees for your chosen core group of e... = Yes

Q6a How does your organization refer to these committees?

Calibration committees

Other _____

The following questions will ask about your company's use of **calibration committees**. Recall that calibration committees are groups formed for the purpose of "calibrating" (i.e., discussing, justifying and potentially adjusting) performance assessments.

Q7 To what extent are your calibration committees effective at:

	Not at all						To a large extent	This is not an objective of our calibration committees
Increasing consistency of performance evaluations across supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitating timely and high-quality feedback to employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing performance information for compensation and personnel decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing perceptions of fairness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mitigating bias in performance evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing transparency in the performance evaluation process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing employee performance information for talent management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Facilitating appropriate job assignments (e.g., project staffing)

Creating employee buy-in for promotion decisions

Identifying promotion candidates

Q8 Typically, how many assessments are discussed/reviewed by a given calibration committee each evaluation period?

▼ 1 to 5 ... 250 or more

Q9 Approximately how many members are on a calibration committee on average?

▼ 3 or less ... 50 or more

Q10 Who serves on the calibration committee? (Please check all that apply)

- Top management (e.g., partners in professional service firms; C-Suite)
- Higher level management (above the employee's direct supervisor)
- The employees' direct supervisors (i.e., the providers of the initial assessments)
- Peers of the employees' direct supervisors
- HR representative(s)

Q11 For approximately how many years has your company used a rating calibration process?

▼ Less than 1 ... 10 or more

Q12 To what extent is there commitment to aim for diversity (e.g., gender, ethnic) in the composition of the calibration committee?

- Not at all
-
-
-
-
-
-
- To a large extent

Q13 To what extent does the composition of the calibration committees change over time?

- Typically, no rotation of members over time
-
-
- Some members exchanged
-
-
- Typically, full rotation of members over time

Q14 In which ways does the supervisor communicate the information regarding his or her employees' performance to the calibration committee? (Please check all that apply)

- Formally submits the initial rating to the committee prior to the committee meeting
- Formally submits written justification to the committee prior to the committee meeting
- Informally proposes an initial rating during the committee meeting
- Provides verbal justification of the formal rating during the committee meeting

Q15 Is the composition of the calibration committee (i.e., names of members) public knowledge within the group of employees being evaluated?

- Yes
- No

Q16 What is your company's policy about the communication of initial performance assessments (prior to calibration) to employees? (Please choose the most appropriate answer)

▼ Our policy is that the initial assessment is not communicated ... We have no policy (direct supervisors decide)

Q17 Which of the following tasks are delegated to the calibration committee? (Please check all that apply)

- Arrive at a final assessment for each employee, including potential adjustments to supervisors' initial assessments
- Achieve a desired distribution of final assessments
- Determine bonus compensation for employees
- Determine salary increases for employees
- Make promotion decisions about employees
- Identify candidates for high-potential program

Identify candidates for remediation program

Q18 As a result of the calibration process, approximately what percentage of assessments on average get:

(e.g., enter '45' to indicate '45%'; leave blank if unknown or untracked)

Adjusted upward	
Adjusted downward	
Not adjusted	

We are also interested in your company's use of **alternative raters** for your chosen core group of employees.

Alternative raters are individuals who provide formal feedback about an employee's performance other than the employees' direct supervisor. This feedback is formally collected in a structured way (not informally collected on an ad hoc basis), and incorporated into the employees' performance rating and/or used in other decisions (e.g., promotions or bonuses).

Q19 Which statements describe your company's use of alternative raters for the chosen core group? (Please check all that apply)

	Used as alternative raters for the chosen core group?	Estimate the number of each type of alternative rater used for each employee assessment. (Leave blank if unknown)

Employees' peers	<input type="checkbox"/>	
Employees' direct reports	<input type="checkbox"/>	
Employees' self-assessments	<input type="checkbox"/>	
Customers	<input type="checkbox"/>	
Managers above the direct supervisor	<input type="checkbox"/>	
Managers who are the direct supervisor's peers (e.g., project managers)	<input type="checkbox"/>	
Suppliers	<input type="checkbox"/>	
We do not use alternative raters	<input type="checkbox"/>	

The following questions refer to your company's use of **alternative raters**. Recall that alternative raters are individuals who provide formal feedback about an employee's performance other than the employees' direct supervisor.

Q20 To what extent is your company's use of alternative rater feedback effective at:

	Not at all						To a large extent	This is not an objective of our alternative rater feedback
Increasing consistency of performance evaluations across supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitating timely and high-quality feedback to employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing performance information for compensation and personnel decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing perceptions of fairness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mitigating bias in performance assessments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing transparency in the performance evaluation process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing employee performance information for talent management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Facilitating appropriate job assignments (e.g., project staffing)

Creating employee buy-in for promotion decisions

Identifying promotion candidates

Q21 Who selects an employee's alternative raters? (Please choose the most appropriate answer)

- The supervisor
- The employee
- The supervisor with the employee's suggestions
- The supervisor and the employee jointly
- Other _____

Q22 To what extent is providing formal performance feedback voluntary for alternative raters?

▼ Completely voluntary, with no follow up ... Mandatory, alternative raters must provide the requested formal feedback

Q23 What alternative raters' feedback do employees receive? (Please check all that apply)

- Verbatim feedback from each individual alternative rater
 - An aggregated summary of all alternative rater feedback
 - The direct supervisor decides what alternative rater feedback to provide
-

Q24 Are employees provided with the identities of the alternative raters?

- Yes, and employees can link alternative rater feedback to each identified rater
 - Yes, but employees cannot link alternative rater feedback to each identified rater
 - No, the identities of the alternative raters are not provided to employees
-

Q25 Are alternative raters asked to provide formal performance feedback on the same performance metrics as the direct supervisor?

▼ Yes, alternative raters use the same metrics ... No, alternative raters do not use metrics

Q26 Do alternative raters provide open-ended descriptive feedback (verbally or in writing)?

- Yes
 - No
-

Q27 Are direct supervisors supposed to determine their own employees' performance assessments before receiving formal performance feedback from alternative raters?

▼ Yes, and I feel confident that they do ... No, and there are no explicit guidelines on this

Q28 To what extent do supervisors have flexibility in how they incorporate alternative rater formal feedback into the employees' final performance assessments?

- No flexibility, it is incorporated through a fixed formula
-
-
-
-
-
- Complete flexibility, it is completely up to the supervisor how to incorporate it

Display This Question:

If To what extent do supervisors have flexibility in how they incorporate alternative rater formal f... = No flexibility, it is incorporated through a fixed formula

Q28a What percentage of the employee's total performance assessment is based on the assessments provided by the alternative raters?

Q29 Is multi-rater feedback used in any of the following performance-dependent decisions?
(Please check all that apply)

Compensation determination decisions

Promotion decisions

Talent management decisions

Performance remediation decisions (e.g., performance improvement plans)

Developmental purposes (e.g., training)

Q30 We would now like to ask you questions about the **characteristics of the core employee group** that you identified.

Approximately what percentage of your company's total employees are included in this group? (e.g., enter '45' to indicate '45%')

Q31 Approximately what is the average annual turnover percentage for this group of employees? (e.g., enter '45' to indicate '45%')

Turnover ratio formula = (total employee departures in the group)/(the number of employees in the group at year end)*100

Q32 For your chosen employee group, to what extent...

	Not at all						To a large extent
... are direct supervisors knowledgeable about employees' tasks?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... can direct supervisors observe employees' work behavior and/or interact with these employees at work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... do direct supervisors have access to financial measures of the most important actions that these employees perform?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... do direct supervisors have access to nonfinancial measures of the most important actions that these employees perform?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... do these employees compete for promotion opportunities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... do these employees compete for firm resources (e.g., project funding, additional staffing)?

... do these employees compete for bonuses and salary increases?

Q33 Approximately how frequently does the supervisor formally provide ...

	Weekly	Monthly	Quarterly	Semi-annually	Annually
... feedback to employees?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... a performance rating to employees?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q34 Does the company use a forced rating distribution (e.g., 10% of these employees must receive the lowest rating)?

Yes

No

Q35 Is there a possibility for these employees to receive either a salary increase and/or a bonus as an outcome of the performance evaluation process?

	Yes	No
A salary increase	<input type="radio"/>	<input type="radio"/>
A bonus	<input type="radio"/>	<input type="radio"/>

Display This Question:

If Is there a possibility for these employees to receive either a salary increase and/or a bonus as... = A bonus [Yes]

Q35a Does the company make use of a shared bonus pool? (i.e., a pre-determined pool of money committed by the company to be distributed among employees based on their performance)

Yes

No

Display This Question:

If Is there a possibility for these employees to receive either a salary increase and/or a bonus as... = A bonus [Yes]

Q35b How is the performance rating linked to the bonus determination? (Please choose the most appropriate answer)

▼ The performance rating directly determines the bonus (e.g., via a formula) ... The performance rating is not used as an input into the bonus determination

Q36 Approximately how many employees does each supervisor evaluate?

▼ 1 to 4 ... 100 or more

Q37 In general, to what extent do employees of the core group you identified ...

	Not at all						To a large extent
... frequently collaborate with others?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... work closely with their direct supervisor ?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... collaborate with a consistent group of other people?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... collaborate with lots of different groups of people?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... collaborate with a large group of people?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... receive performance assessments based on team performance ?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q38 The following question asks you to think broadly about your company's philosophy, principles, and practices. To what extent does your company's management team ...

	Not at all						To a large extent
... believe that competition can be healthy?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... require departments/teams to work together?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... worry about litigation risks related to its HR processes?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... expect employees to embody its guiding principles?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... assess potential employees' "fit" with the company's core values in hiring decisions?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... need employees to learn "on the job" skills to succeed?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... actively solicit employees' opinions on important decisions?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The final questions on this survey relate to your company, your job and your background.

D1 What is your company's sector?

- Private sector, publicly traded (stock ticker)
 - Private sector, privately held
 - Nonprofit/Not-for-profit (e.g., education/academic organizations, charitable organizations)
 - Government/Public sector (e.g., local, state, federal)
-

D2 How many employees does your company have?

▼ Fewer than 100 employees ... 100,000 or more employees

D3 What are your company's approximate annual revenues?

▼ Less than \$10 million ... More than \$500 million

D4 What is your expectation of your company's revenue growth for the next five years?

Significant decline

No change

Significant increase

D5 How would you best describe your company's primary industry? (Please choose the most appropriate answer)

- Agriculture, Forestry, Fishing and Hunting
- Mining, Quarrying, and Oil and Gas Extraction
- Utilities
- Construction
- Chemical Manufacturing (includes Pharmaceuticals)
- Computer and Electronic Product Manufacturing
- All Other Manufacturing
- Wholesale Trade
- Retail Trade
- Transportation and Warehousing
- Information (includes Publishing, IT Technologies, etc.)
- Finance and Insurance
- Real Estate and Rental and Leasing
- Consulting, Professional, Scientific and Technical Services
- Management of Companies and Enterprises
- Administrative and Support and Waste Management and Remediation Services
- Educational Services
- Health Care and Social Assistance
- Arts, Entertainment, and Recreation

- Accommodation and Food Services
- Other Services (except Public Administration)

D6 How would you best describe your company's locations? (Please choose the most appropriate answer)

▼ Single location ... Locations in multiple countries

D7 How would you best describe the diversity of your company's products or services?

- Not at all diverse (e.g., single, standardized product/service)
 -
 -
 -
 -
 -
 - Highly diverse (e.g., many products/services, customized products/services)
-

D8 How would you best describe your company's primary competitive advantage?

▼ Low cost leader (we compete primarily on low price) ... Product service differentiation (we complete primarily with a superior/unique product or service)

D9 To what extent has your company experienced any profound changes to its operations within the past 48 months (e.g., resulting from major acquisitions, entering/abandoning markets)?

- Not at all
 -
 -
 -
 -
 -
 - To a large extent
-

D10 What is your current job title?

- HR Assistant/Intern - Performs lower level, repetitive HR tasks
 - HR Specialist/Generalist/Administrator - Performs tasks within a range of focus areas and of varying complexity
 - HR Manager/Director - Manages HR department staff and accomplishes high level HR activities
 - HR Executive/VP - A top level HR position; makes decisions at high levels with significant impact to the organization
 - Other
-

D11 How many years of job experience do you have in your current position?

▼ Less than 1 ... 35 or more

D12 How many years of job experience do you have at your current employer?

▼ Less than 1 ... 35 or more

D13 Please rate your level of familiarity with and knowledge about your company's performance evaluation practices that we asked you about in this questionnaire.

	0 - Low familiarity	1	2	3	4	5	6	7	8	9	10 - High familiarity
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

D14 Please provide your company name and indicate whether your company should be included in the participant list. (We will not publish individual respondent names; we will publish company names only.)

	Include company in participant list?	
	Yes	No
Company Name	<input type="radio"/>	<input type="radio"/>

D15 In exchange for your participation, we'll email you the results before releasing them to the rest of the WorldatWork membership. The research team at Tulane University appreciates the opportunity to collaborate with companies to examine relevant and timely topics. If you would be willing to share your insights or discuss potential collaboration, please provide your email below and a member of the research team will contact you.

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