

WorldatWork Research Report: Performance Management and Rewards 2017

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Many organizations are evaluating the design and effectiveness of their performance management programs and are assessing the ripple effects of any changes on Recognition Programs. This June 2017 survey, conducted by WorldatWork with underwriting support from [Globoforce](#), was intended to identify current performance management practices. It also gathered data on how organizations are rewarding for performance in context of how performance management may be changing in their organization.



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Executive Summary

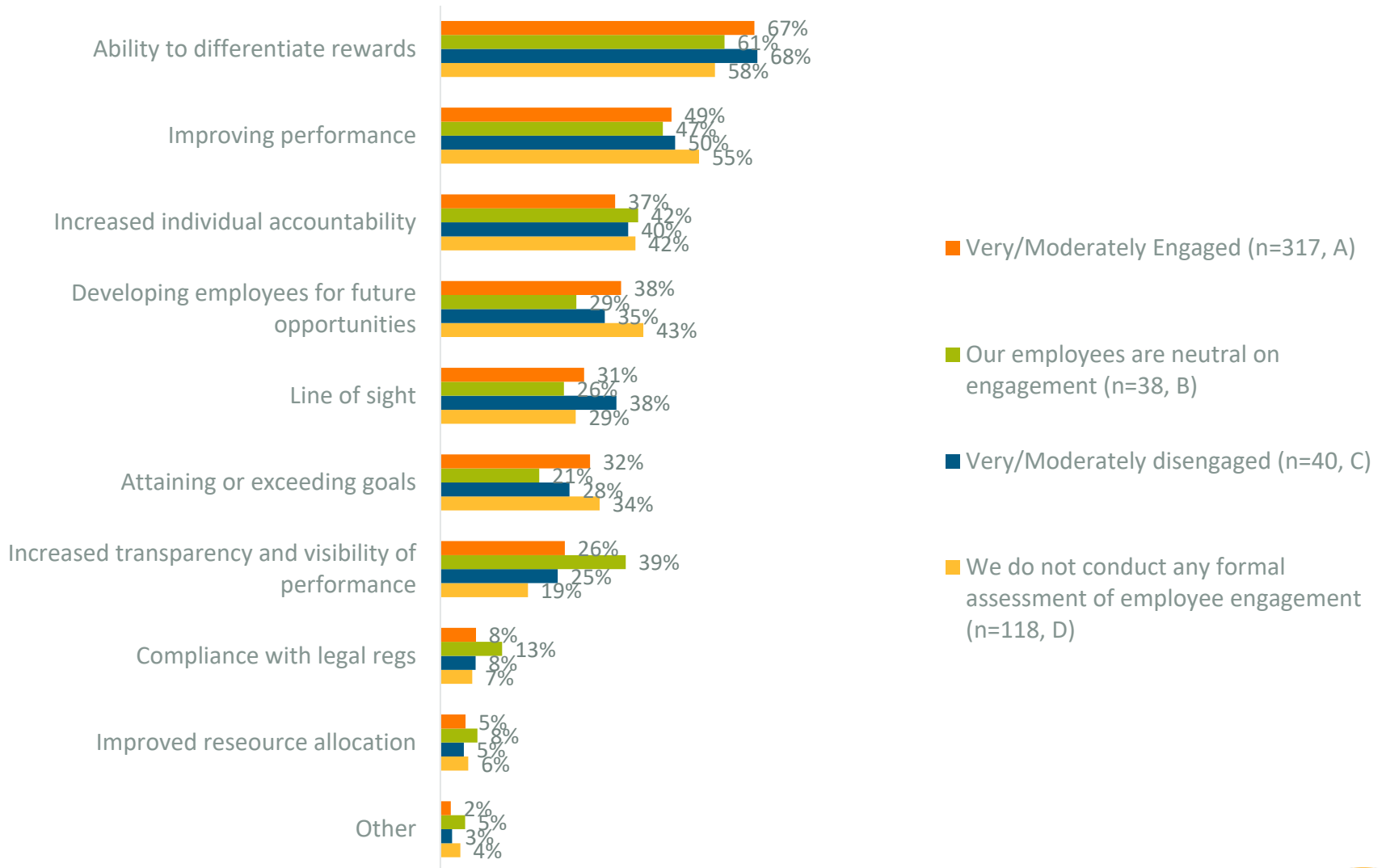
- Differentiating rewards is the key goal of performance management programs; however, there is little differentiation of awards other than for base pay and cash bonuses.
- Despite murmurings in the field, most organizations continue to use formal performance appraisals and ratings and have no plans to drop them in the future.
 - Annual reviews are still the most-commonly used format, and two-thirds of organizations utilize third-party platforms to facilitate their reviews.
 - Rating systems tend to have five categories and skew toward higher ratings.
- Frequent check-ins are also common, with 44% of organizations currently using them.
 - They're typically not required, and can be initiated by either managers or employees. 42% of organizations don't document them.
 - "Frequent" is a loose term—the majority of these check-ins occur quarterly or less often.
- About half of responding organizations calibrate their performance management programs among leadership.
 - Typically 2 levels of leadership calibrate fewer than 50 employees per session.



Top Goals of Performance Management Programs (Select 3)



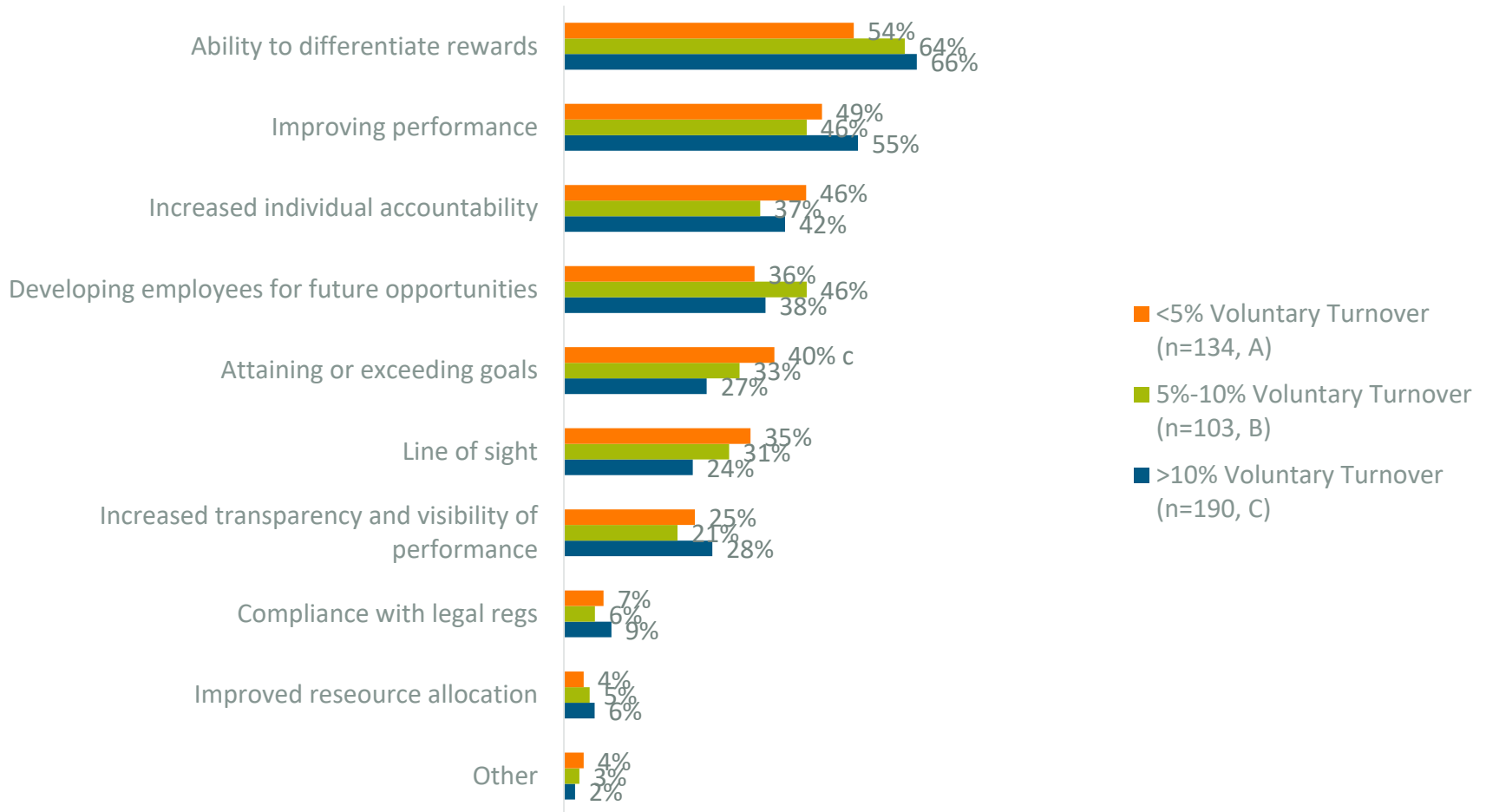
Top Goals of Performance Management by Employee Engagement



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



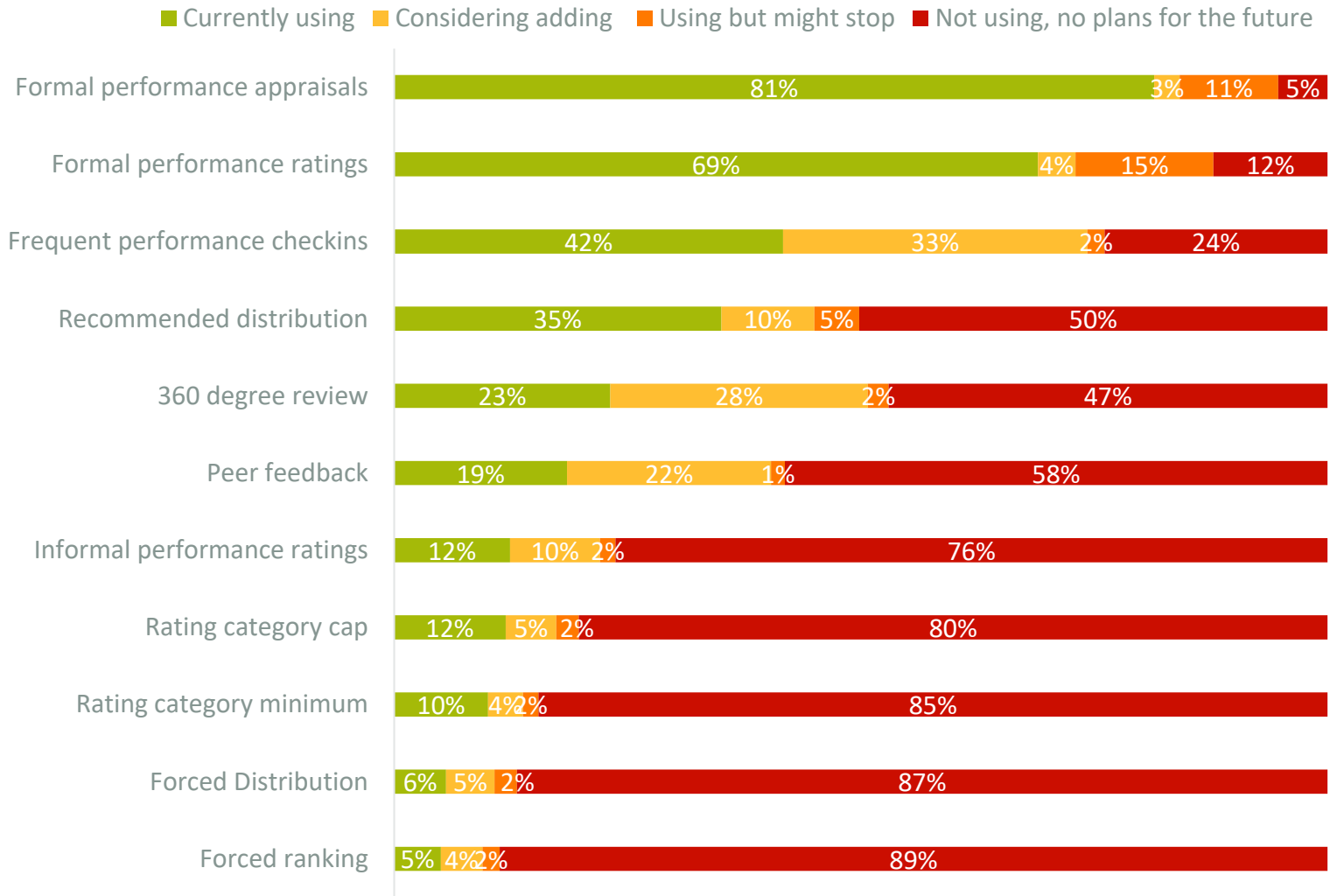
Top Goals of Performance Management Program by Voluntary Turnover Rate



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)

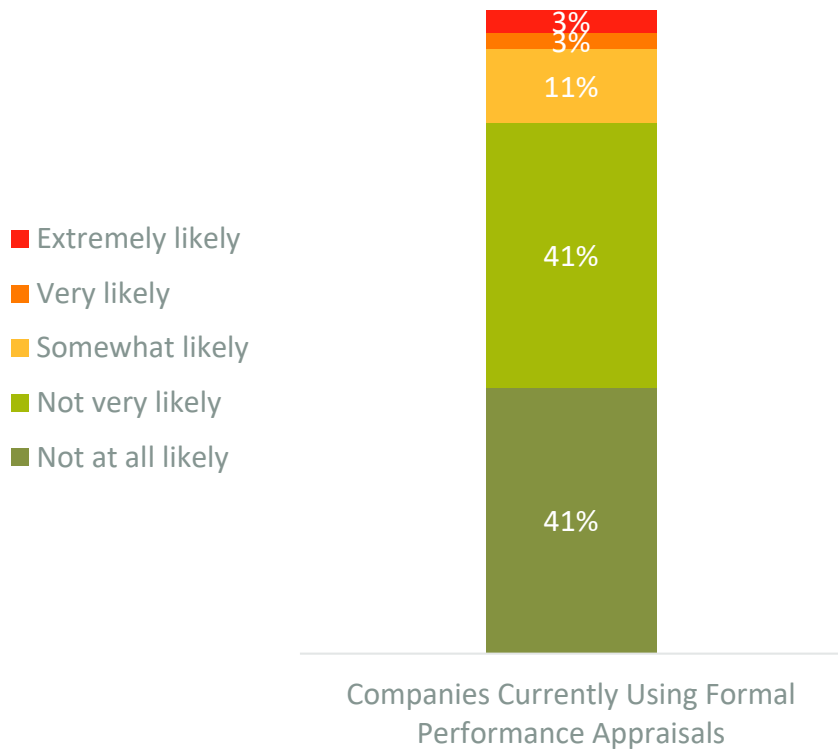


Performance Management Practices

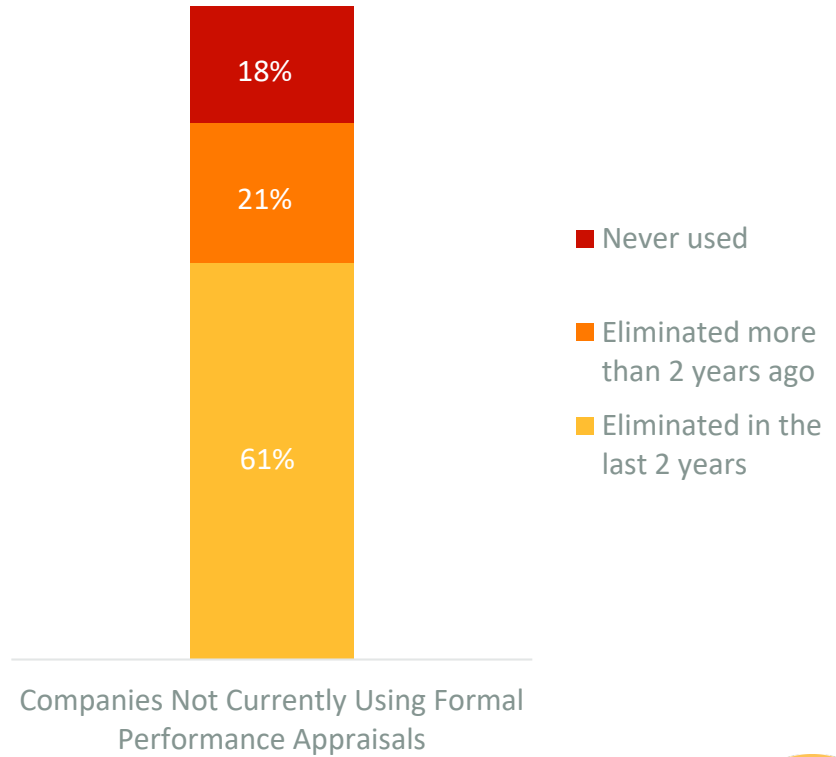


Elimination of Formal Performance Appraisals

Likelihood to Eliminate in the Next Two Years



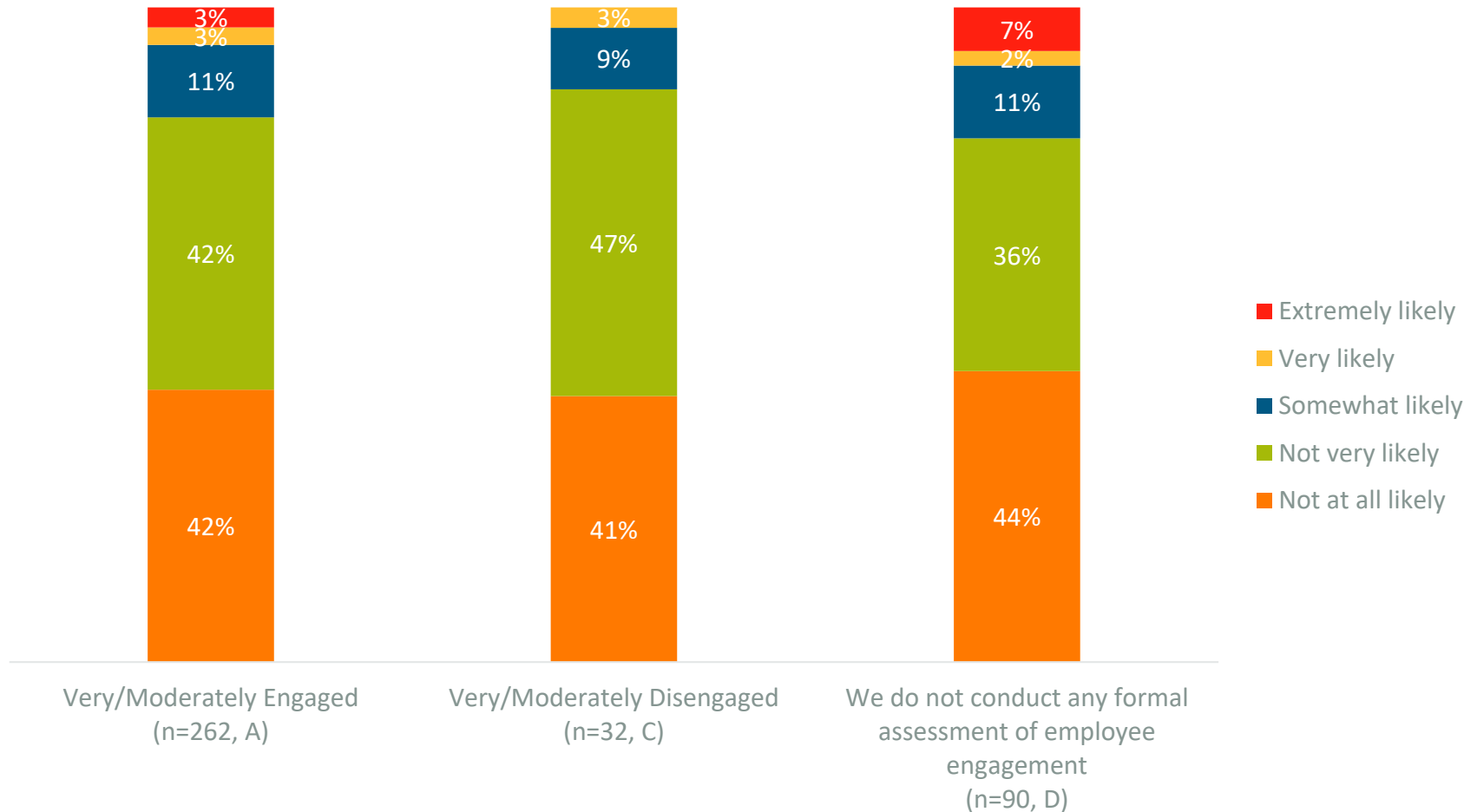
Elimination in the Last Two Years



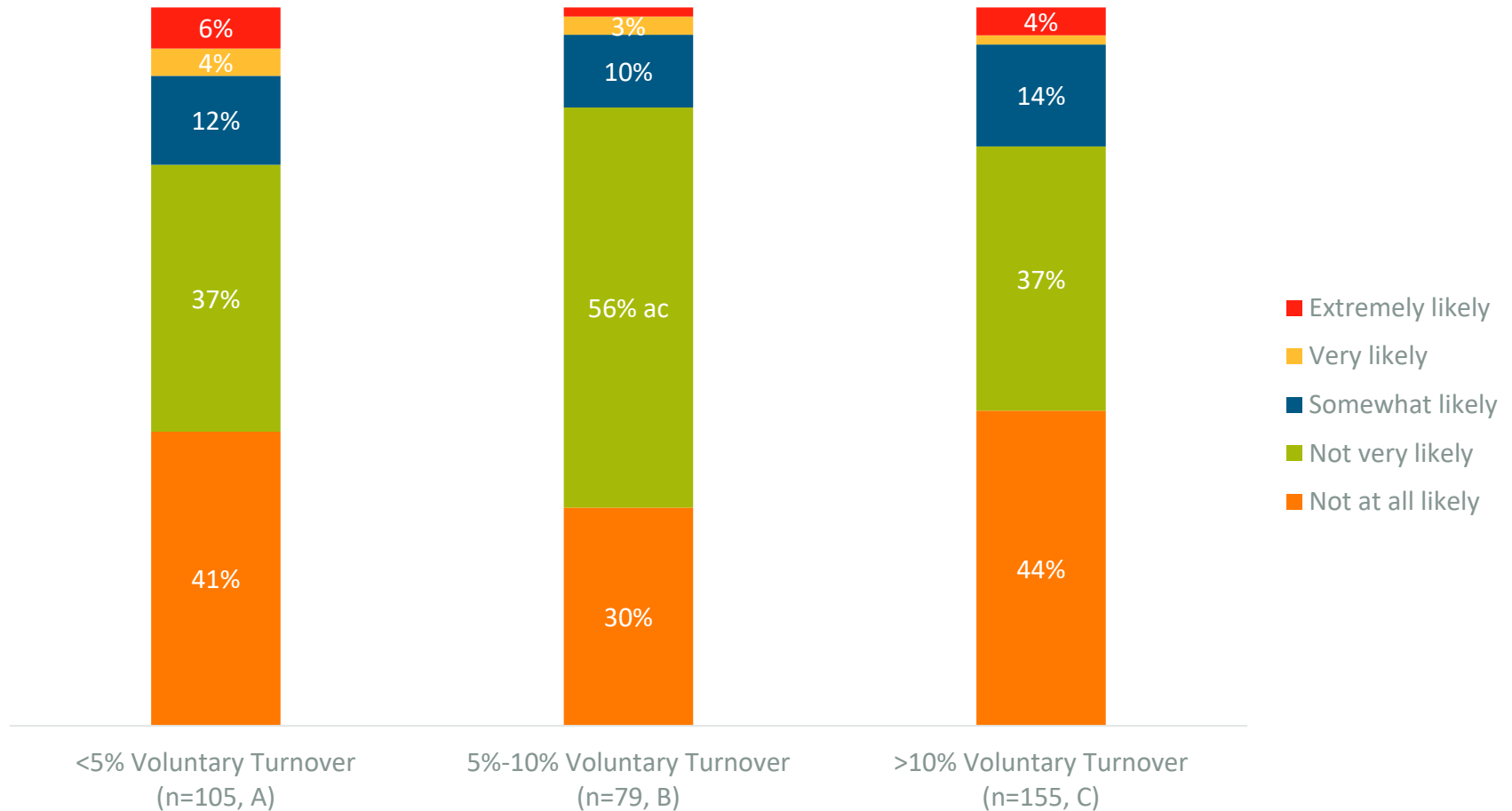
n = 433; Likelihood to eliminate
n = 61; % Eliminated in last 2 years



Likelihood to Eliminate Formal Performance Appraisals in the Next Two Years by Employee Engagement



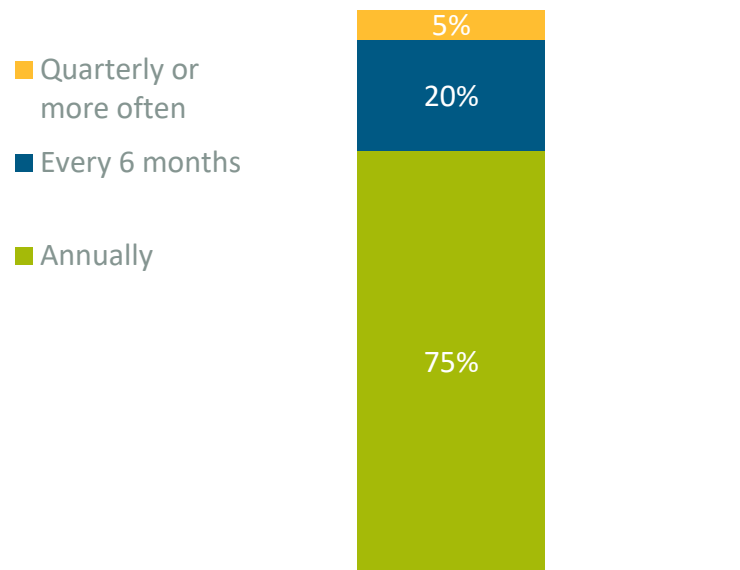
Likelihood to Eliminate Formal Performance Appraisals in the Next Two Years by Voluntary Turnover Rate



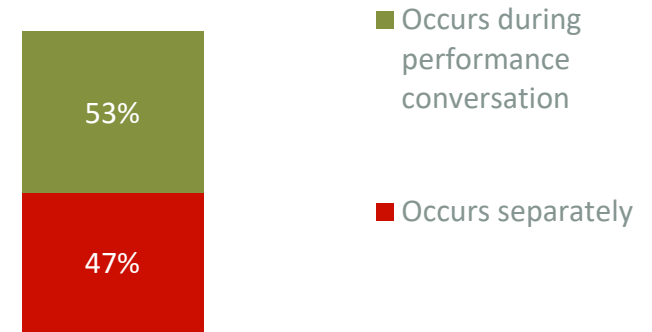
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



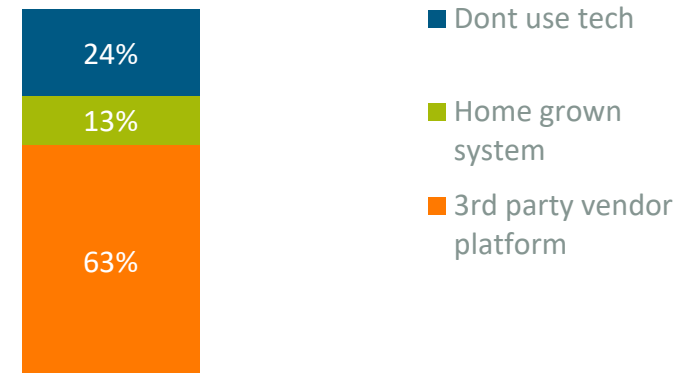
Frequency of Formal Performance Appraisals



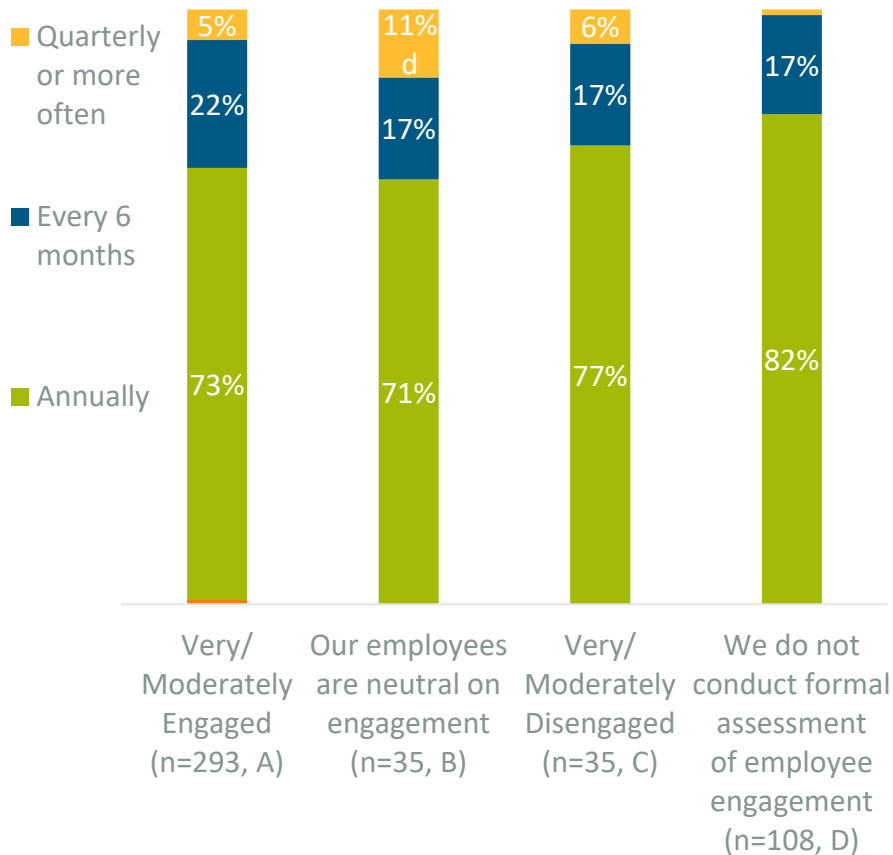
Reward Conversations Timing



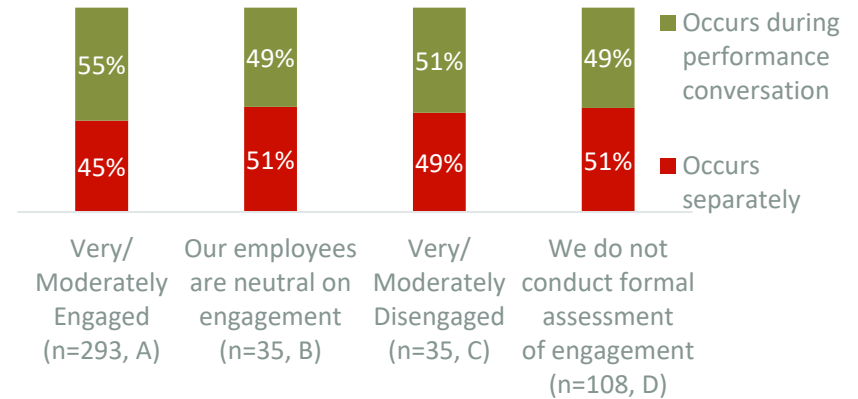
Use of Technology for Performance Reviews



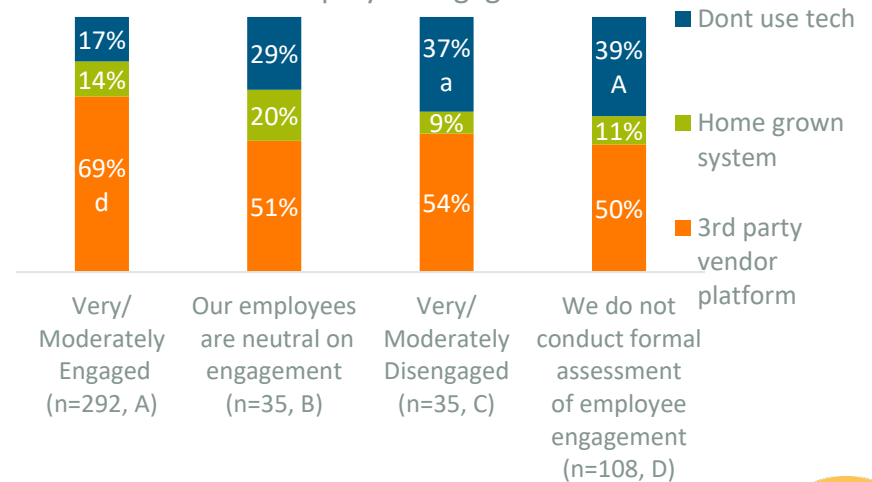
Frequency of Formal Performance Appraisals by Employee Engagement



Reward Conversations Occur During Performance Reviews by Employee Engagement



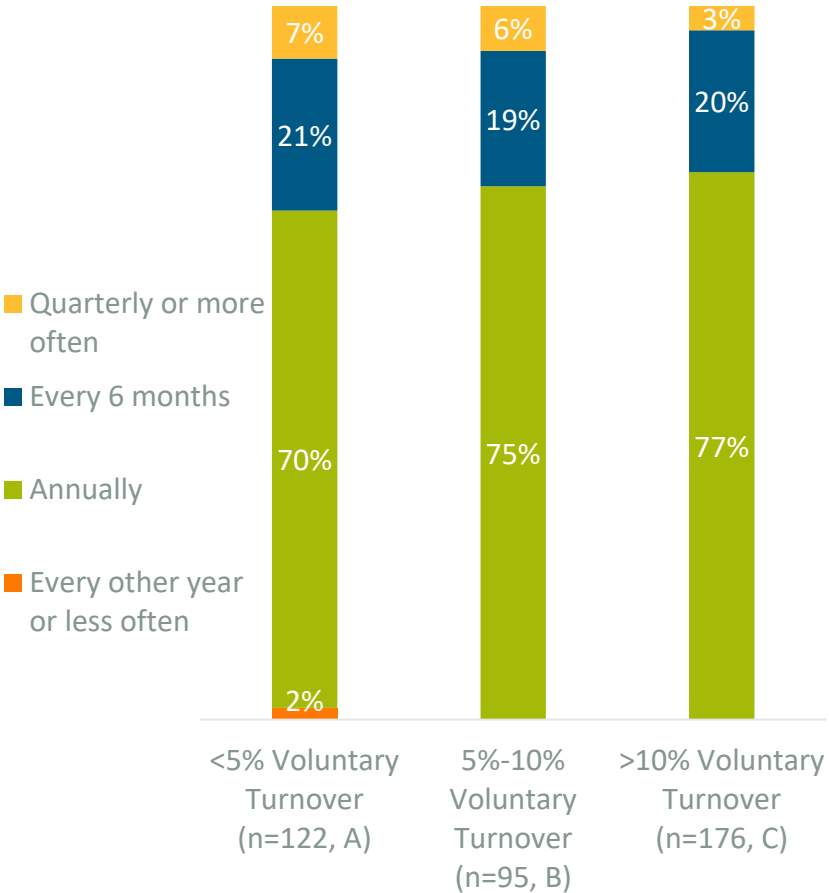
Use of Technology for Performance Reviews by Employee Engagement



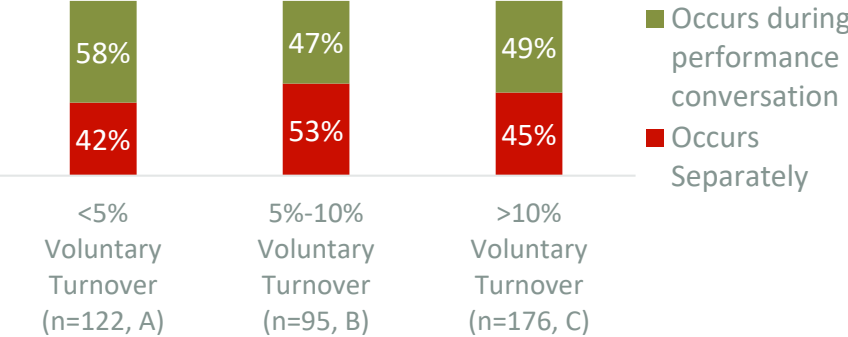
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



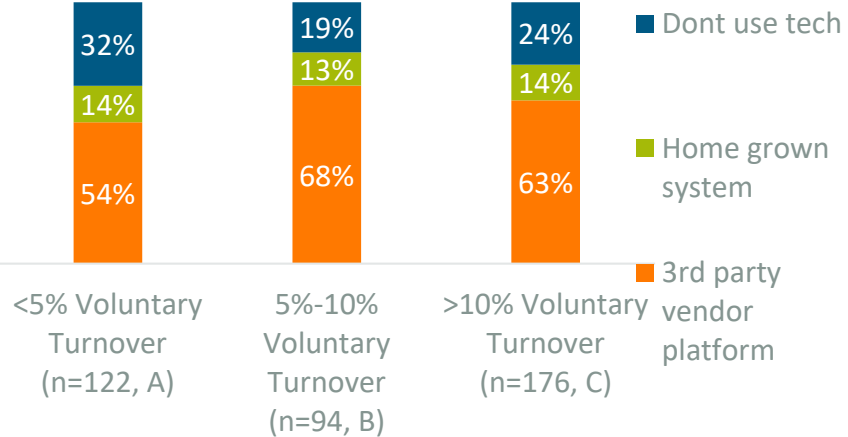
Frequency of Formal Performance Appraisals by Voluntary Turnover Rate



Reward Conversation Timing by Voluntary Turnover Rate



Use of Technology for Performance Reviews by Voluntary Turnover Rate

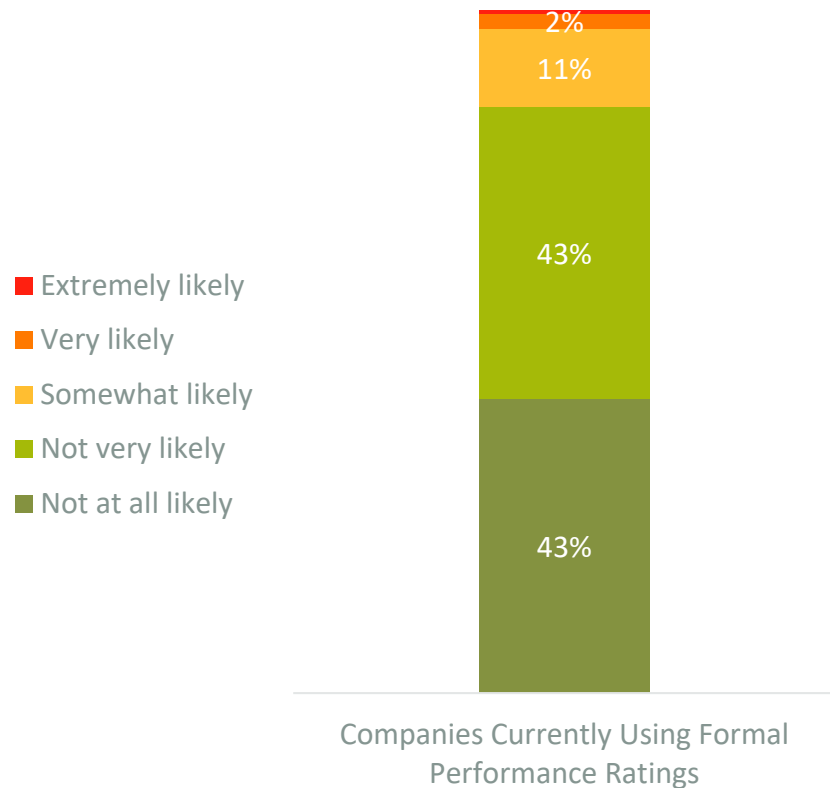


Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)

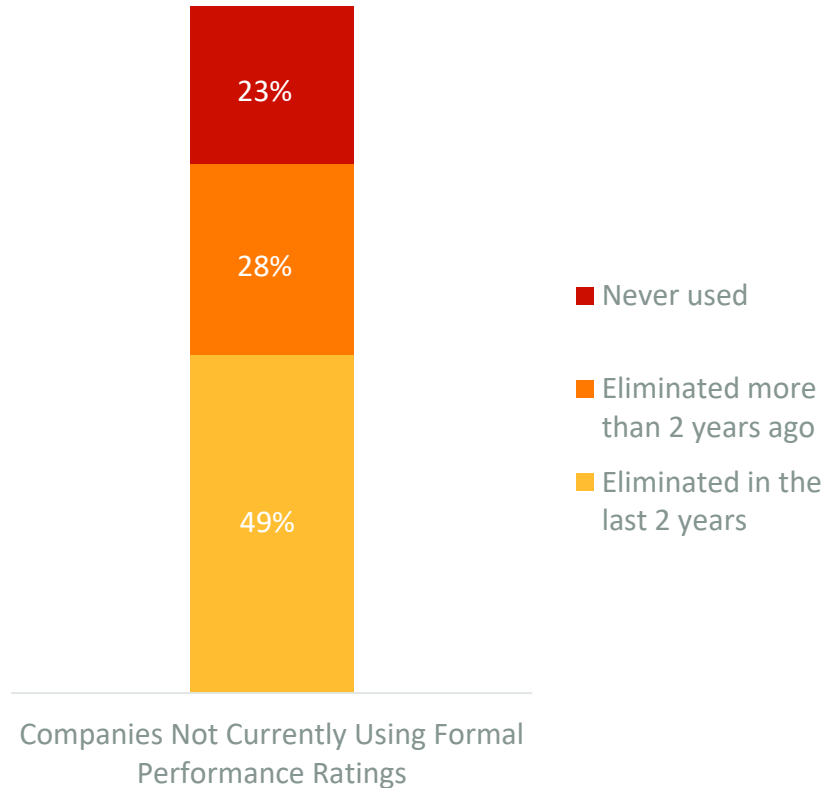


Elimination of Formal Performance Ratings

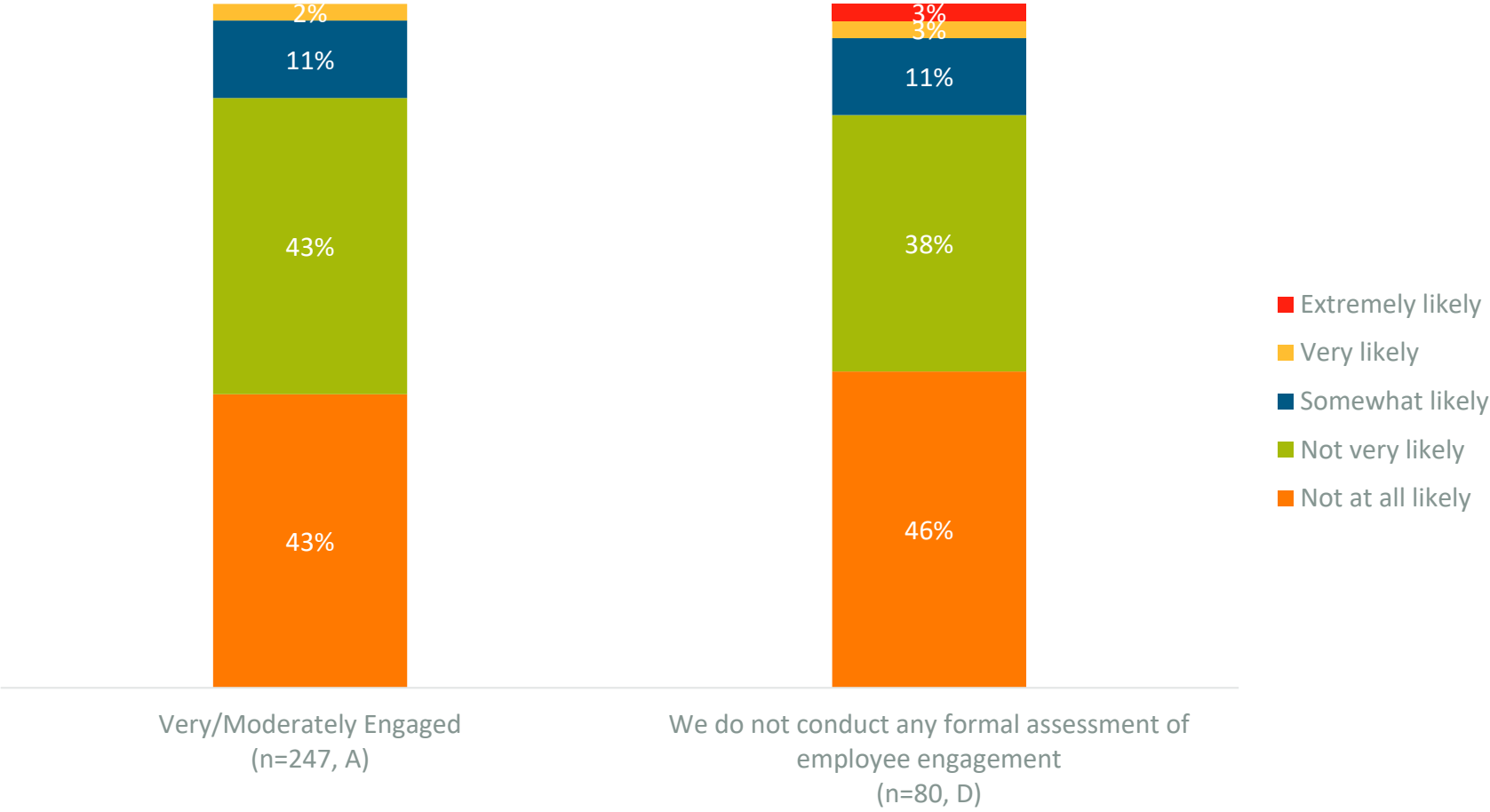
Likelihood to Eliminate in the Next Two Years



Elimination in the Last two Years



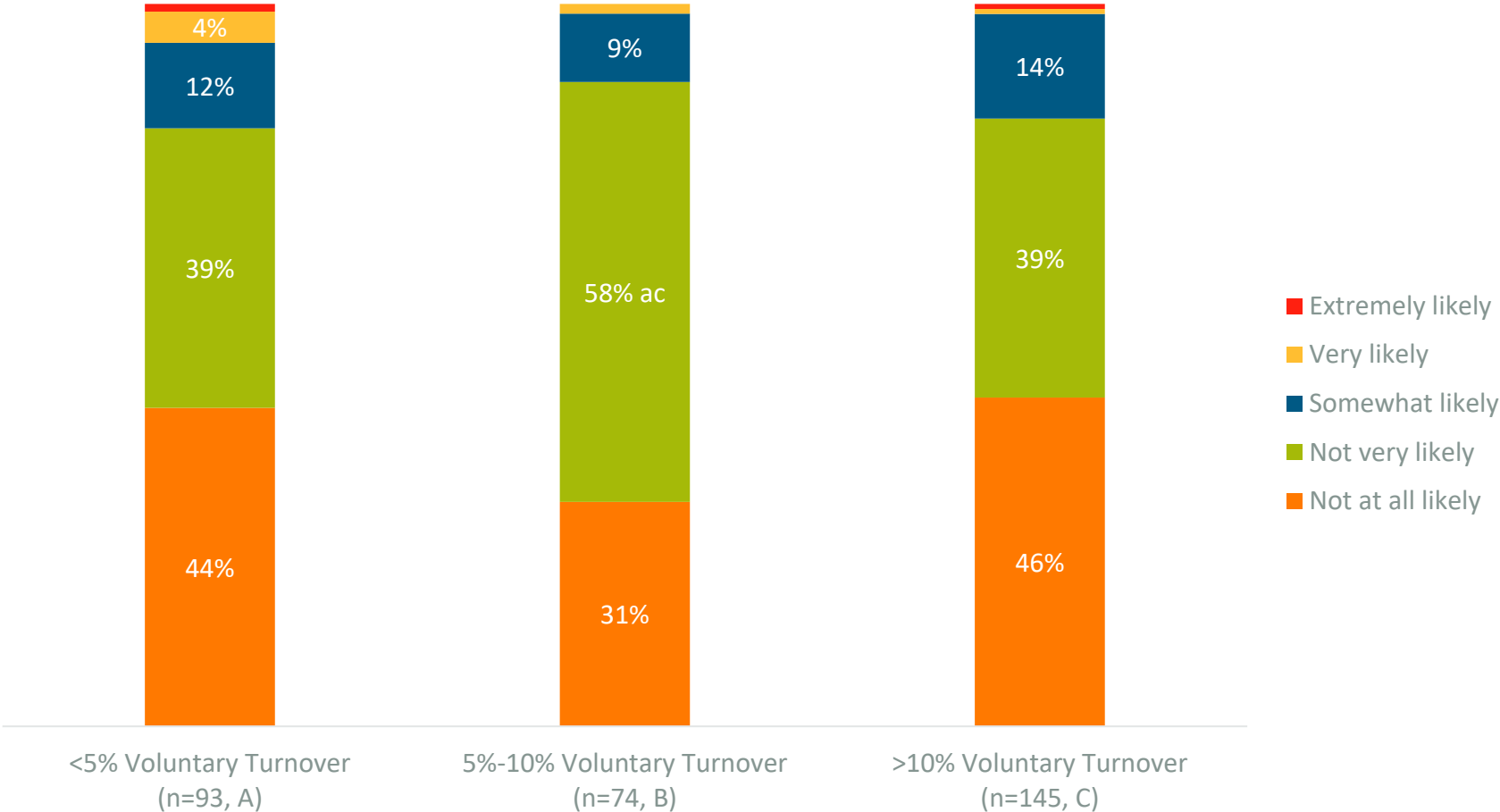
Likelihood to Eliminate Formal Performance Ratings in the Next Two Years by Employee Engagement



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



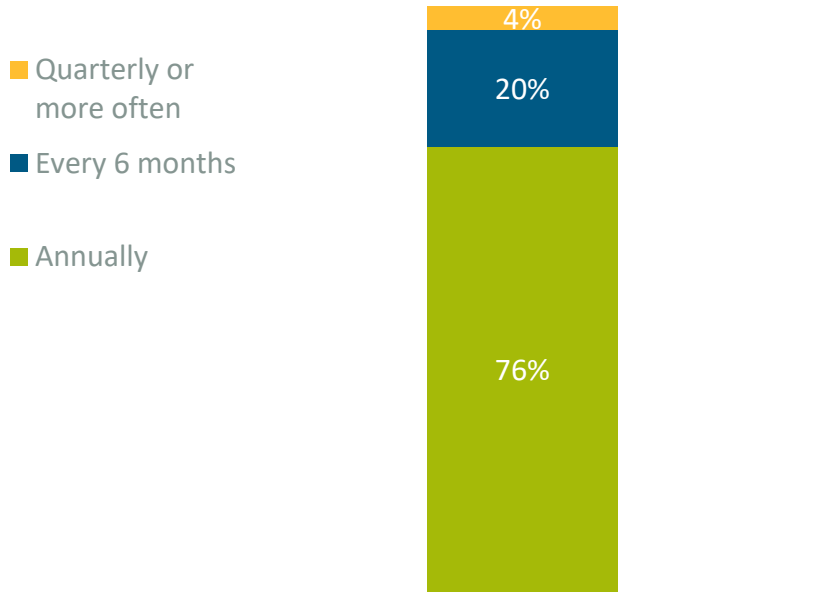
Likelihood to Eliminate Formal Performance Ratings in the Next Two Years by Voluntary Turnover Rate



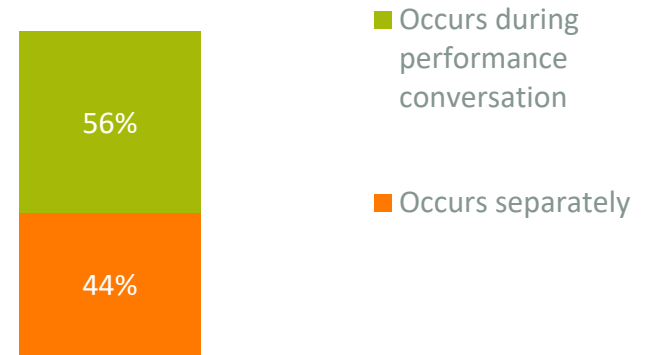
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



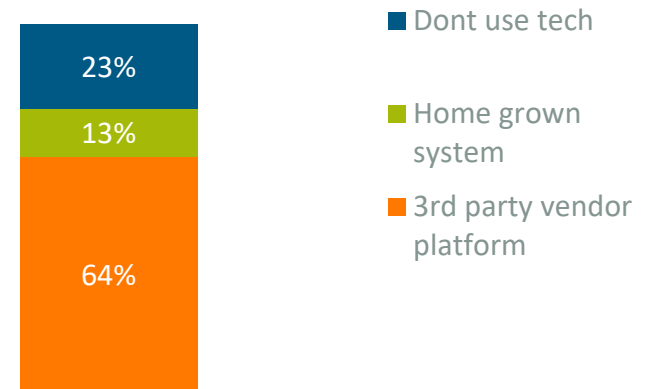
Frequency of Formal Performance Appraisals



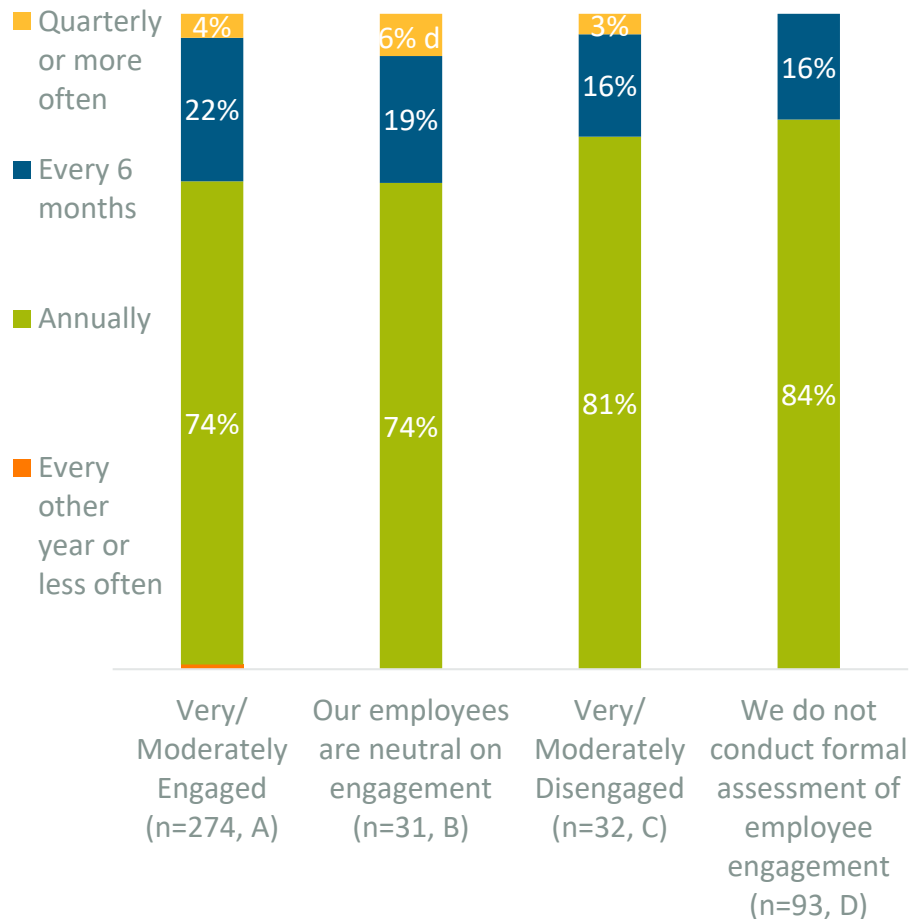
Reward Conversations Timing



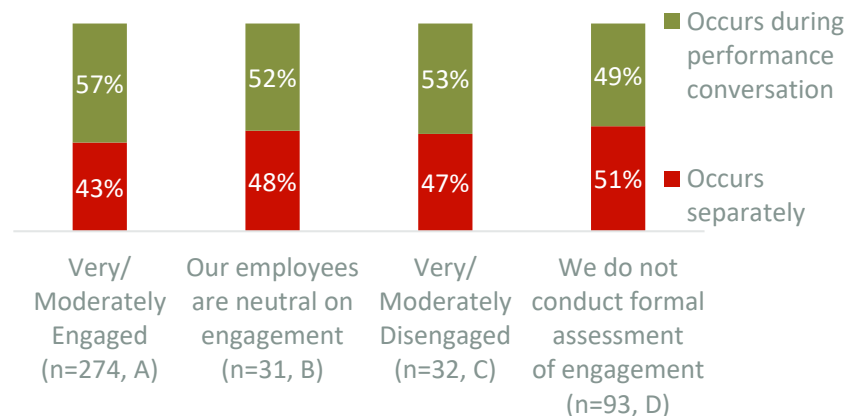
Use of Technology for Performance Reviews



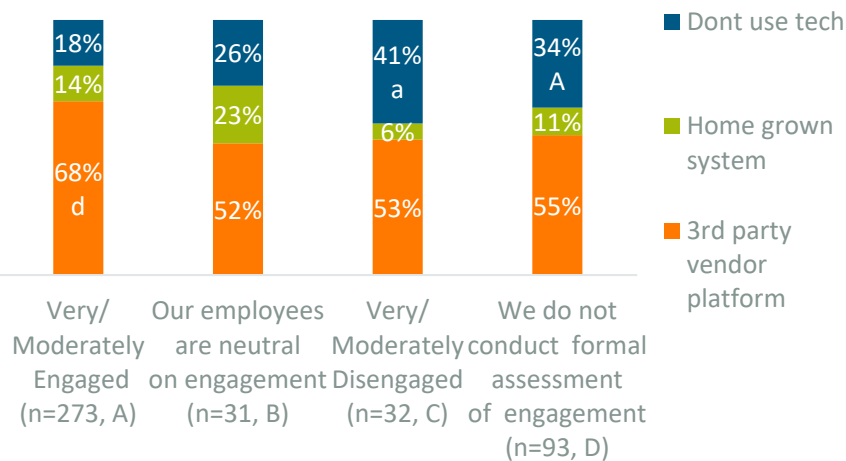
Frequency of Formal Performance Ratings by Employee Engagement



Reward Conversation Timing by Employee Engagement



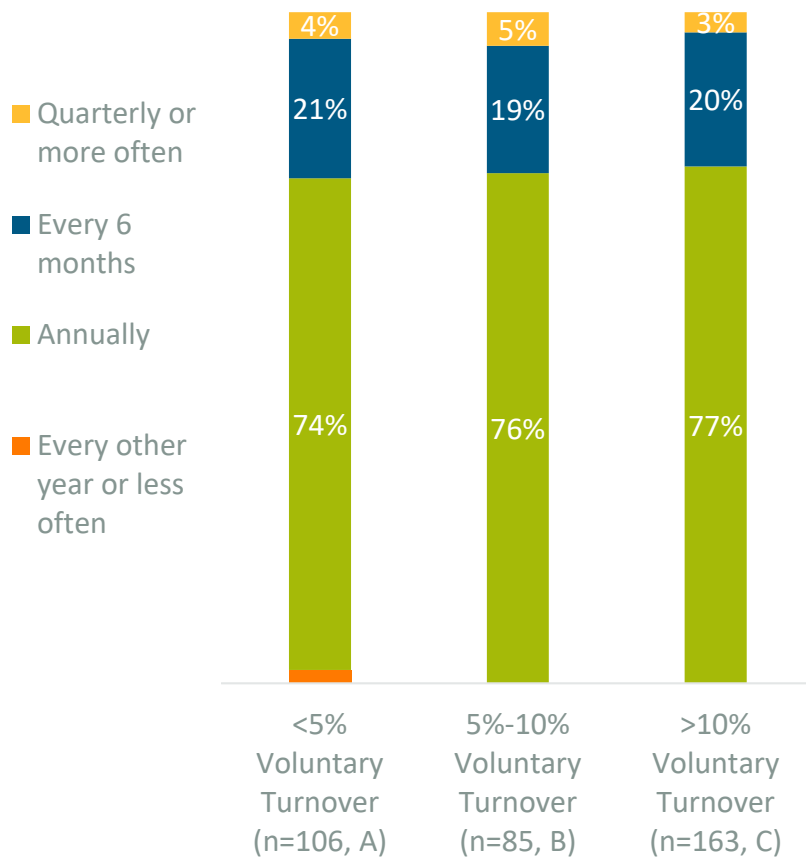
Use of Technology for Performance Reviews by Employee Engagement



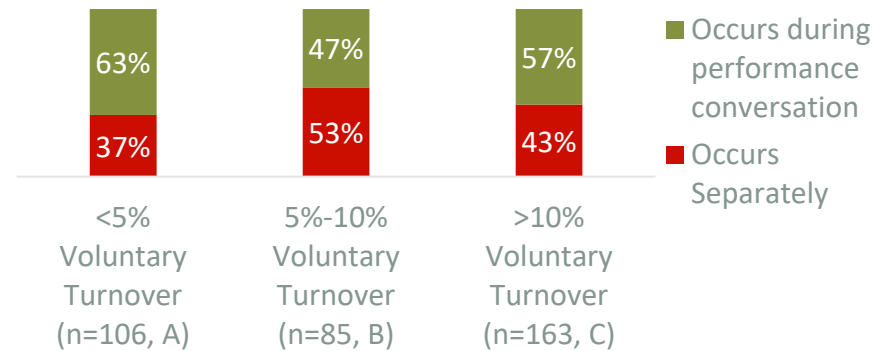
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



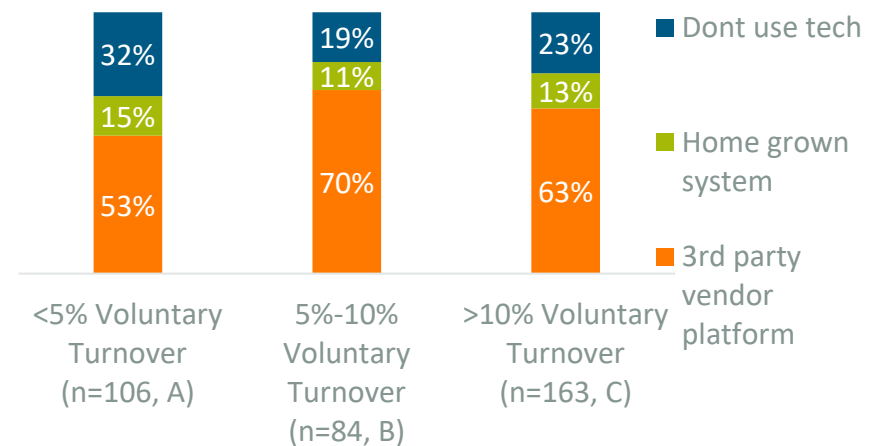
Frequency of Formal Performance Ratings by Voluntary Turnover Rate



Reward Conversation Timing by Voluntary Turnover Rate



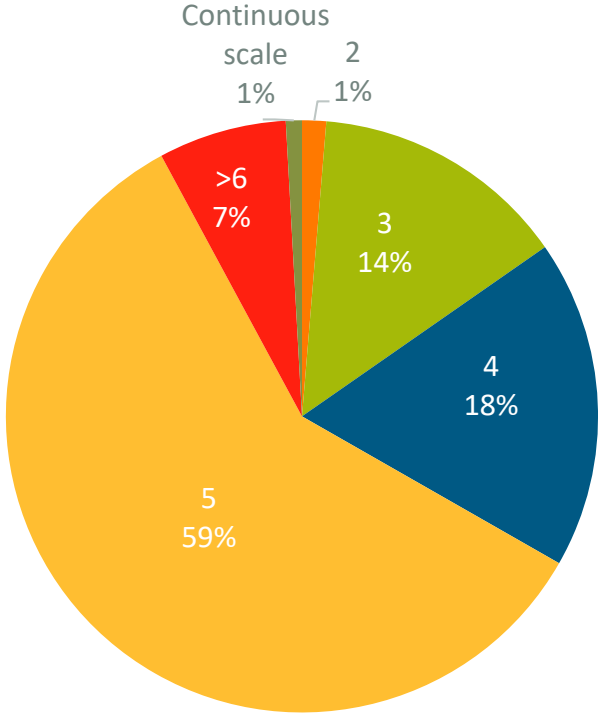
Use of Technology for Performance Ratings by Voluntary Turnover Rate



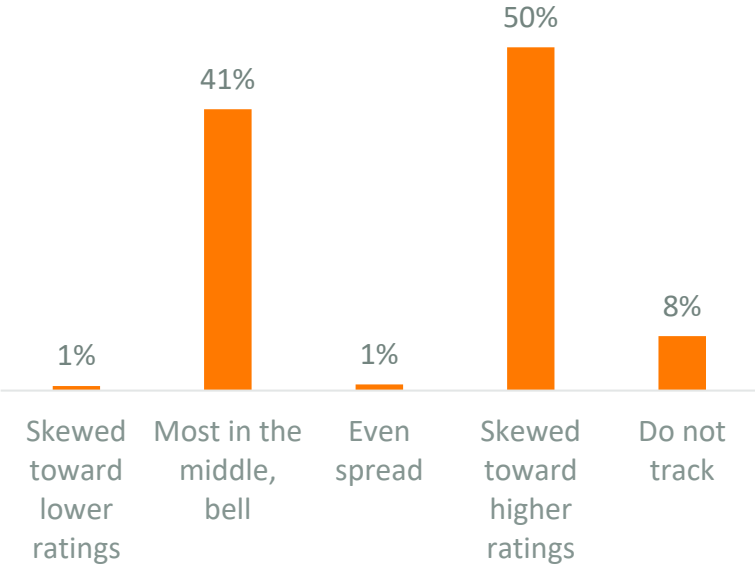
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Number of Performance Rating Levels Used in formal ratings



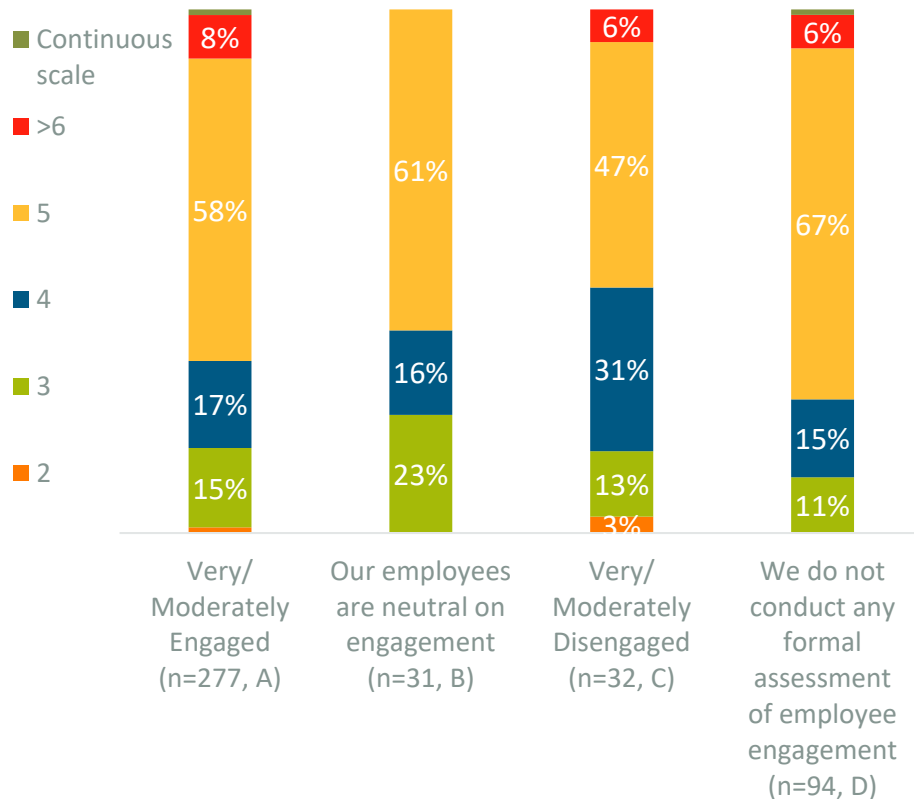
Performance Distribution Last Year



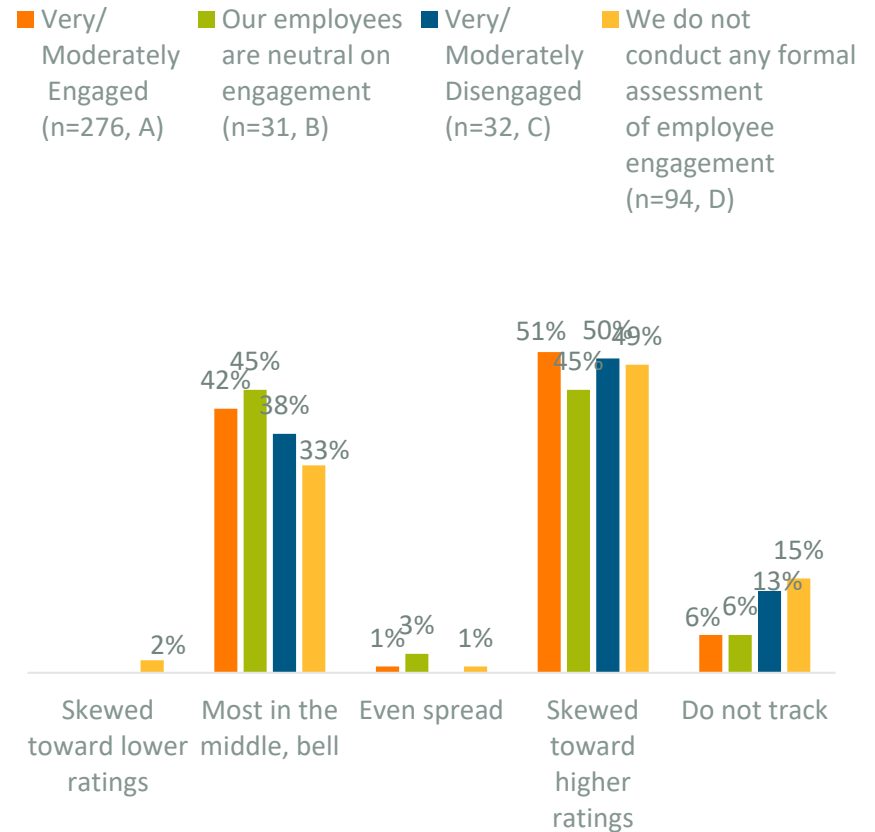
n = 457; Number of rating levels used in formal ratings
n = 456; Performance distribution last year



Number of Performance Categories by Employee Engagement



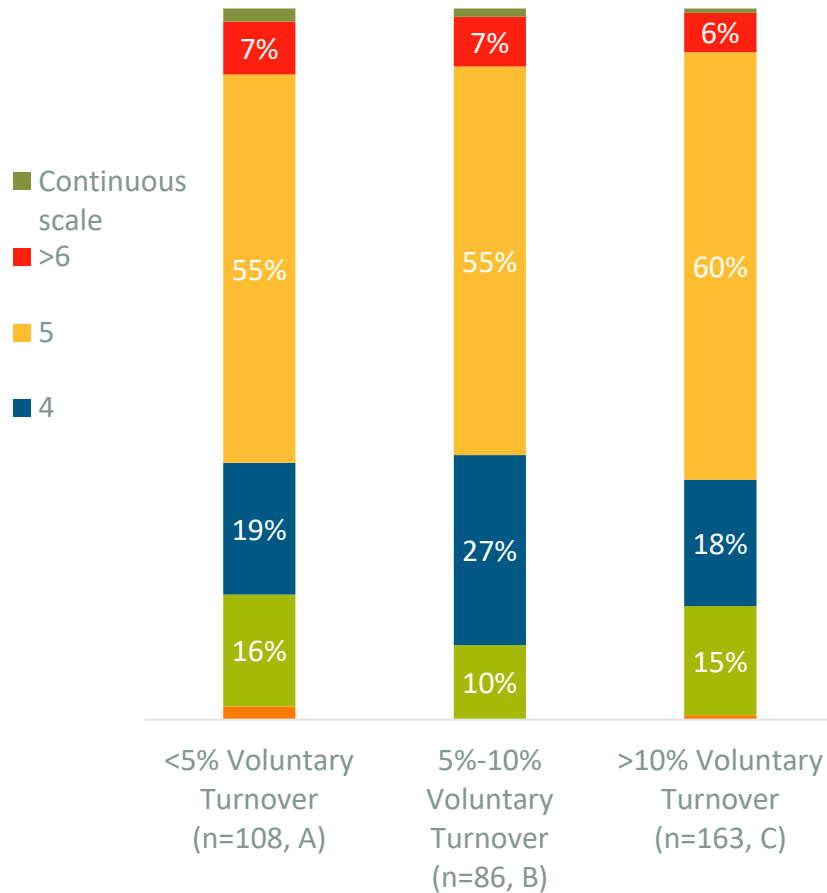
Performance Distribution Last Year by Employee Engagement



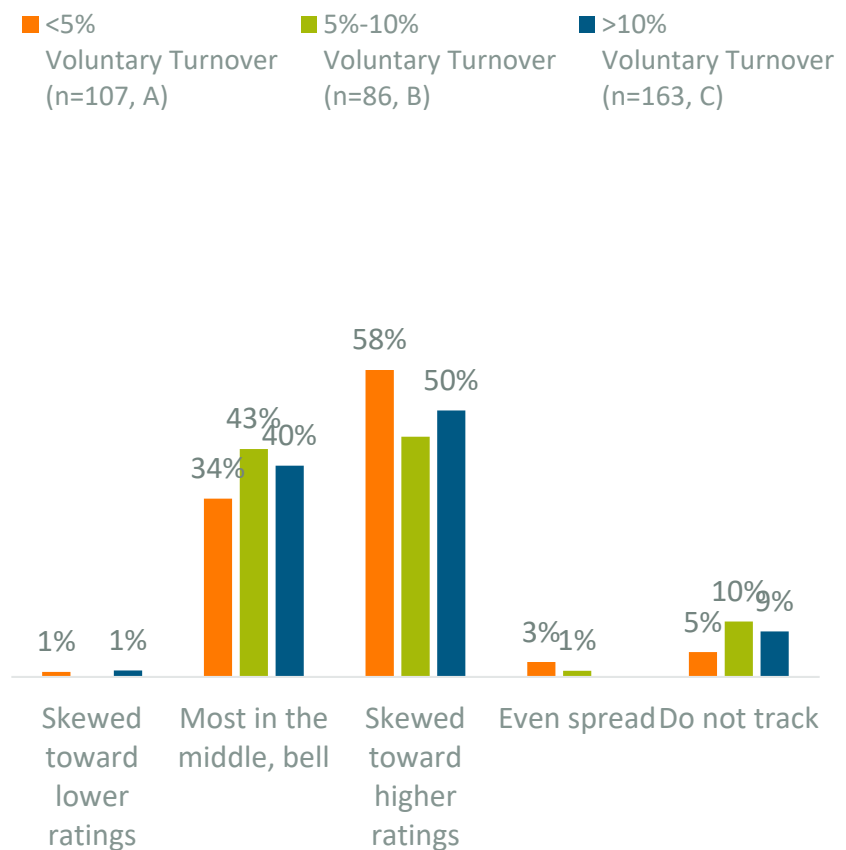
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Number of Performance Categories by Voluntary Turnover Rate



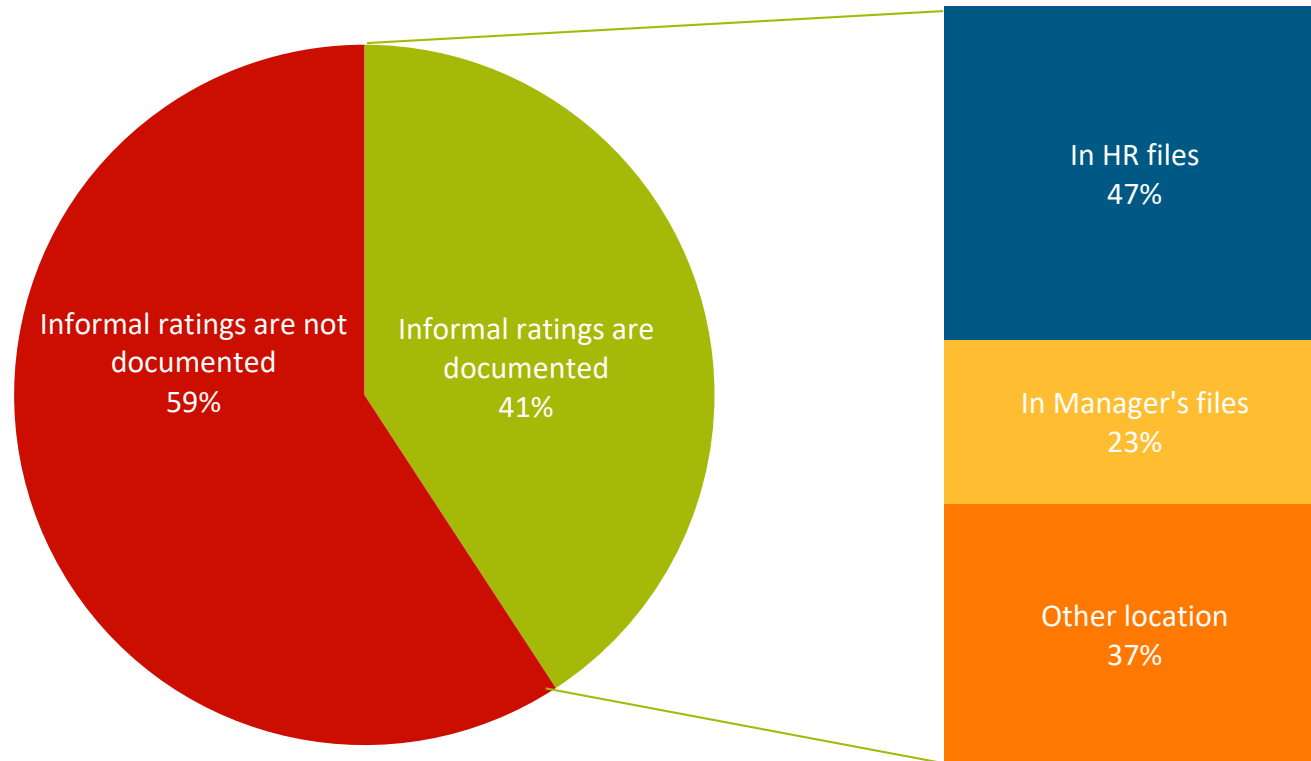
Distribution of Performance Categories Last Year by Voluntary Turnover Rate



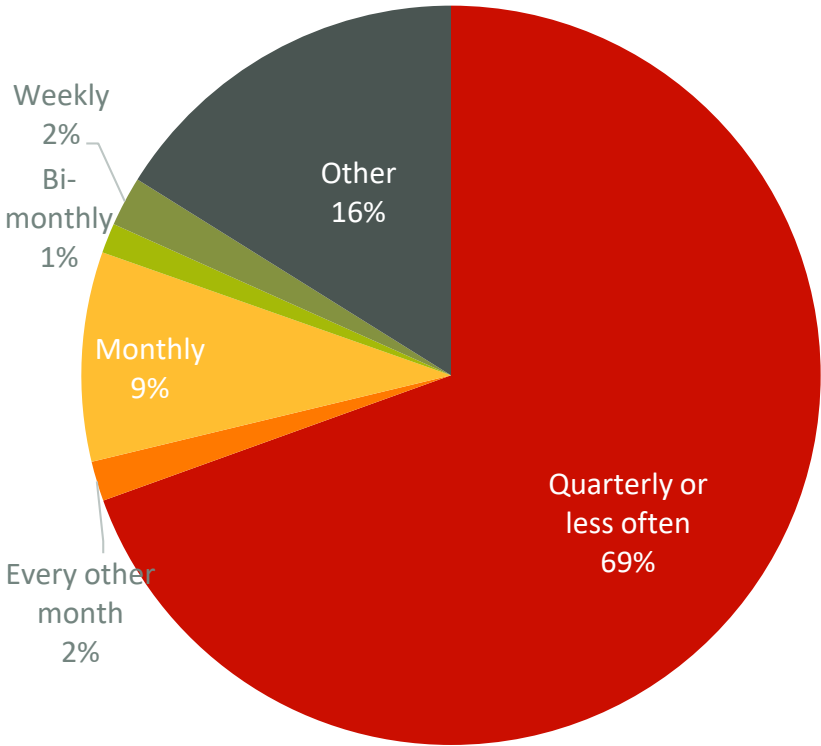
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Documentation of Informal Ratings and Their Locations



Frequency of Check-ins



The majority of “Other” responses indicate that it is up to managers’ discretion and/or varies by department.

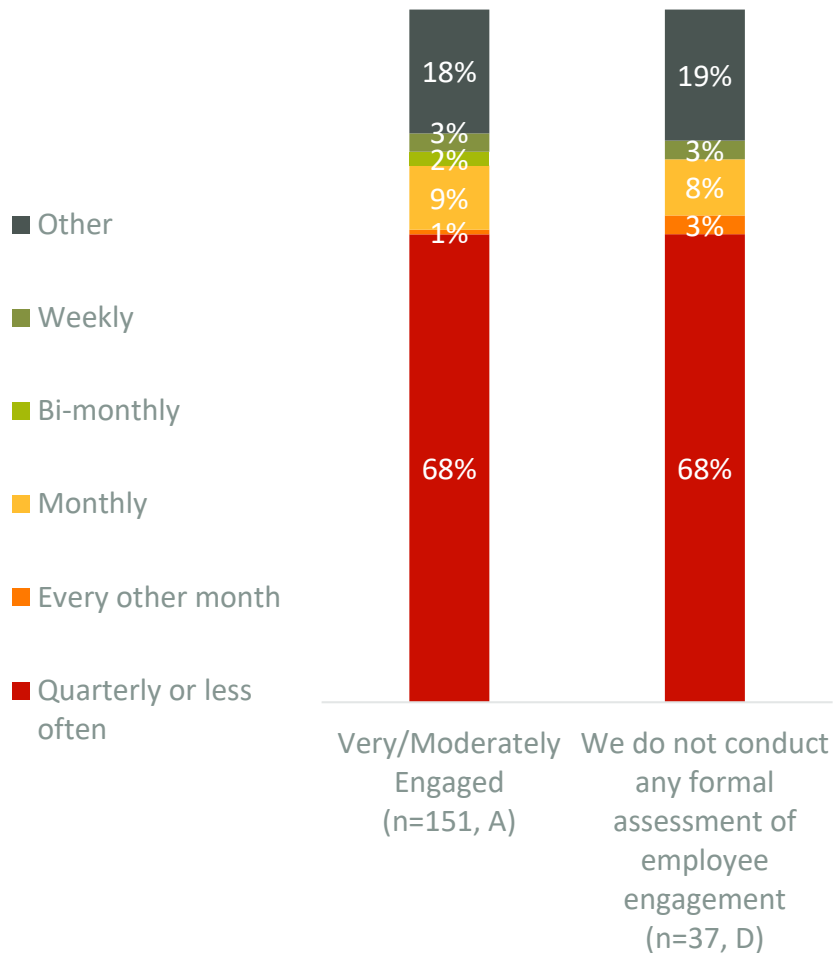
Person Responsible for Initiating Check-ins



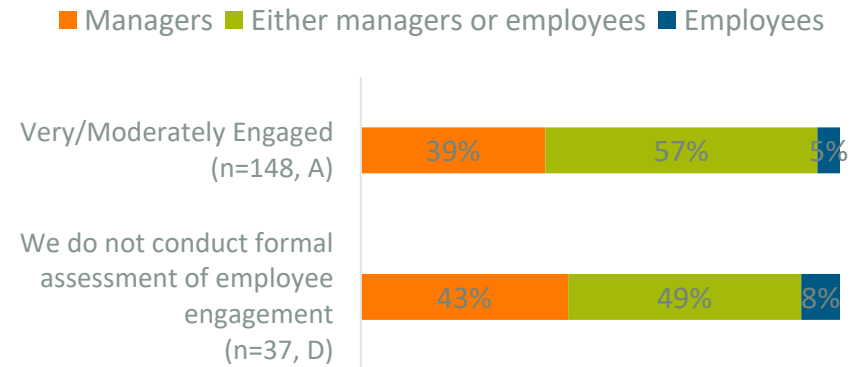
Frequent Check-in Requirements



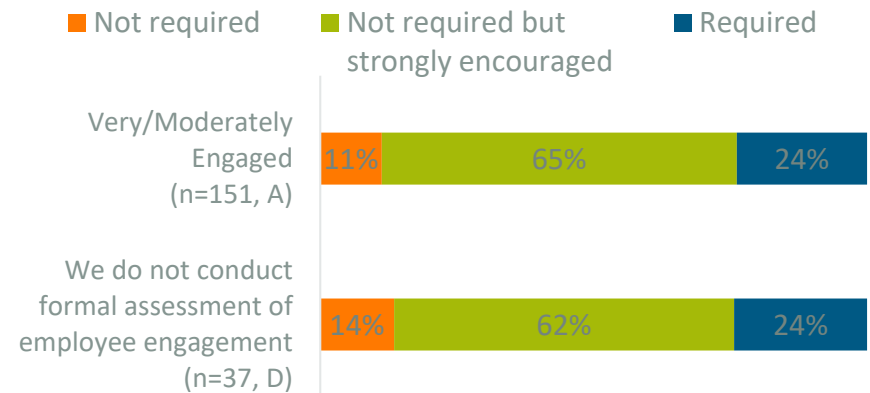
Frequency of Performance Check-ins by Employee Engagement



Person Responsible for Initiating Check-ins by Employee Engagement



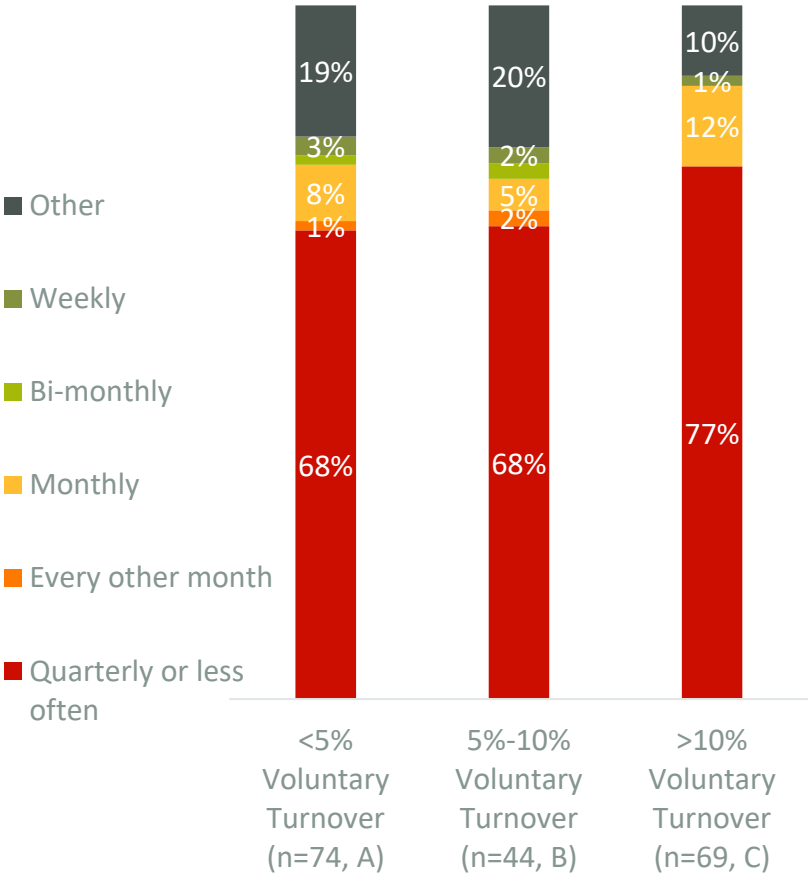
Frequent Performance Check-ins Requirements by Employee Engagement



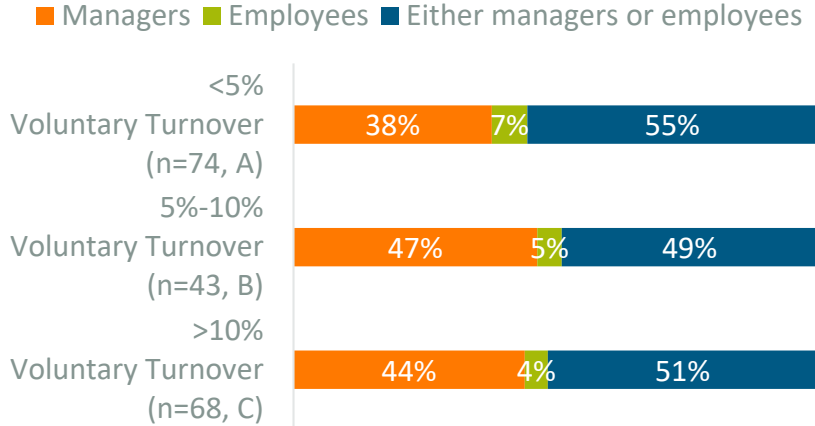
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



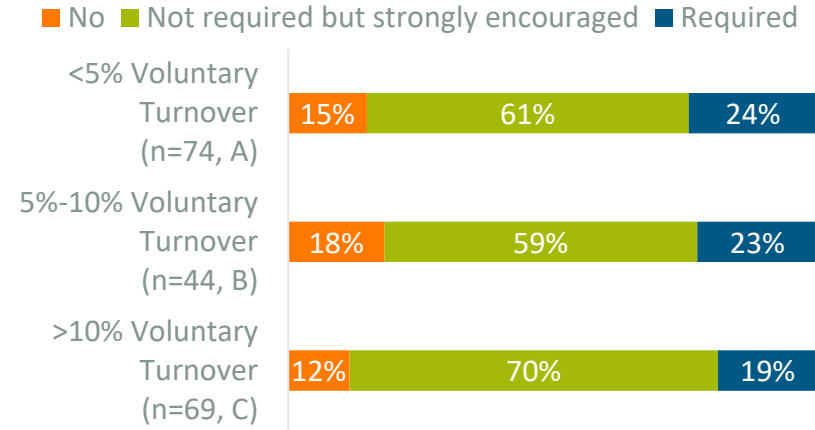
Frequency of Check-ins by Voluntary Turnover Rate



Person Responsible for Initiating Check-ins by Voluntary Turnover Rate



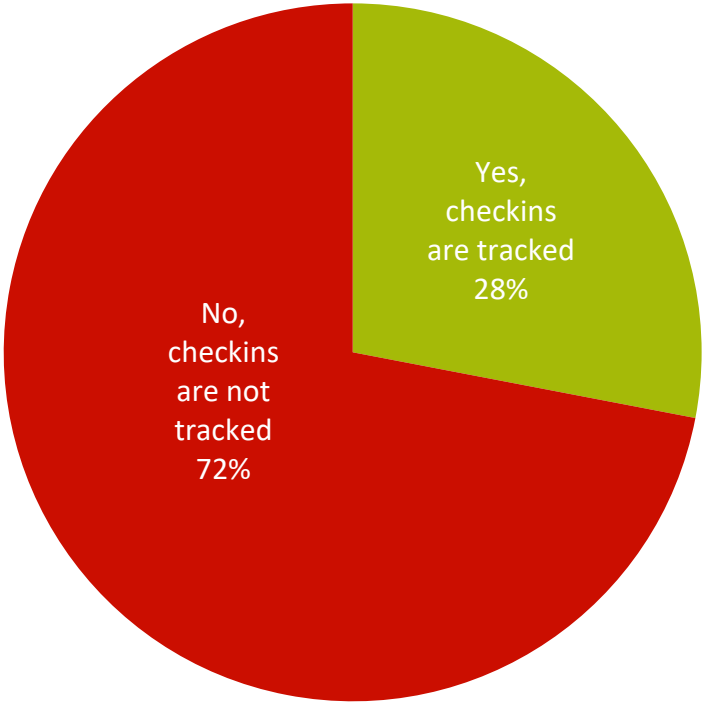
Check-in Requirements by Voluntary Turnover Rate



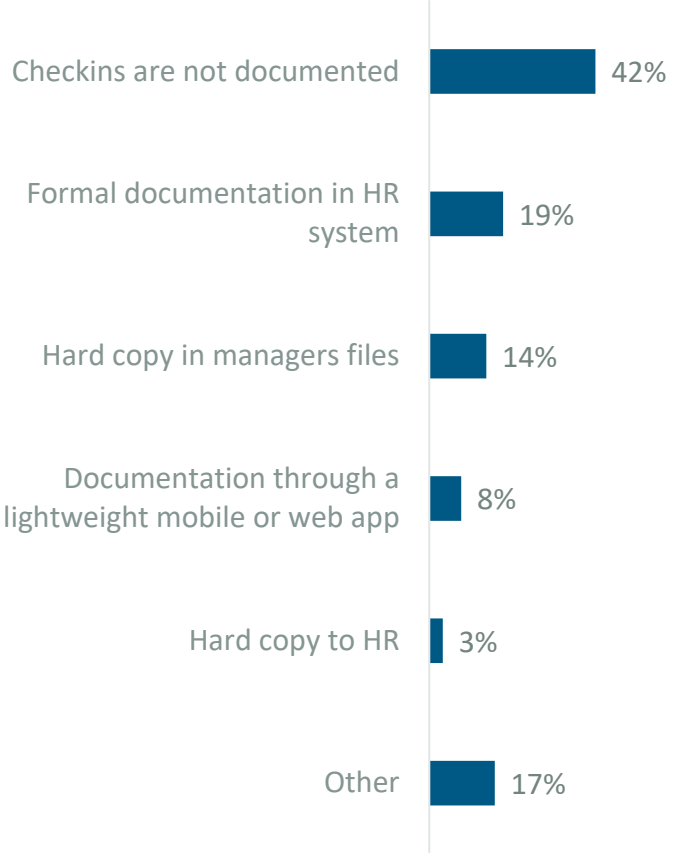
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



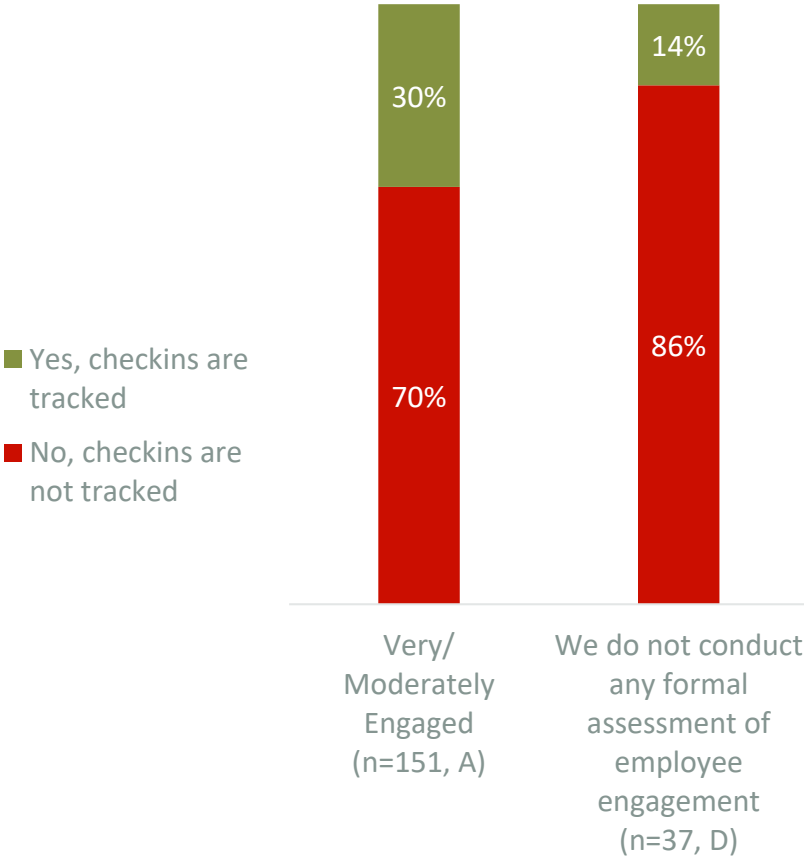
Formal Tracking of Frequent Check-ins



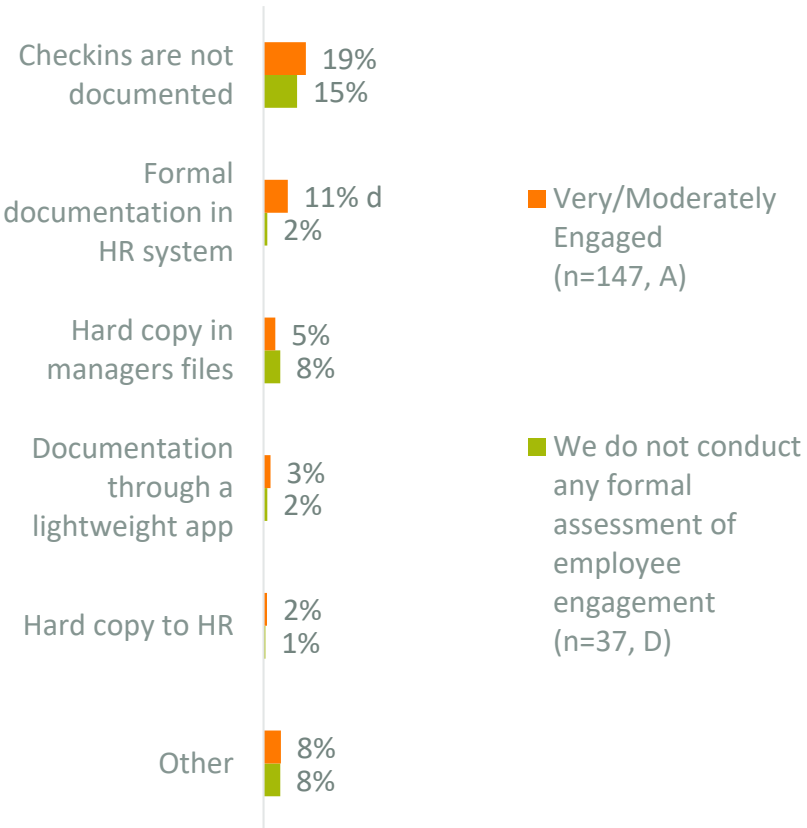
Documentation of Frequent Check-ins



Formal Tracking of Frequent Check-ins by Employee Engagement



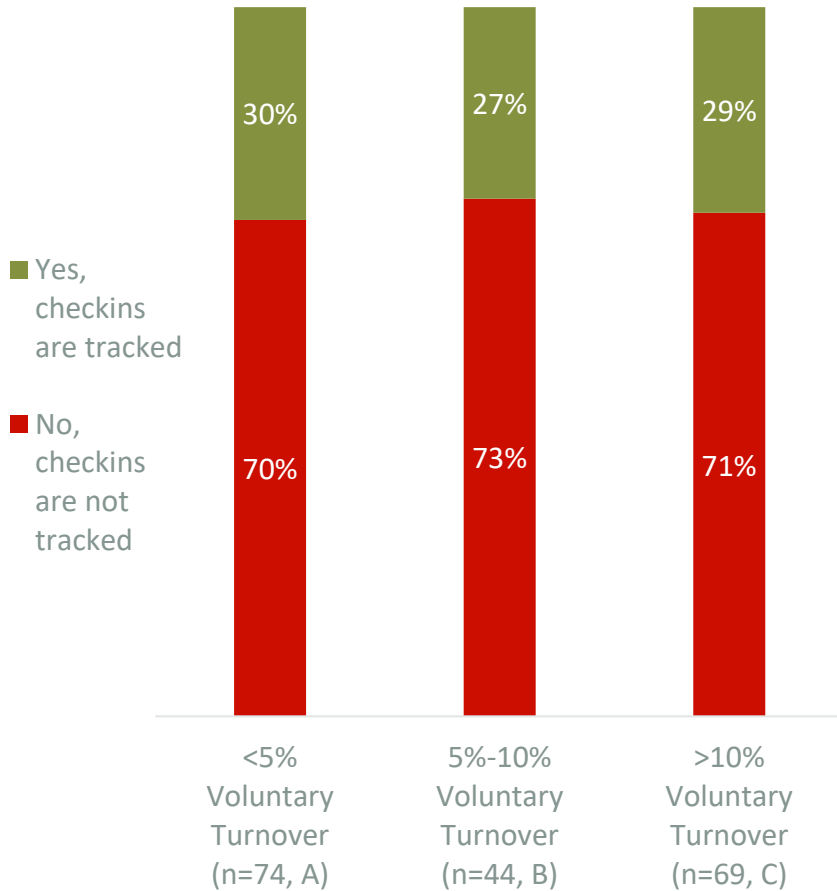
Documentation of Frequent Check-ins by Employee Engagement



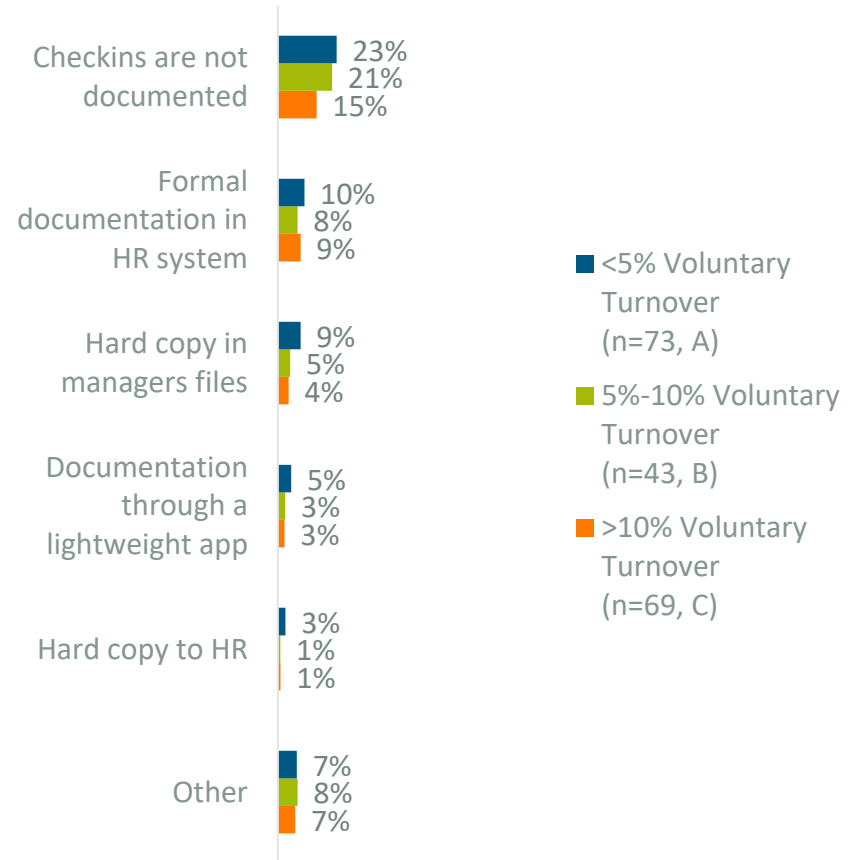
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Formal Tracking of Frequent Check-ins

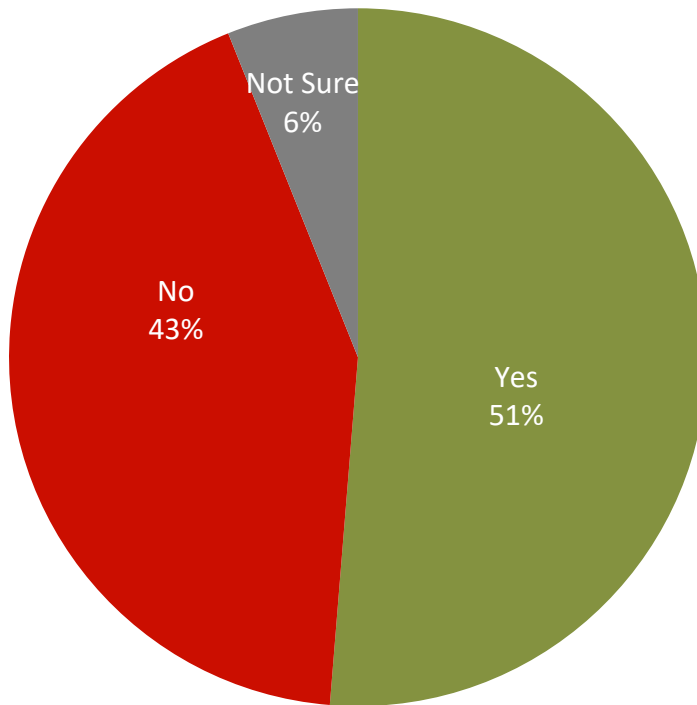


Documentation of Frequent Check-ins by Voluntary Turnover Rate

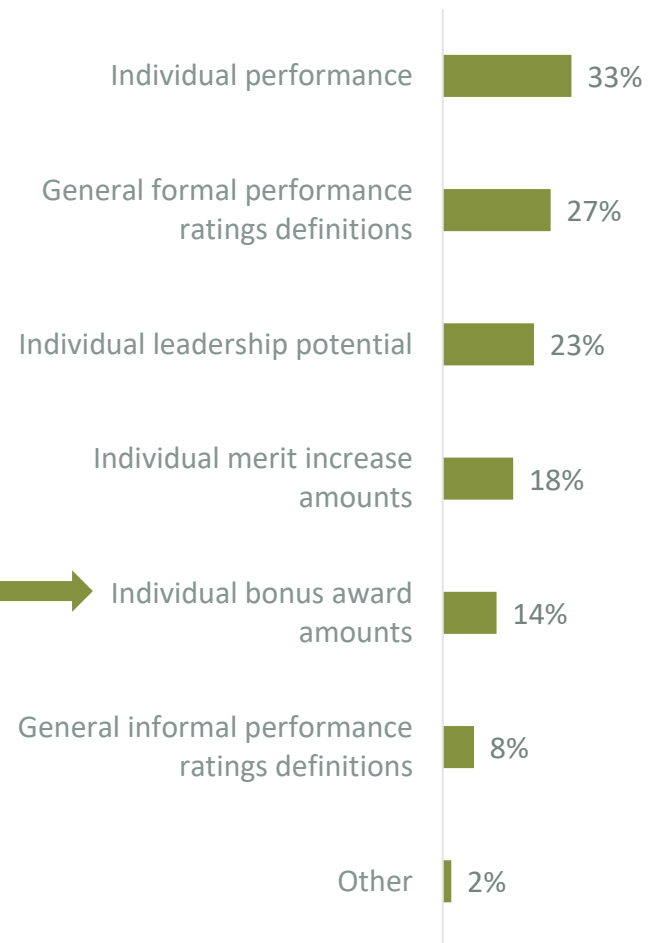


Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)

Organization Conducts Calibration Sessions Among Leadership



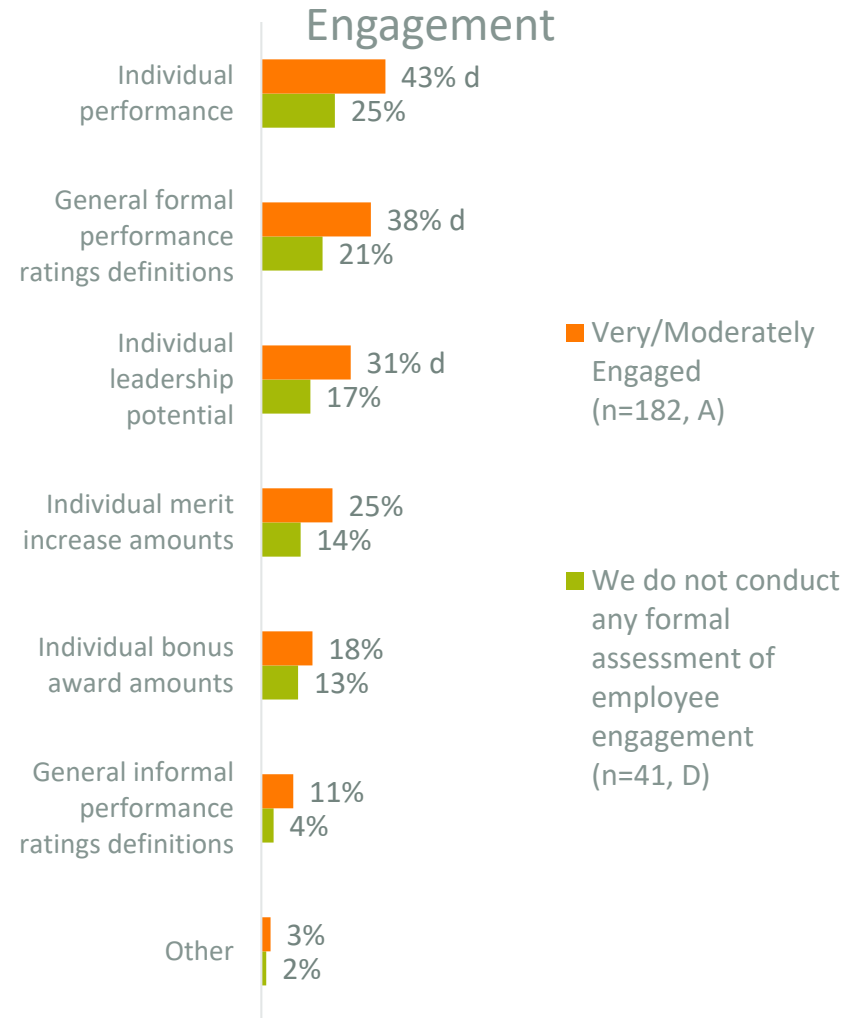
Topics Calibrated



Organization Conducts Calibration Sessions with Leadership by Employee Engagement



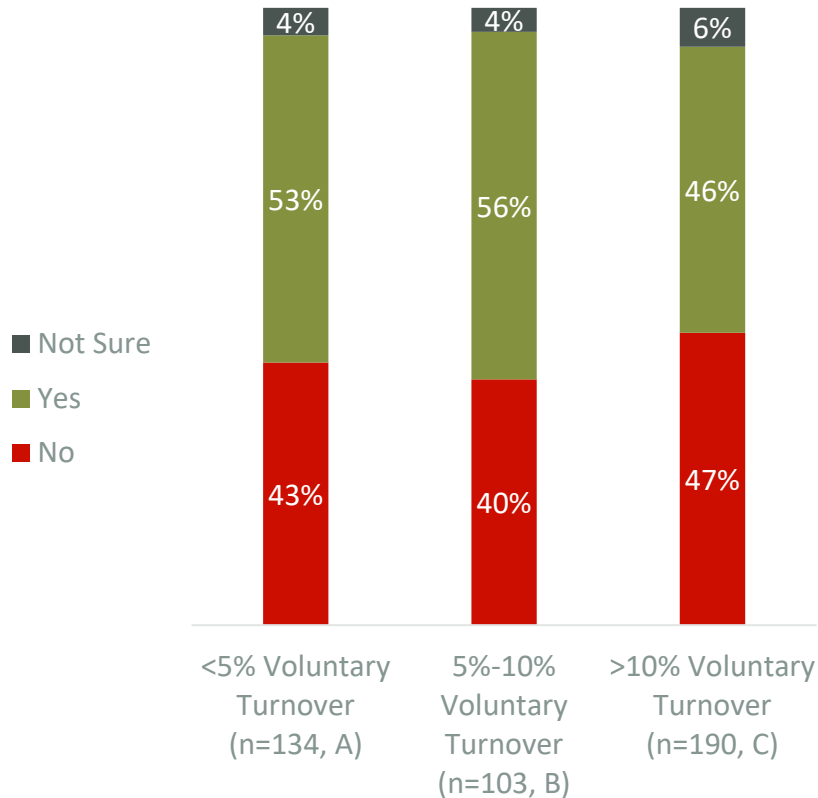
Topics Calibrated by Employee Engagement



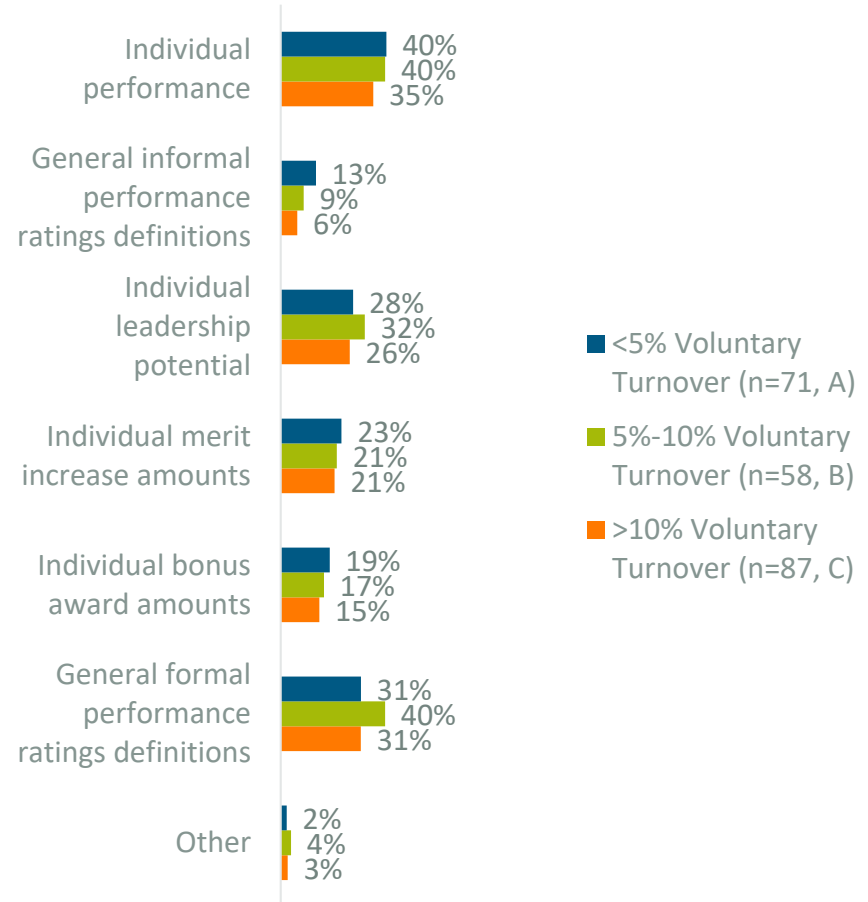
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Organization Conducts Calibration Sessions with Leadership by Voluntary Turnover Rate



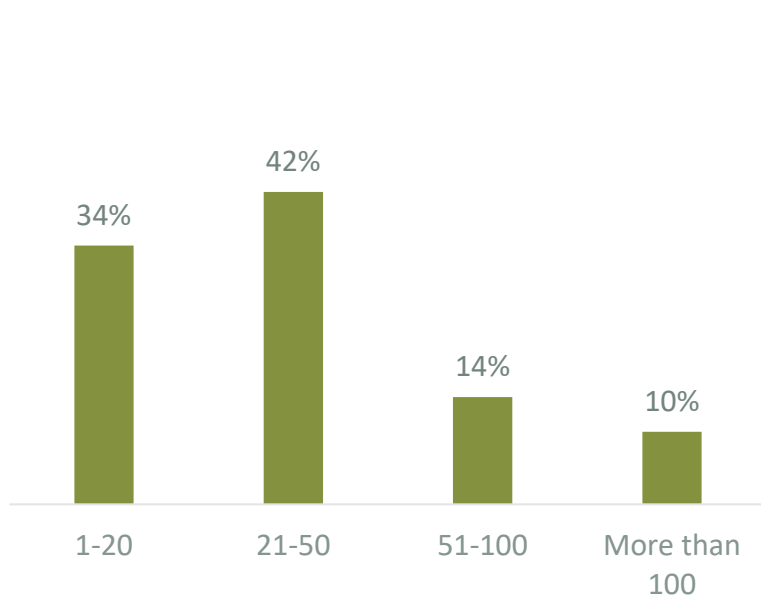
Topics Calibrated by Voluntary Turnover Rate



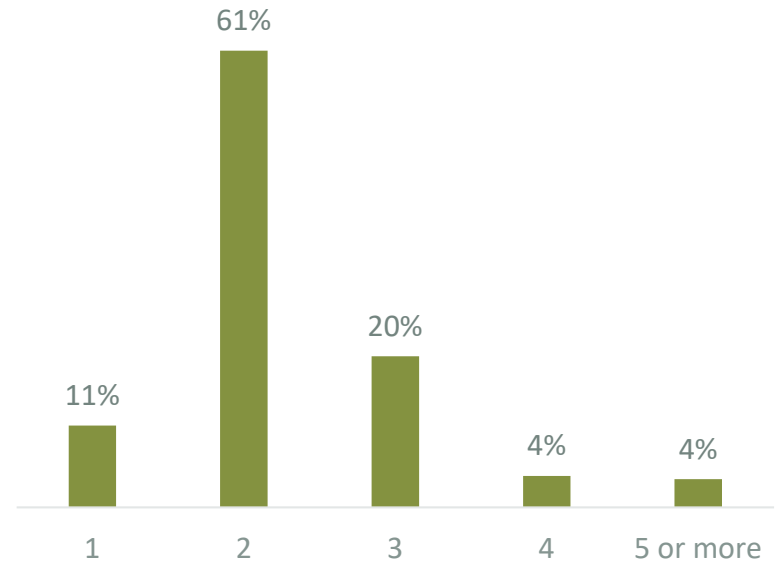
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



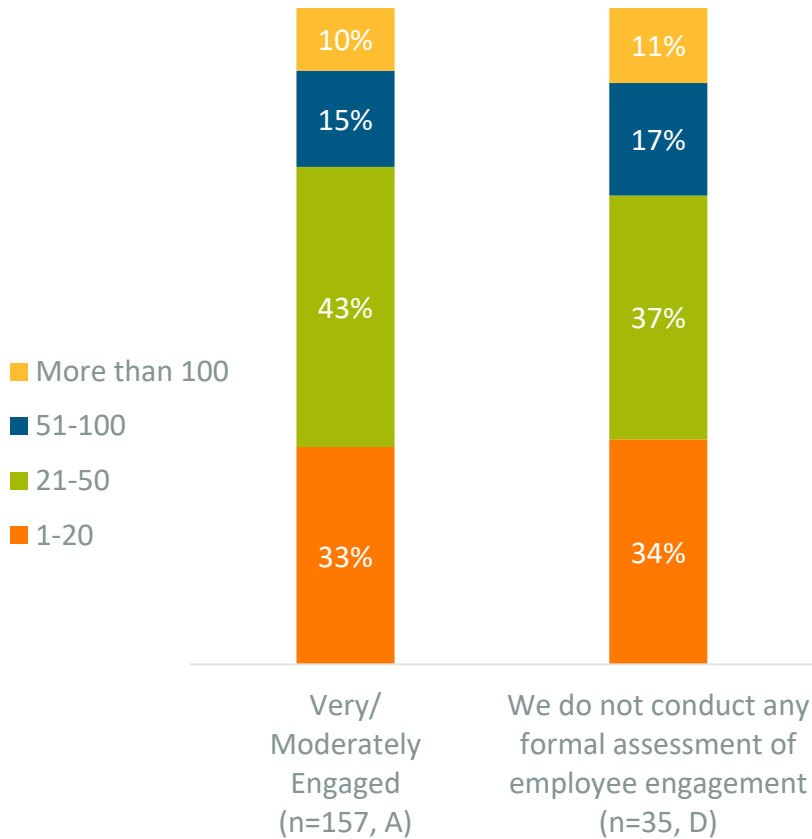
Number of Employees Discussed in 1 Calibration Session



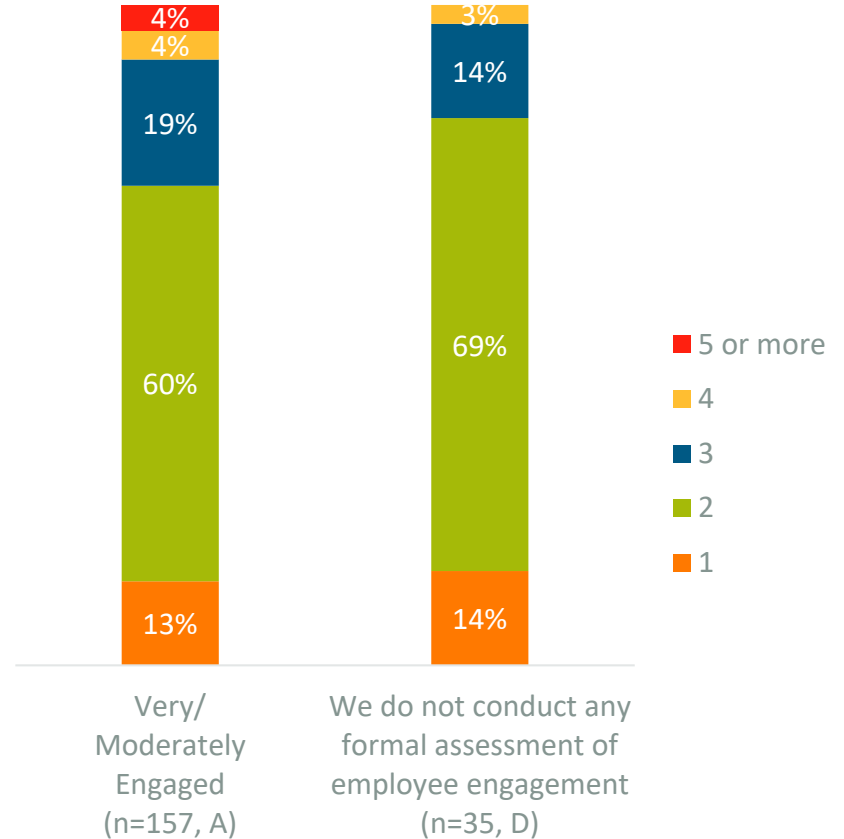
Number of Levels of Leadership Involved in 1 Calibration Session



Number of Employees Discussed in 1 Calibration Session by Employee Engagement



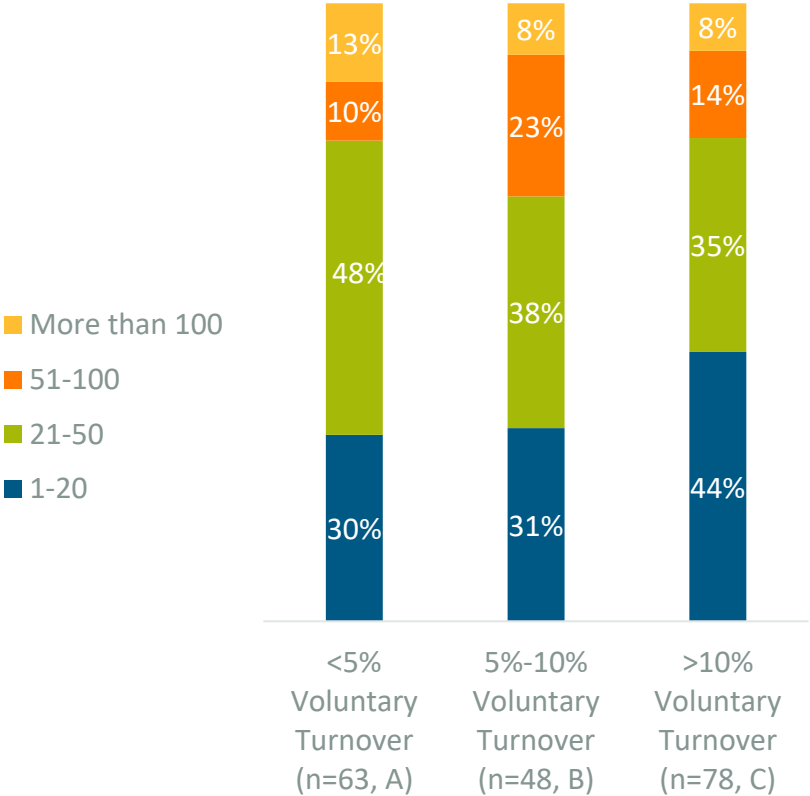
Number of Levels of Leadership Involved in 1 Calibration Session by Employee Engagement



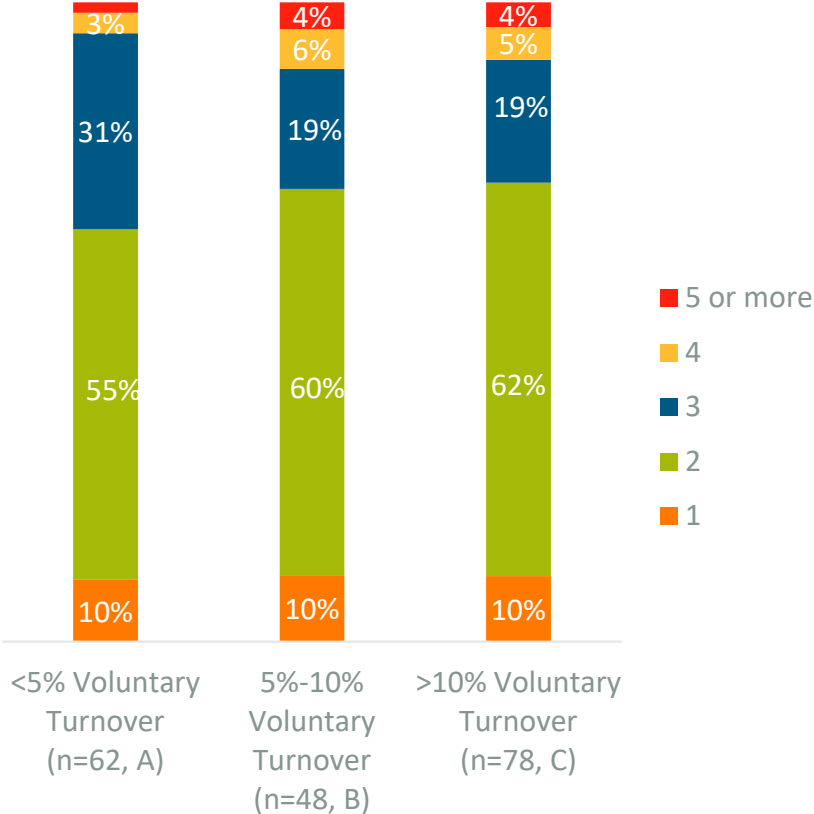
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Number of Employees Discussed in 1 Calibration Session by Voluntary Turnover Rate



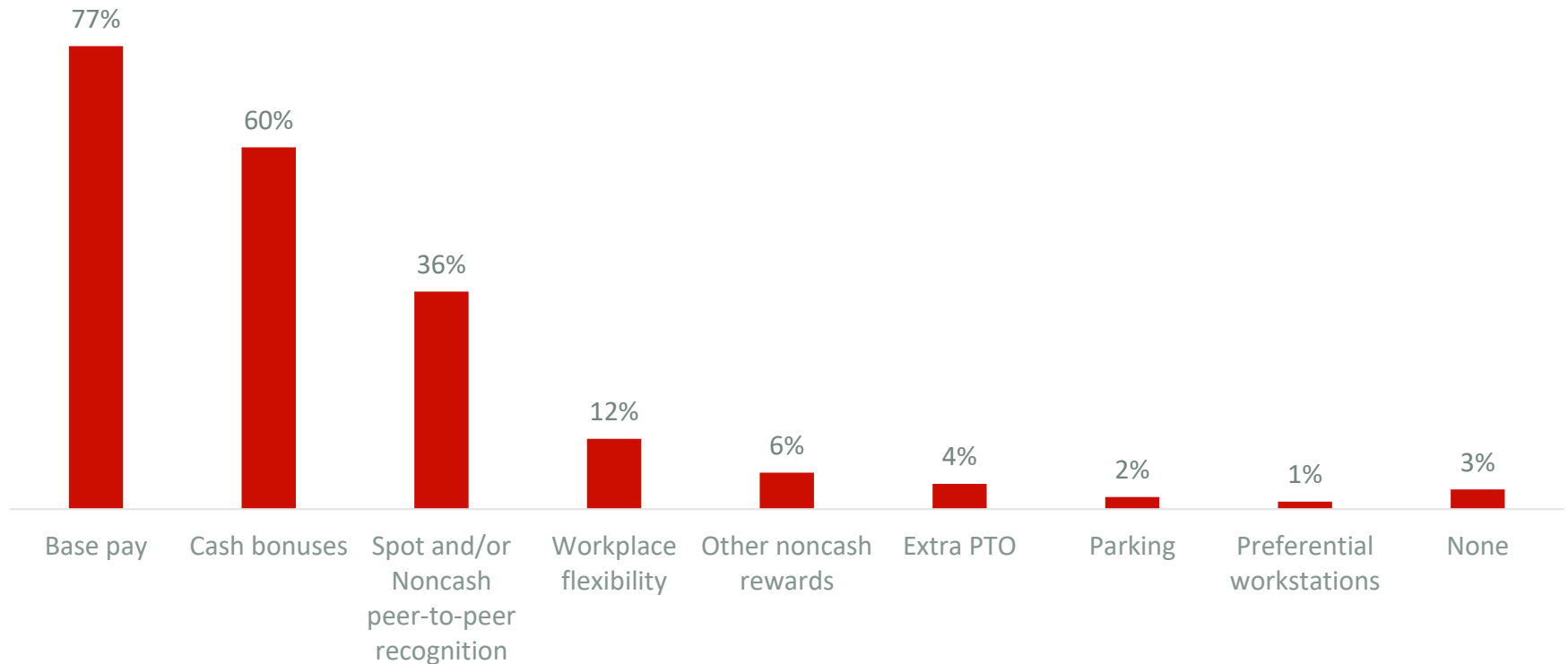
Number of Levels of Leadership Involved in 1 Calibration Session by Voluntary Turnover Rate



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Tools Used to Differentiate Rewards for Employees Based on Performance

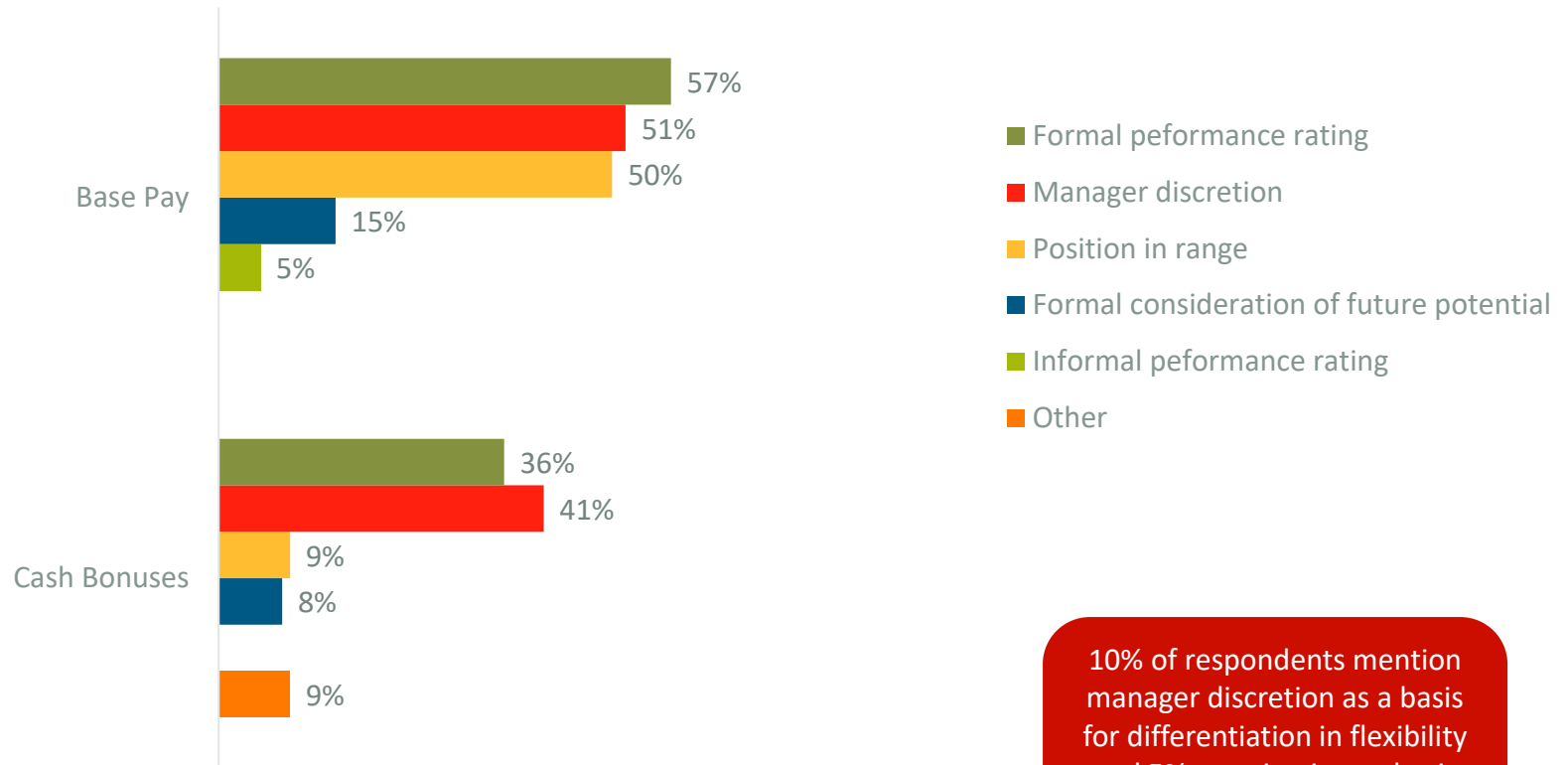


n = 541

Spot Recognition and Noncash peer-to-peer recognition were asked separately, but combined in this chart.



Basis for Differentiated Rewards

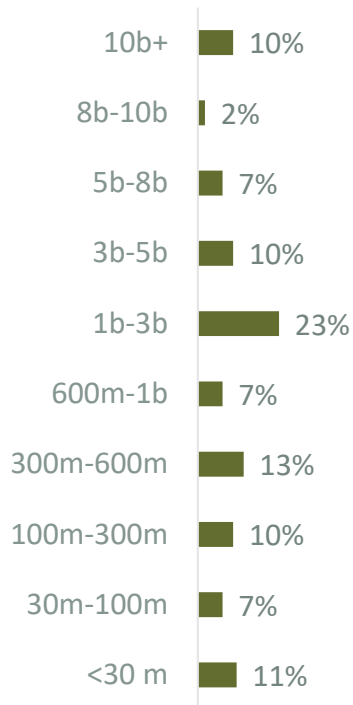


10% of respondents mention manager discretion as a basis for differentiation in flexibility and 5% mention it as a basis for differentiation in non-cash awards.



Respondent Demographics and Organizational Metrics

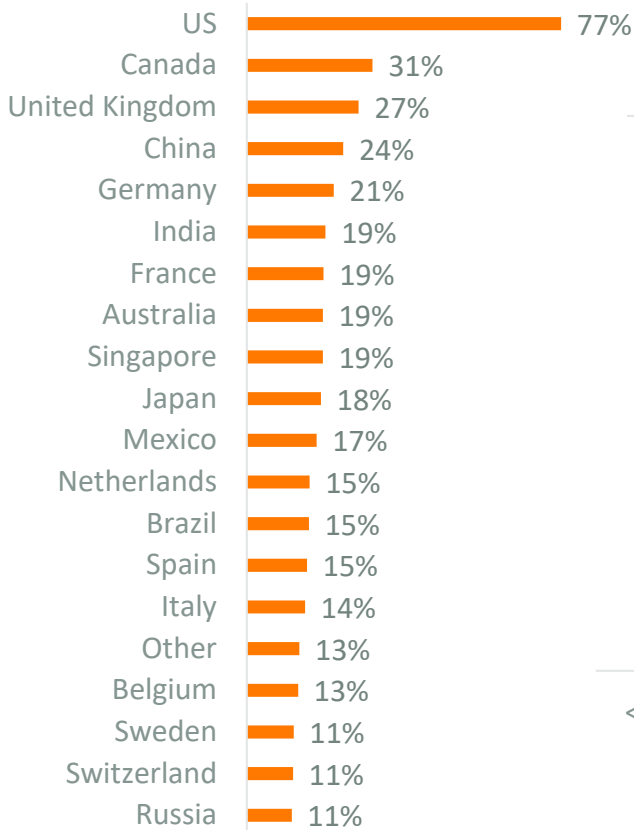
2016 Revenue
n=513



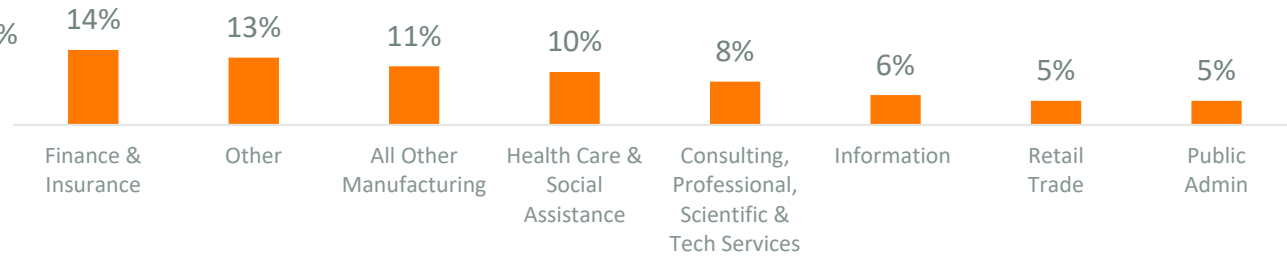
27%
Mean spend on
Labor
n=176

n=540	%
Private sector -- publicly traded	29%
Private sector -- privately held	34%
Nonprofit/not-for-profit	19%
Public sector	18%

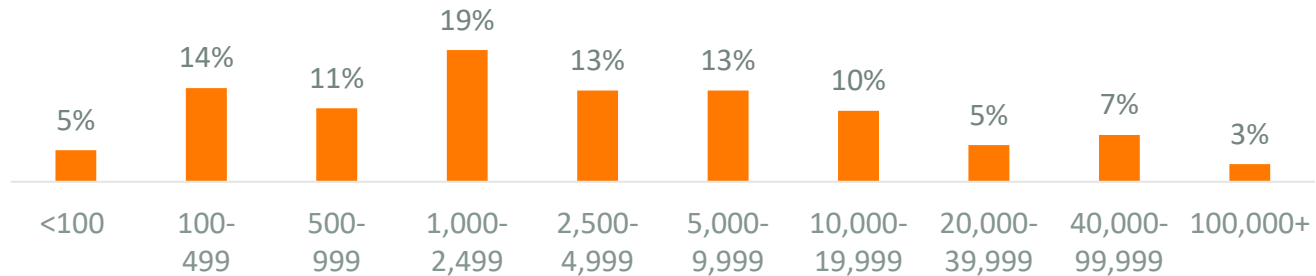
Org has Operational Units in
n=531



Industry
n=540



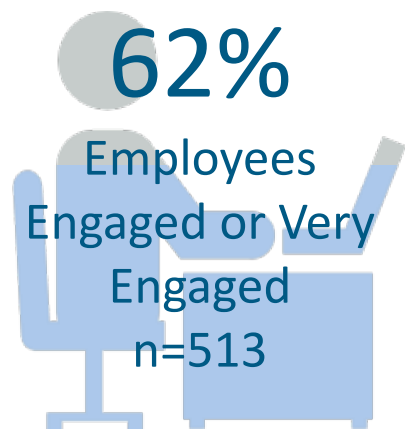
Number of Employees Worldwide
n=541



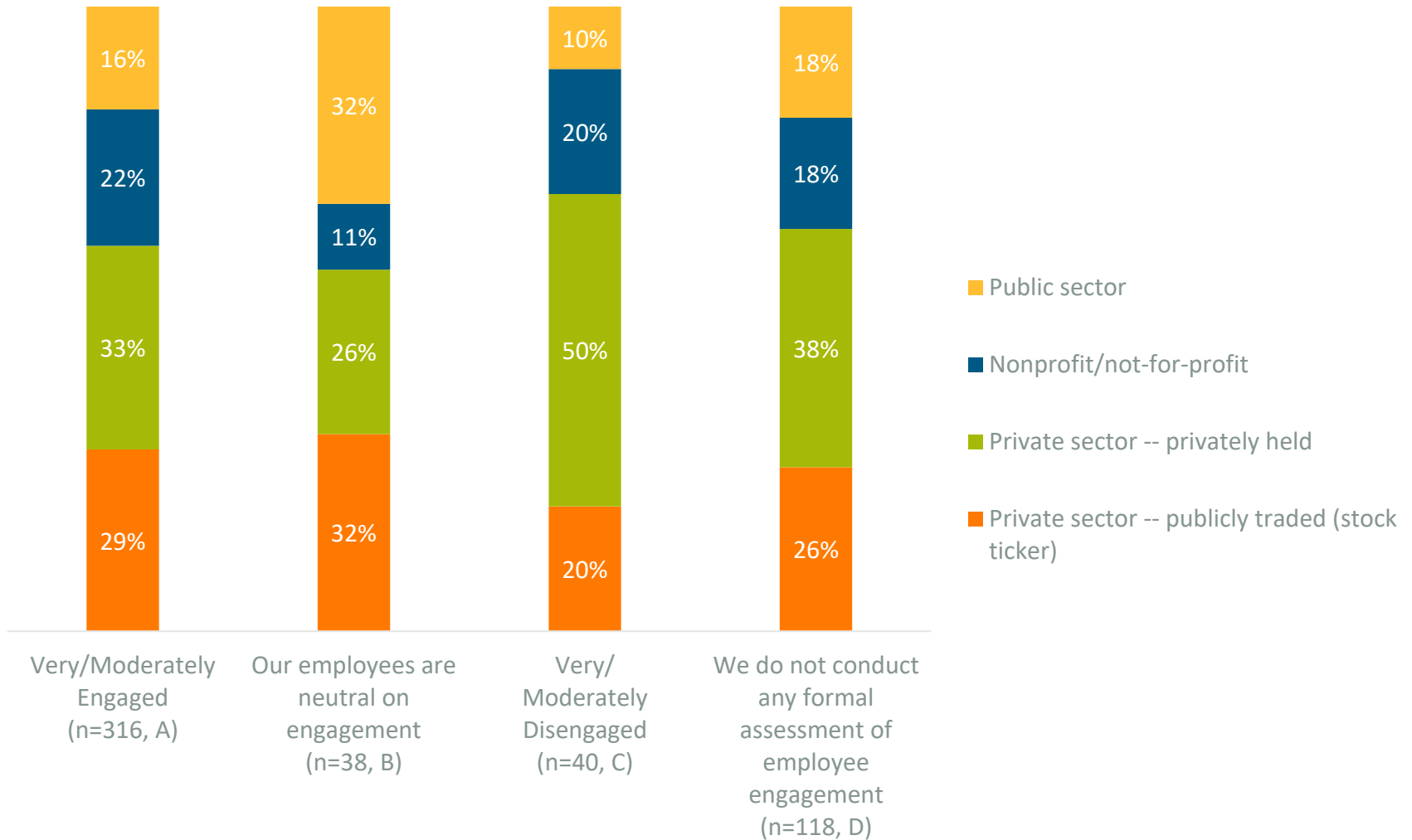
Only industries with 5% or more of respondents shown here.



U.S. Organizational Unit Reported Here n=472	
The headquarters	70%
A subsidiary/group/division	13%
A regional headquarters	4%
A plant/branch	1%
An independent consultant	0%
A consulting firm	0%
A public-sector firm	2%
An educational organization	1%
Not applicable	9%



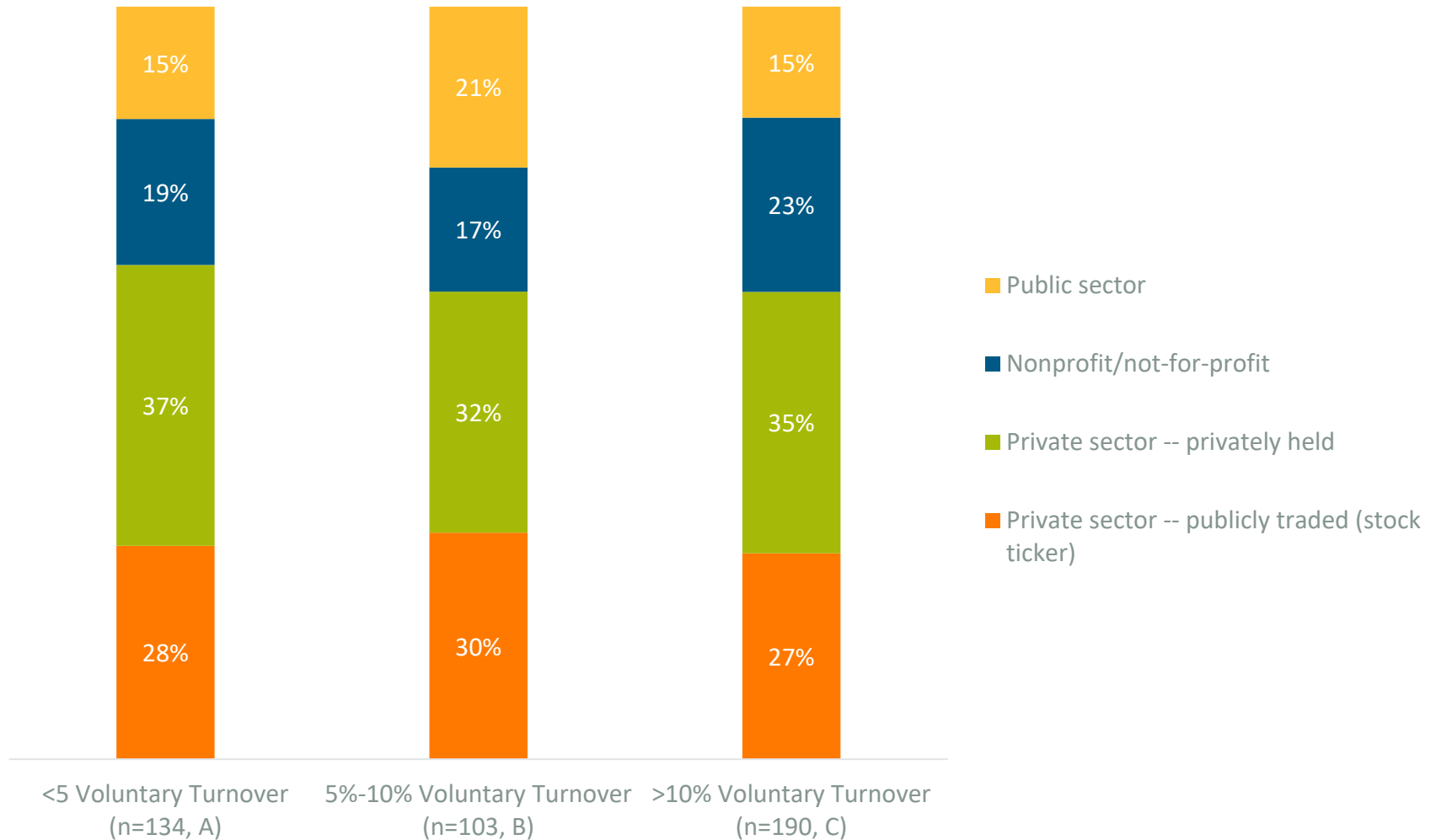
Sector by Employee Engagement



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



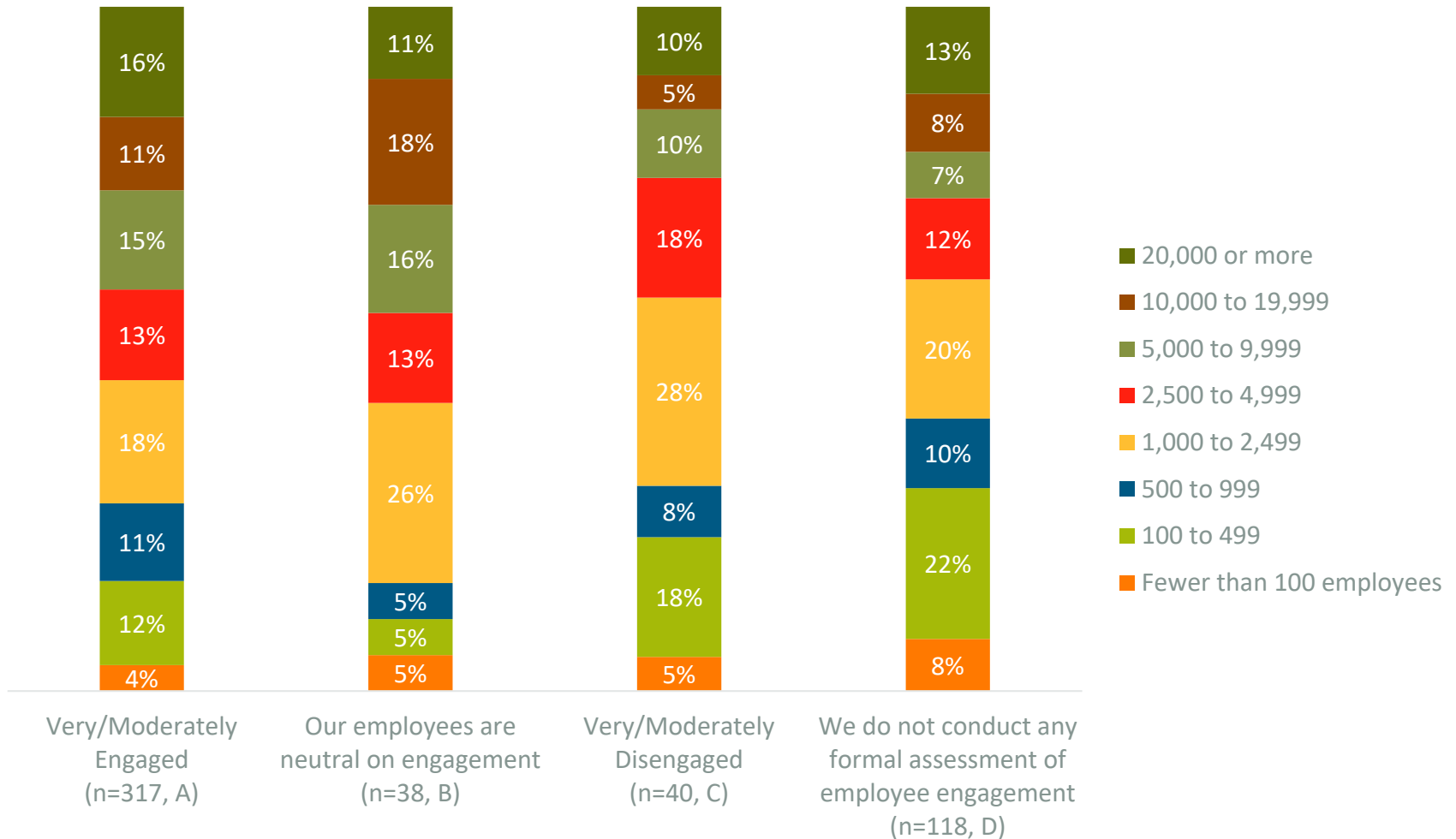
Sector by Voluntary Turnover Rate



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



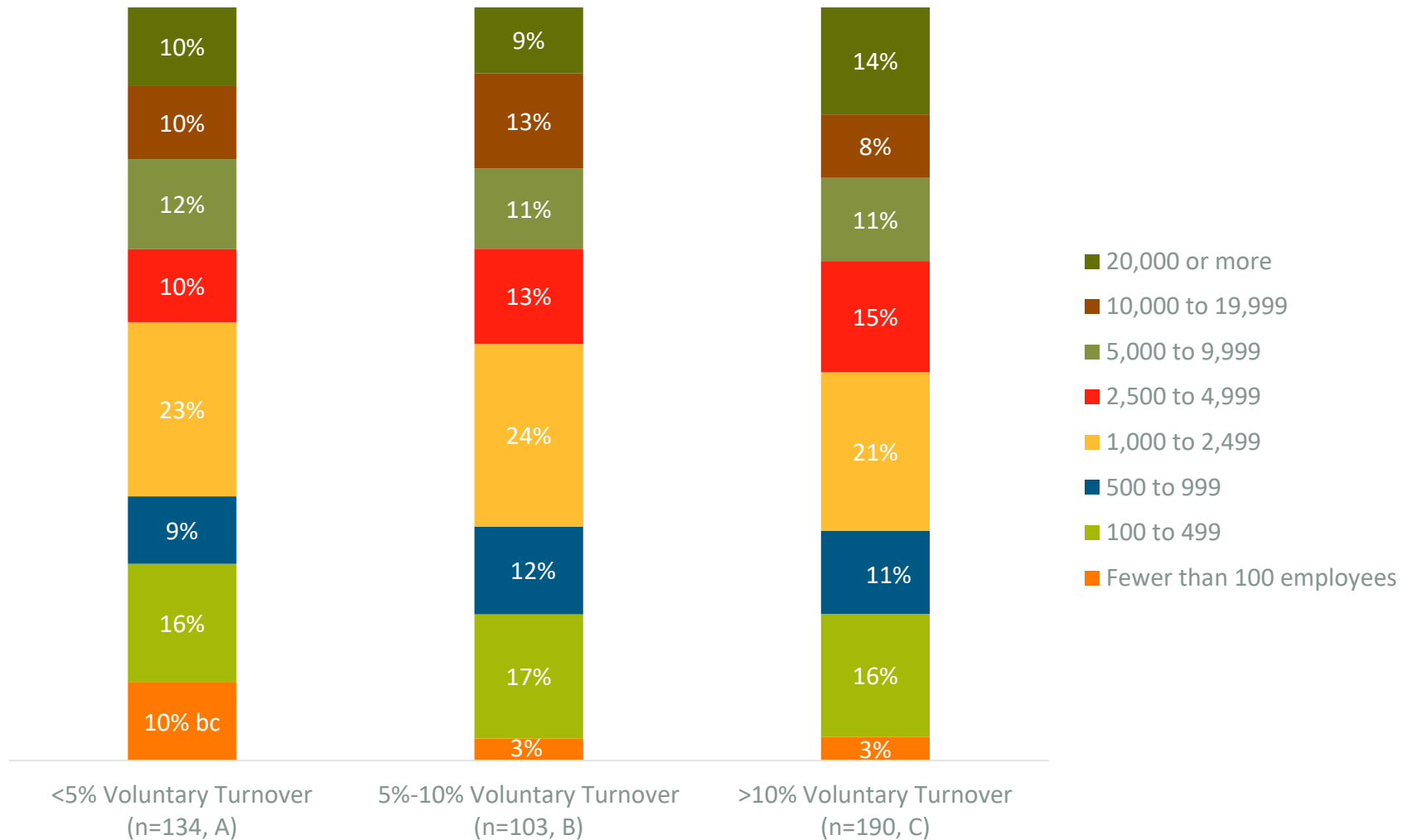
Number of Employees by Employee Engagement



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



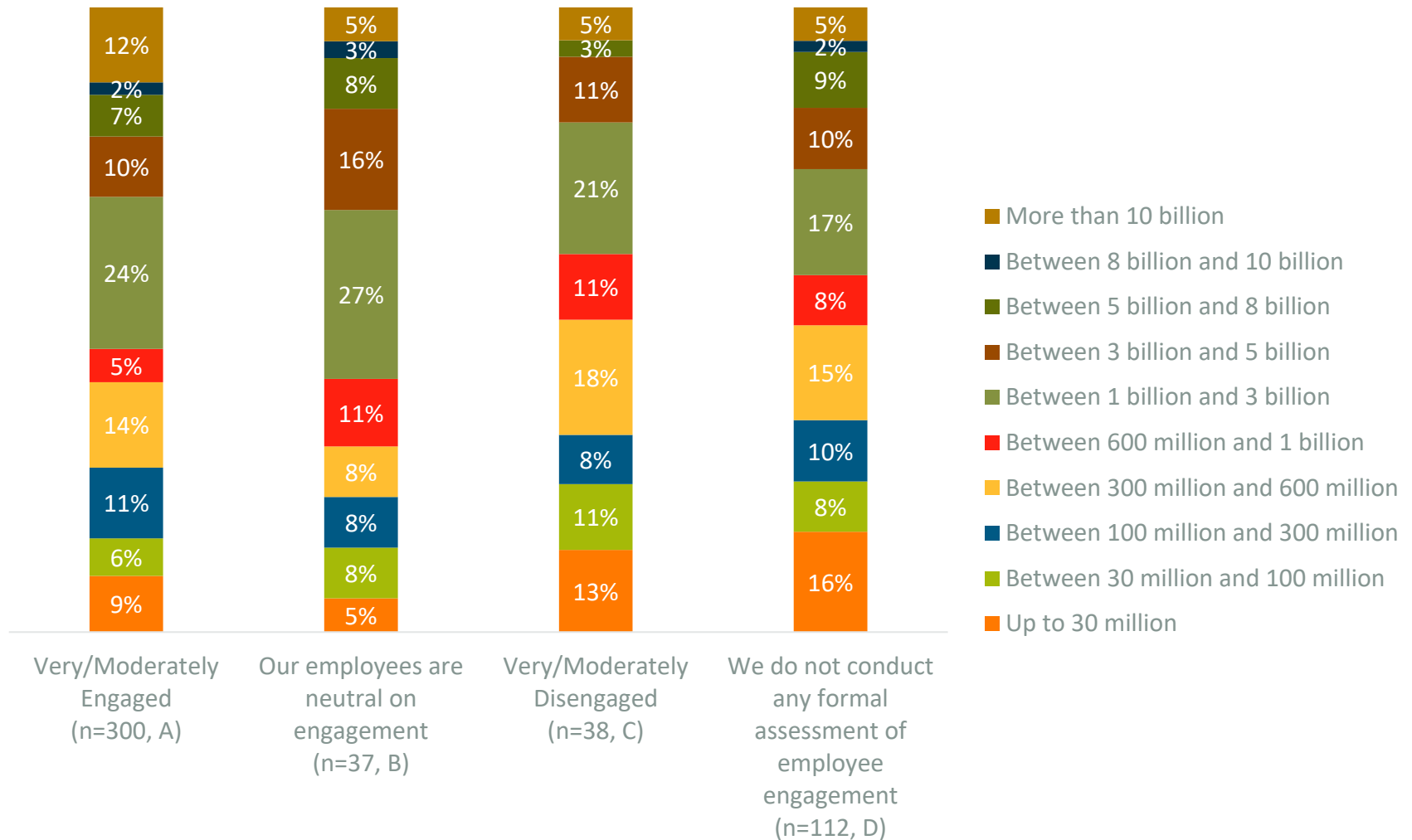
Number of Employees Worldwide by Voluntary Turnover Rate



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



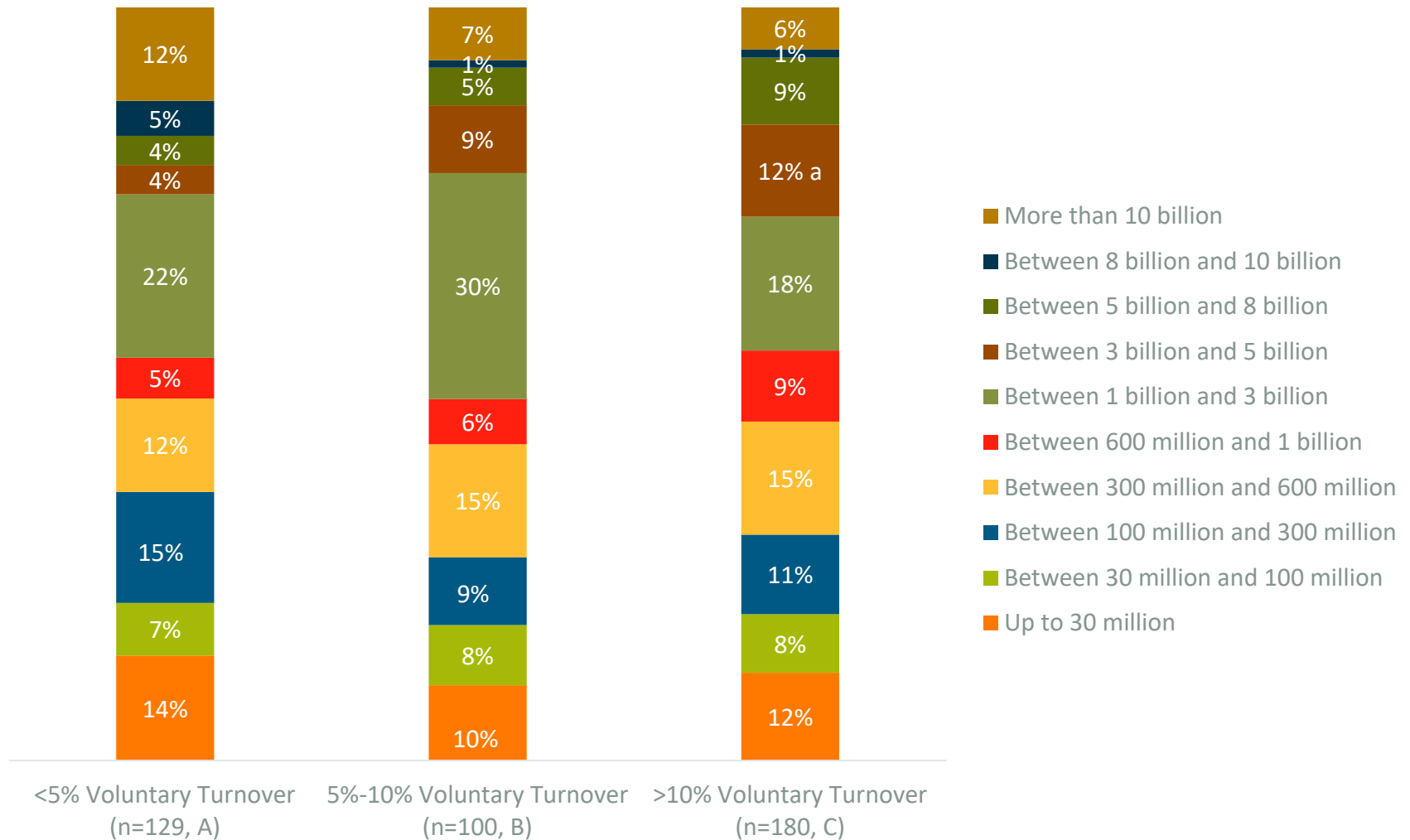
2016 Revenue by Employee Engagement



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



2016 Revenue by Voluntary Turnover Rate



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Office Locations by Employee Engagement

	Very/Moderately Engaged (n=312, A)	Our employees are neutral on engagement (n=38, B)	Very/Moderately Disengaged (n=40, C)	We do not conduct any formal assessment of employee engagement (n=114, D)
US	92%	95%	93%	90%
Canada	35%	34%	38%	35%
United Kingdom	32%	39%	35%	27%
China	30%	26%	23%	19%
Germany	25%	34%	23%	22%
Singapore	23%	18%	18%	16%
India	23%	24%	20%	18%
Japan	23%	13%	15%	20%
France	22%	29%	25%	19%
Australia	22%	16%	25%	19%
Netherlands	21%	13%	15%	13%
Mexico	20%	18%	18%	20%
Brazil	20%	18%	10%	15%
Italy	18%	16%	15%	15%
Spain	18%	18%	18%	15%
Belgium	16%	8%	15%	13%
Other	15%	24%	13%	16%
Sweden	14%	13%	10%	14%
Russia	14%	16%	10%	11%
Switzerland	14%	8%	13%	12%

Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



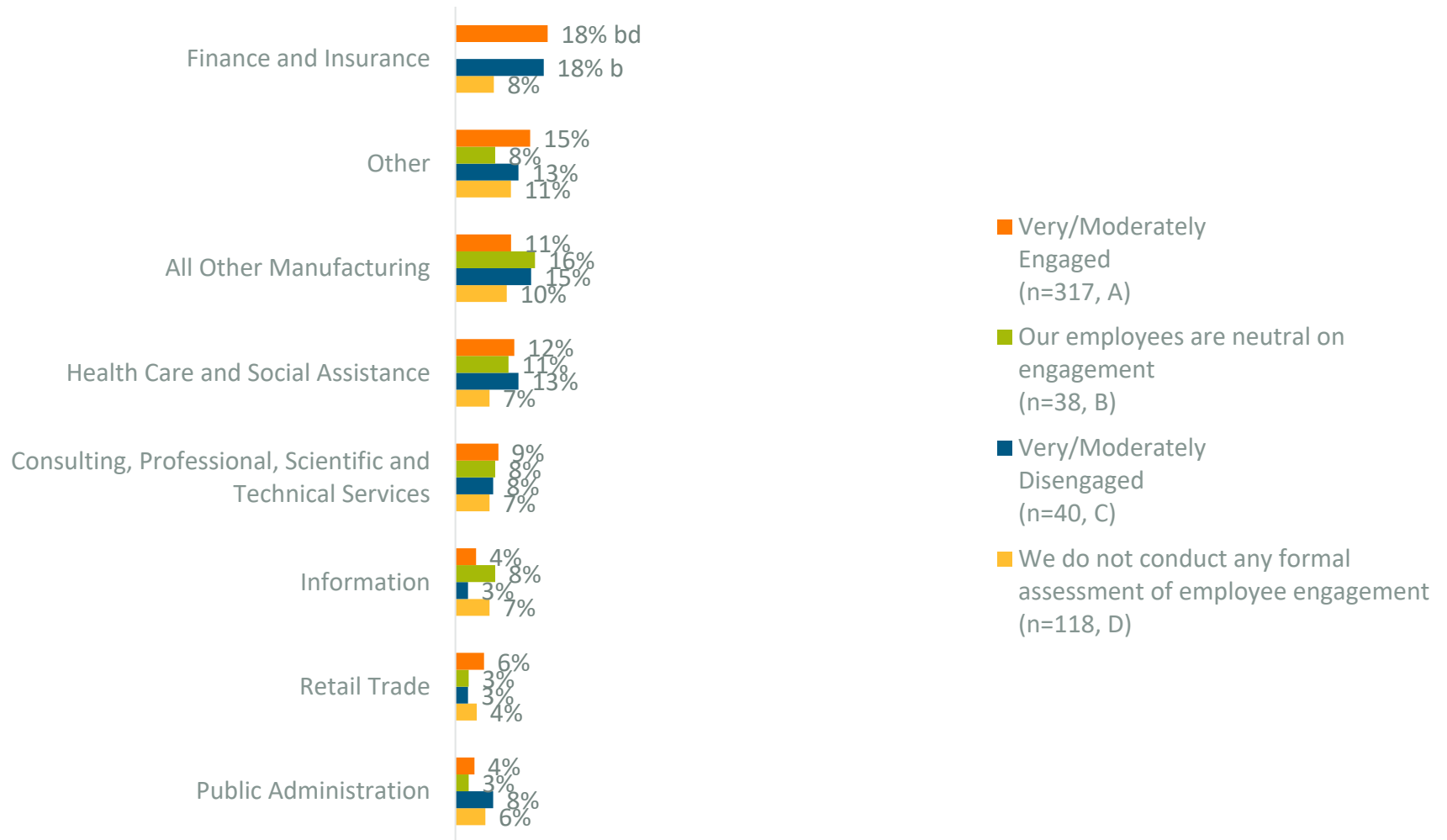
Office Locations by Voluntary Turnover Rate

	<5% Voluntary Turnover (n=130, A)	5%-10% Voluntary Turnover (n=101, B)	>10% Voluntary Turnover (n=187, C)
US	88%	90%	92%
Canada	30%	48% ac	28%
United Kingdom	25%	41% ac	27%
China	22%	35% ac	21%
Germany	21%	30%	21%
India	19%	25%	16%
France	17%	26%	19%
Australia	19%	23%	18%
Singapore	19%	26%	17%
Japan	12%	28% a	18%
Mexico	19%	20%	16%
Netherlands	19%	24% c	12%
Brazil	16%	18%	15%
Spain	15%	23%	13%
Italy	16%	22%	12%
Other	17%	17%	13%
Belgium	14%	15%	11%
Sweden	10%	16%	12%
Switzerland	11%	18%	10%
Russia	12%	13%	10%

Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



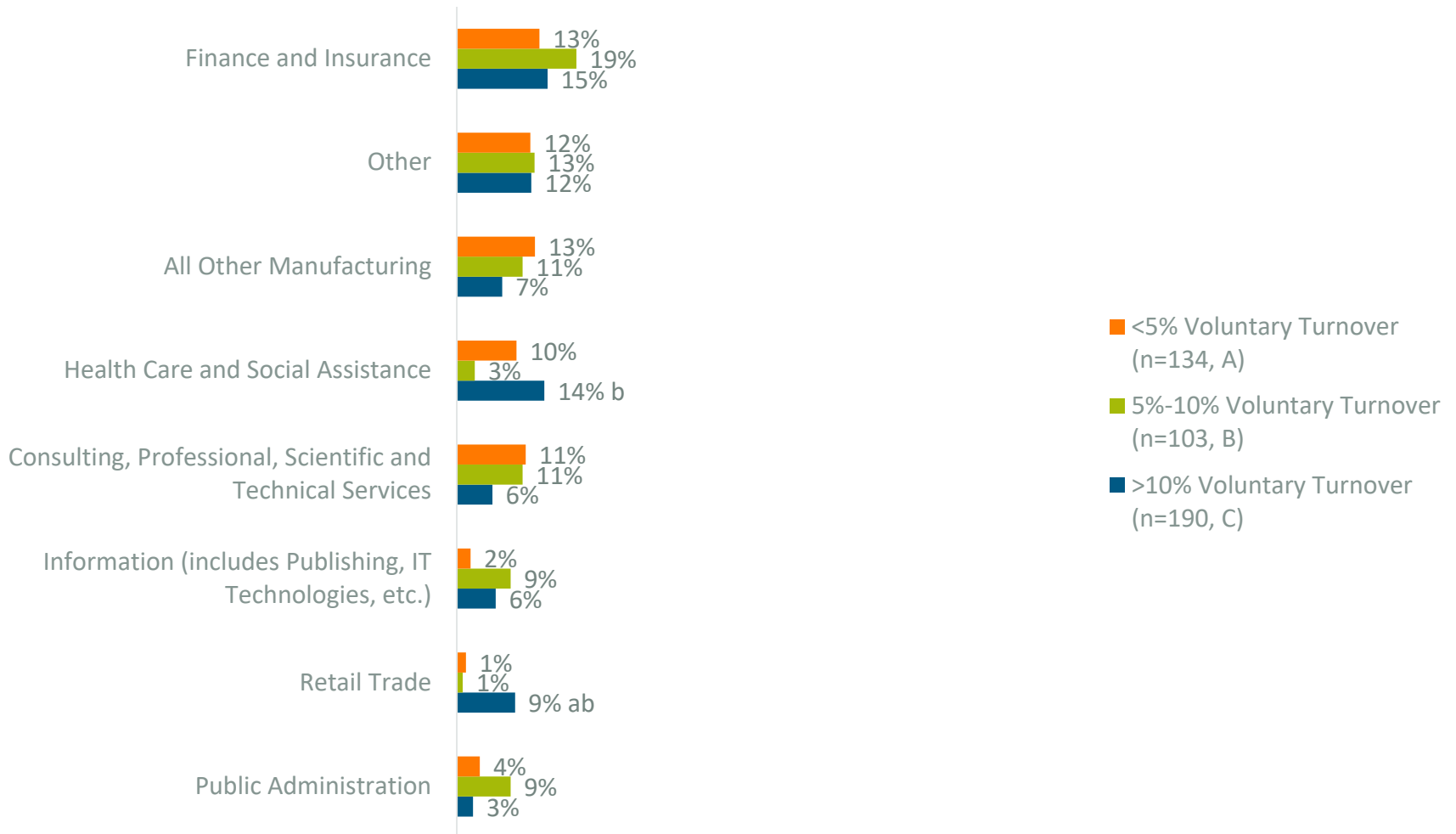
Industry by Employee Engagement



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



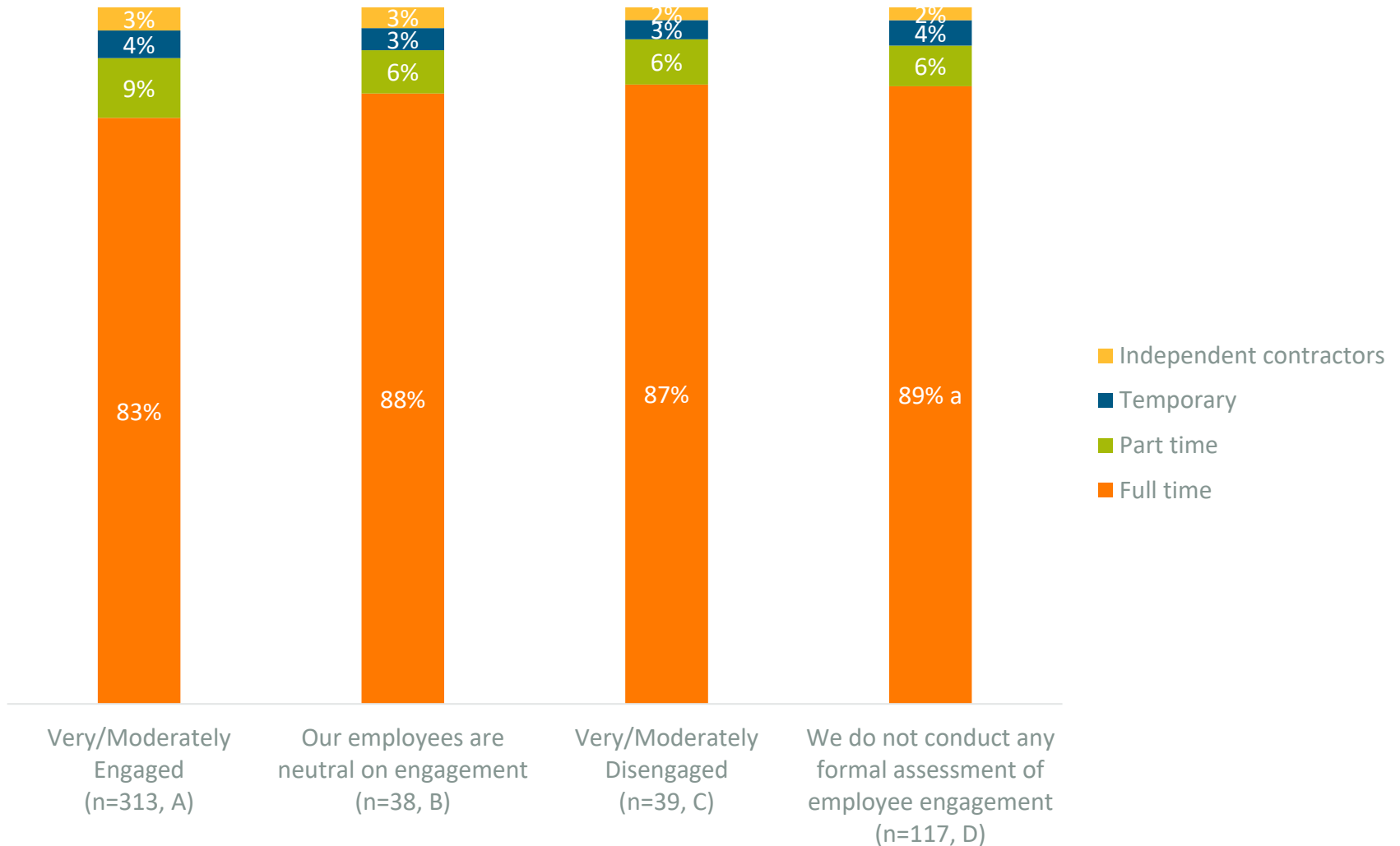
Industry by Voluntary Turnover Rate



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)

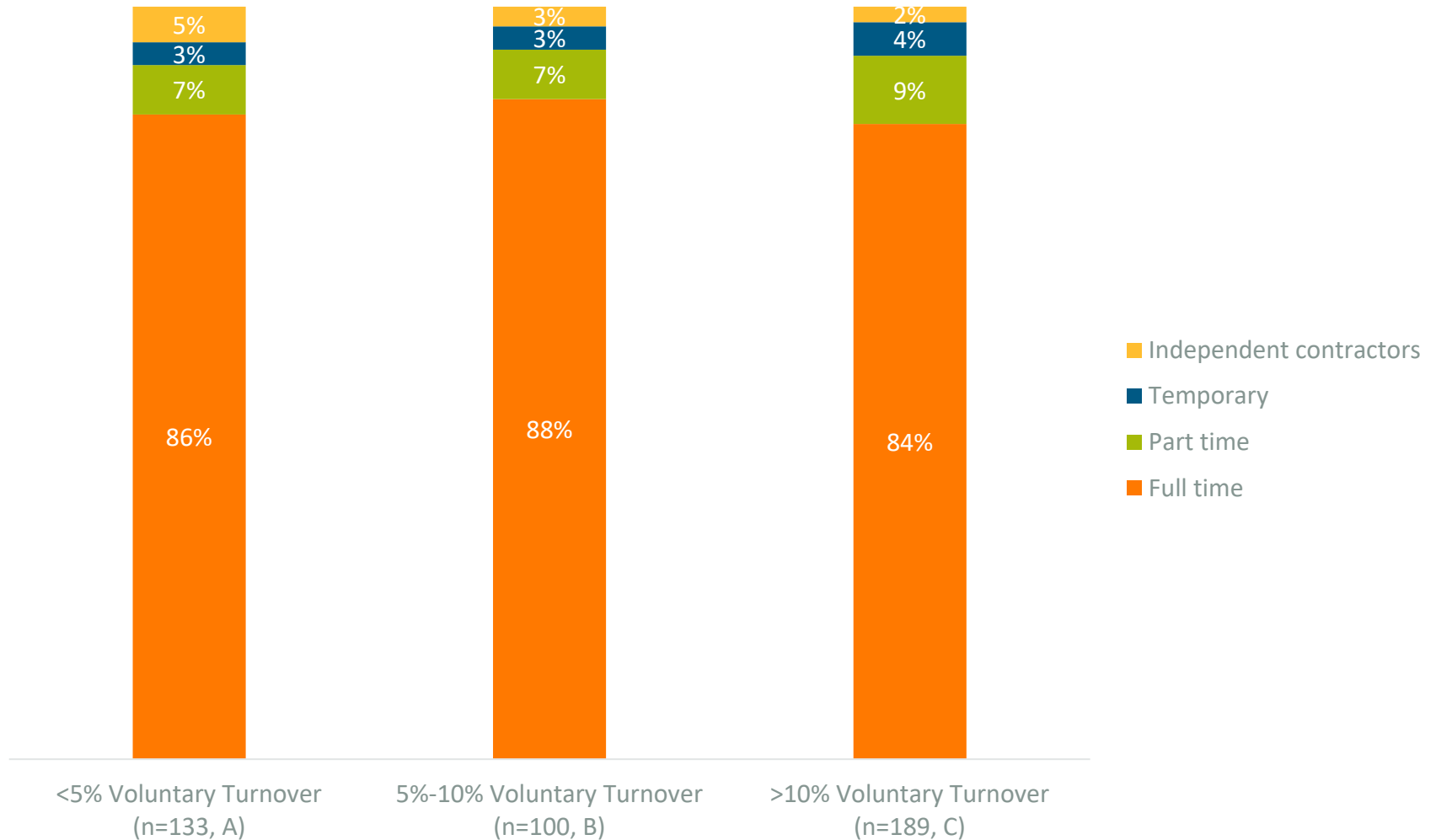


Employment Makeup by Employee Engagement



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)

Employment Makeup by Voluntary Turnover Rate



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)

Track Regrettable Turnover by Employee Engagement

Average
regrettable
turnover



Very/Moderately
Engaged
(n=297, A)

Our employees are neutral on
engagement
(n=37, B)

Very/
Moderately
Disengaged
(n=38, C)

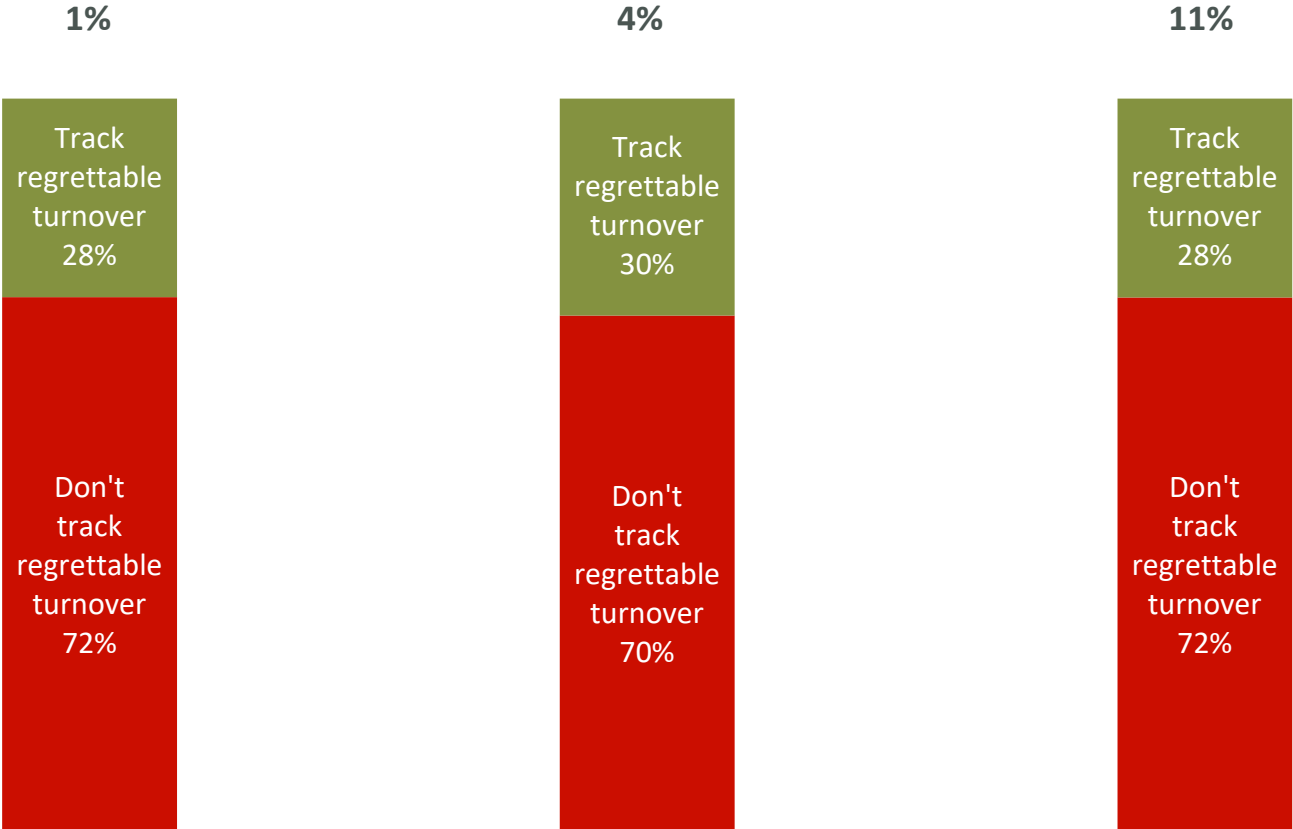
We do not conduct any formal
assessment of employee
engagement
(n=114, D)

Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Regrettable Turnover by Voluntary Turnover Rate

Average regrettable turnover



<5% Voluntary Turnover
(n=134, A)

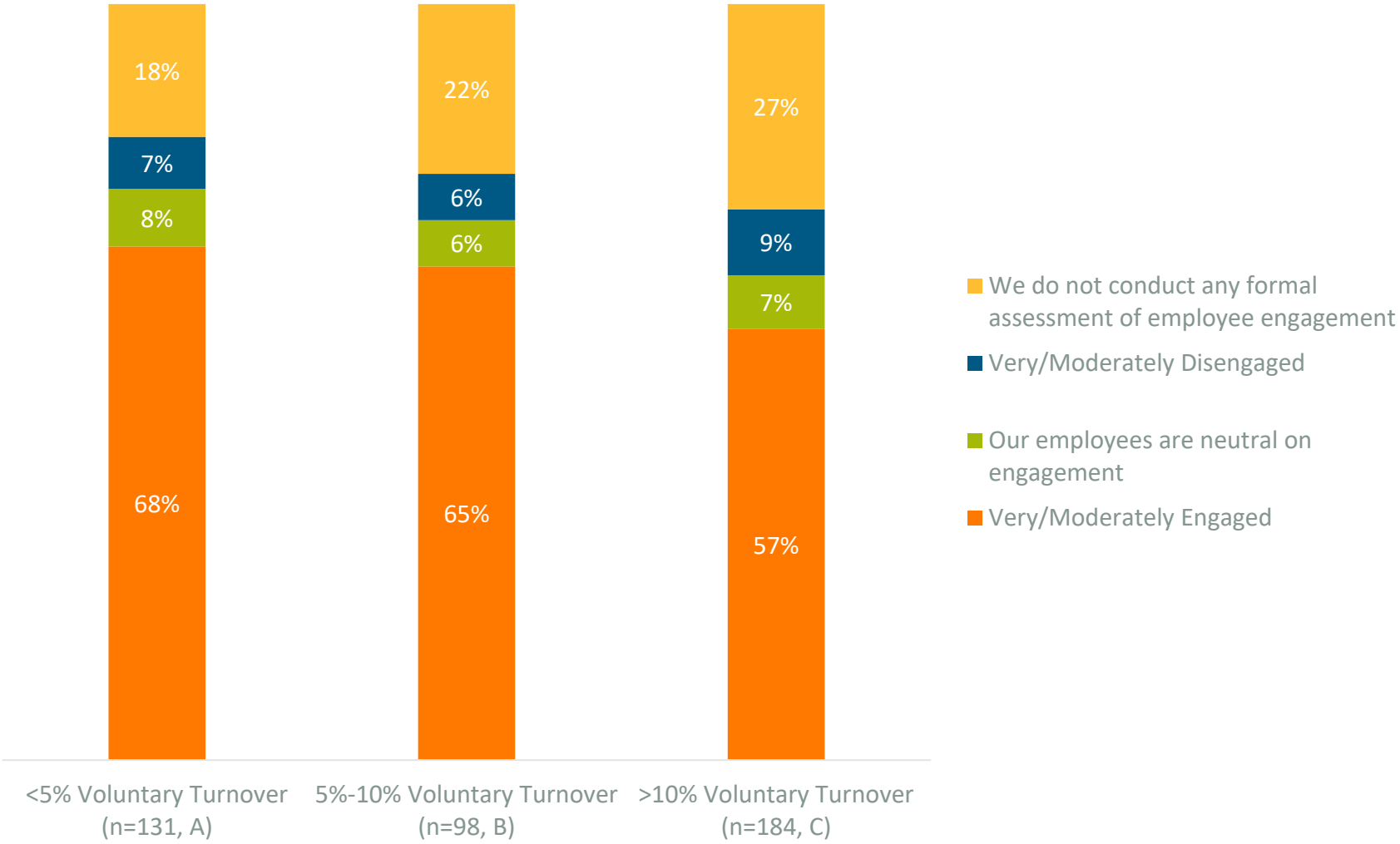
5%-10% Voluntary Turnover
(n=103, B)

>10% Voluntary Turnover
(n=188, C)

Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Employee Engagement by Voluntary Turnover Rate



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Mean Spend on Labor by Employee Engagement

■ Very/Moderately Engaged
(n=107, A)

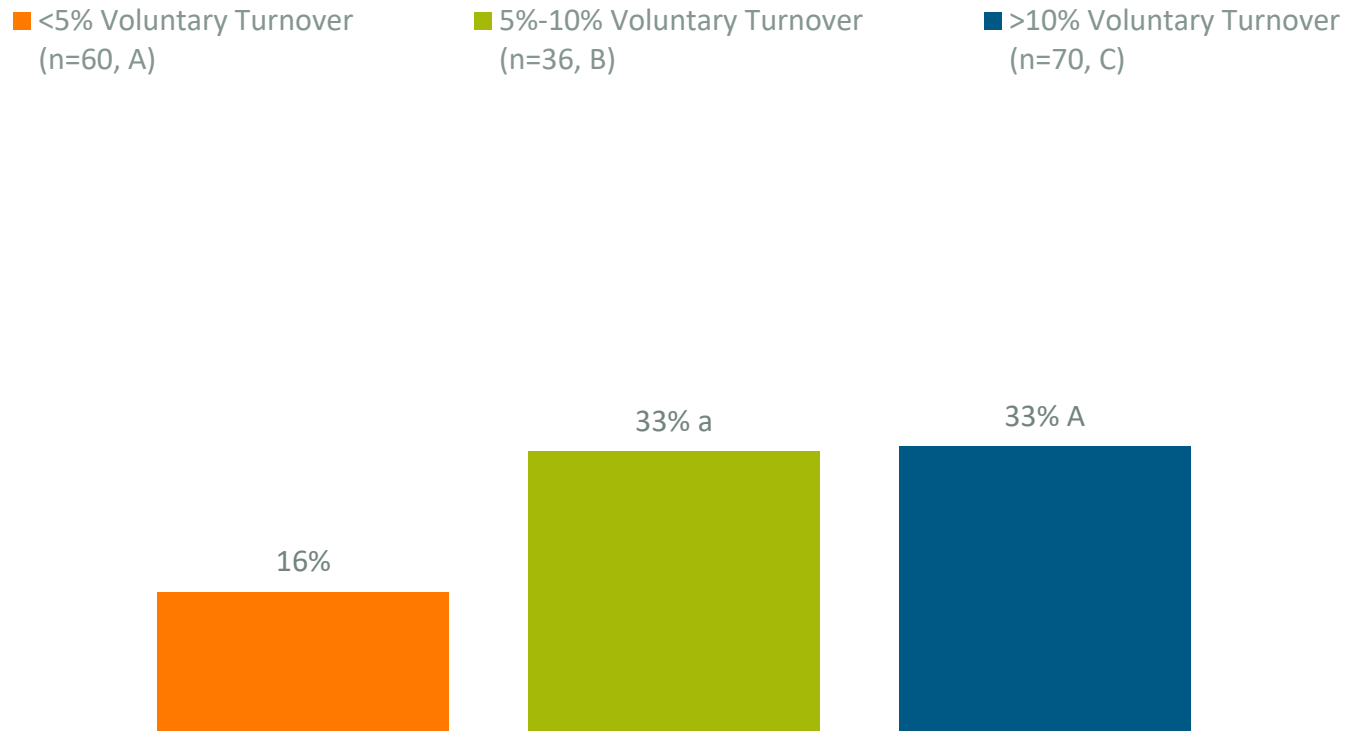
■ We do not conduct any
formal assessment of
employee engagement
(n=40, D)



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Mean Spend on Labor by Voluntary Turnover Rate



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



U.S. Organizational Unit Reported Here by Employee Engagement

	Very/Moderately Engaged (n=289, A)	Our employees are neutral on engagement (n=36, B)	Very/Moderately Disengaged (n=36, C)	We do not conduct any formal assessment of engagement (n=105, D)
The headquarters	70%	69%	69%	68%
A subsidiary/group/division	12%	11%	14%	17%
A regional headquarters	4%	0%	6%	3%
A plant/branch	1%	3%	0%	1%
A public-sector firm	1%	8% a	0%	3%
An educational organization	1%	3%	3%	1%
Not applicable	10%	6%	8%	8%

Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



U.S. Organizational Unit Reported Here by Voluntary Turnover Rate

	<5% Voluntary Turnover (n=116, A)	5%-10% Voluntary Turnover (n=87, B)	>10% Voluntary Turnover (n=171, C)
The headquarters	68%	69%	71%
A subsidiary/group/division	11%	15%	12%
A regional headquarters	4%	3%	4%
A plant/branch	3%	0%	0%
An independent consultant	1%	0%	0%
A public-sector firm	3%	3%	1%
An educational organization	0%	1%	2%
Not applicable	9%	8%	10%

Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Additional Analysis by Recognition Program Offerings

Comparing organizations that offer Spot Recognition and/or Non-Cash Peer-to-Peer Recognition to those that do not.

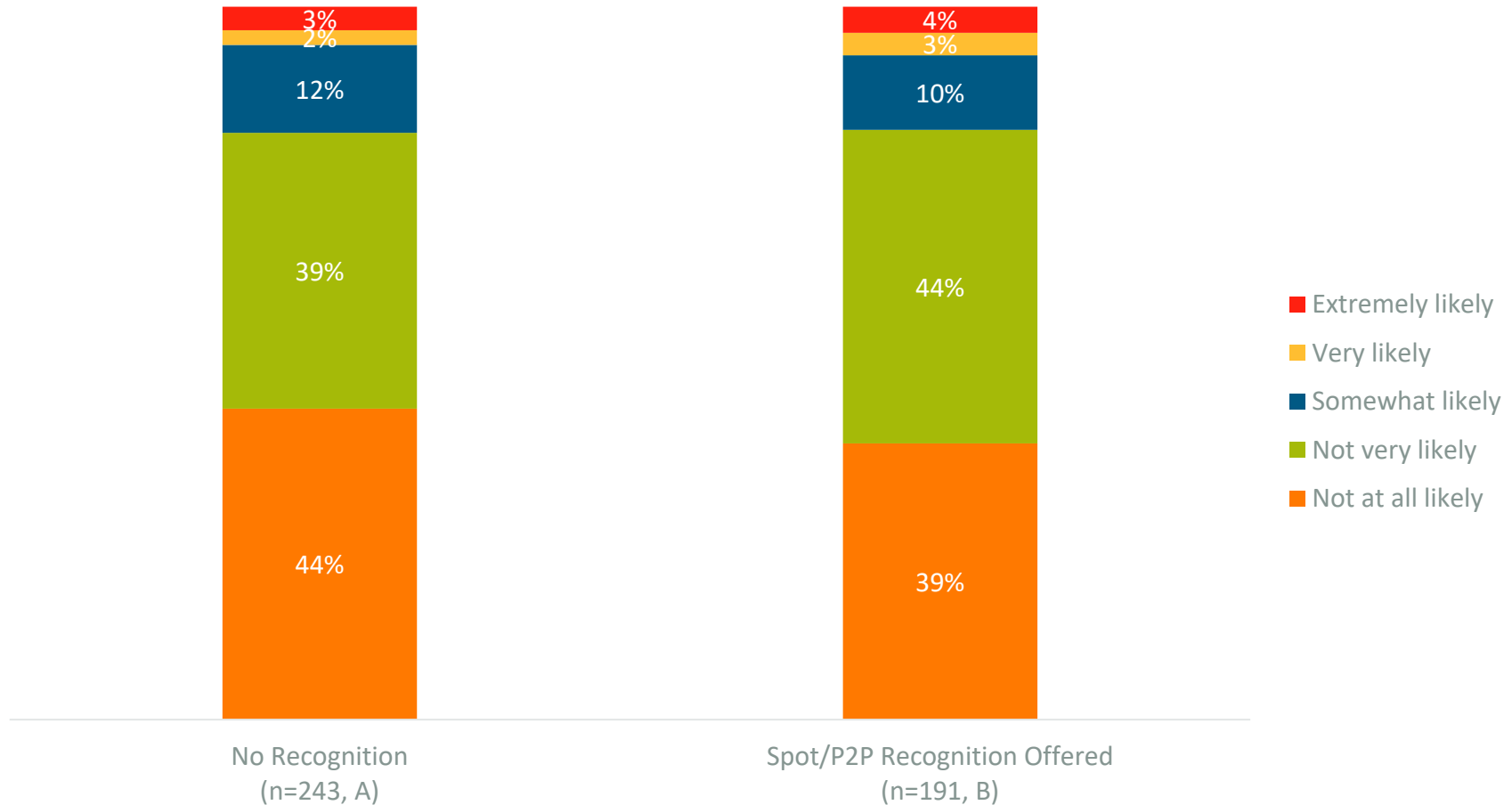
Top Goals of Performance Management Programs by Recognition Program Offerings



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



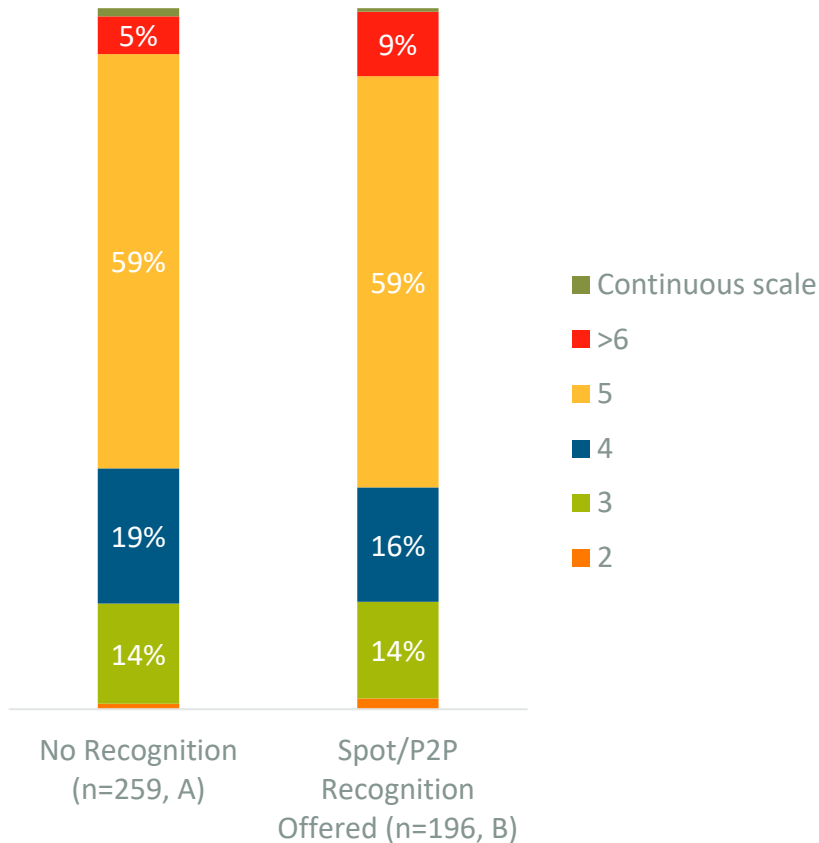
Likelihood to Eliminate Formal Performance Appraisals in the Next Two Years by Recognition Program Offerings



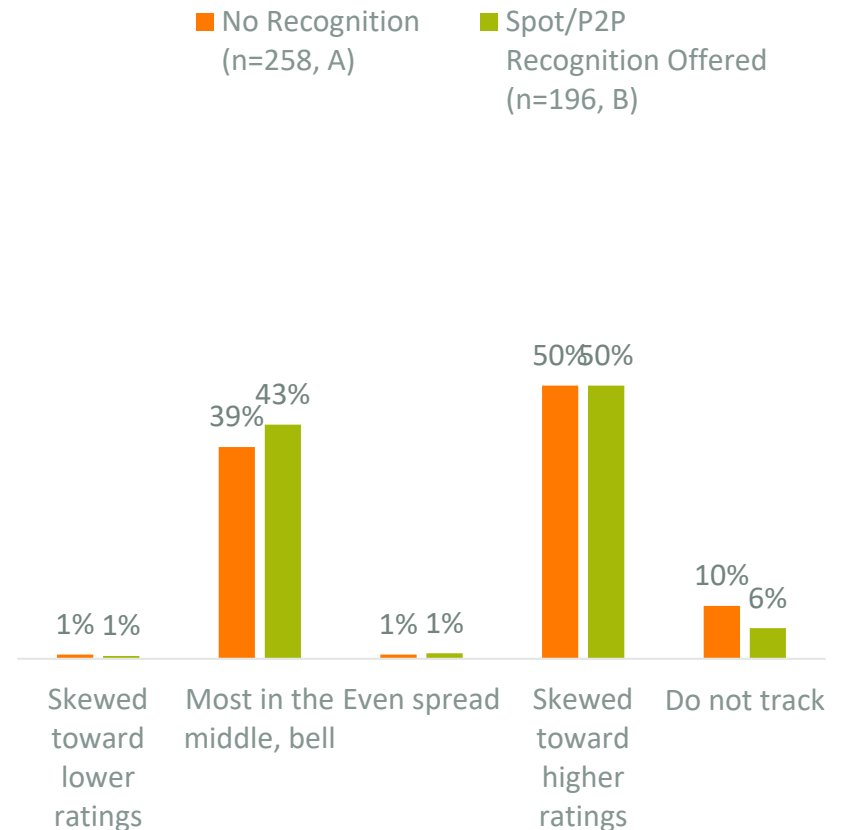
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Number of Performance Rating Levels Used in Formal Ratings by Recognition Program Offerings



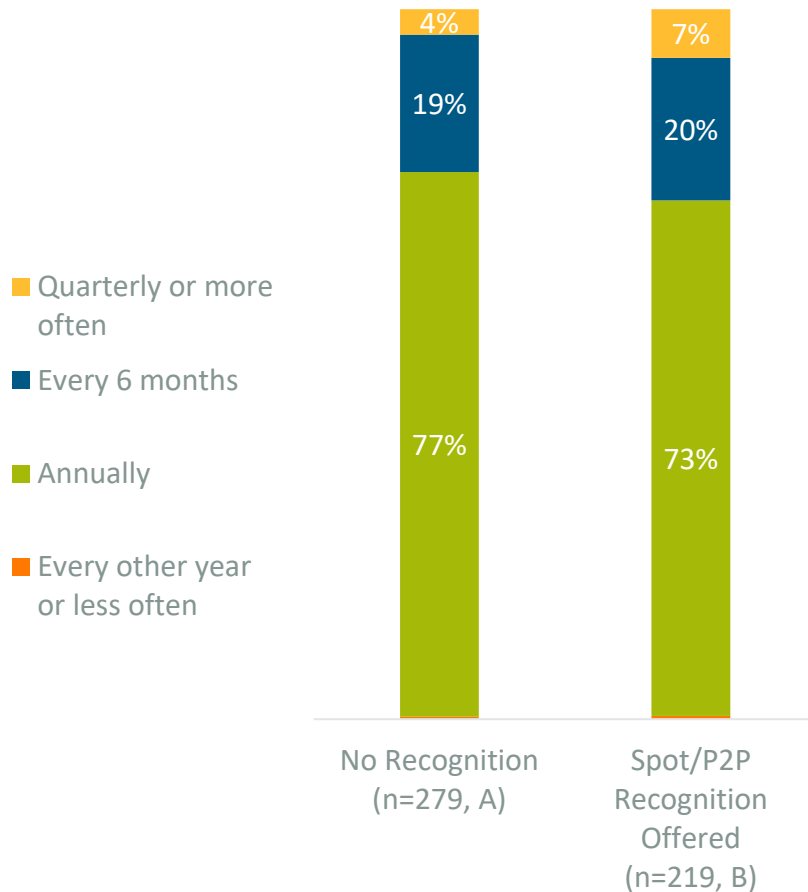
Performance Distribution Last Year by Recognition Program Offerings



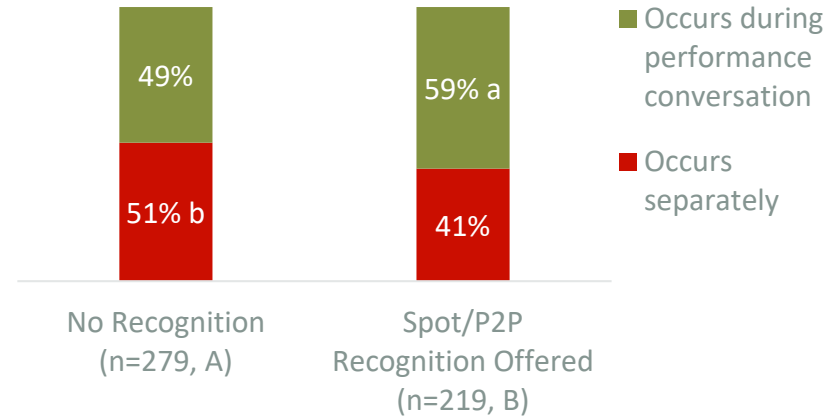
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



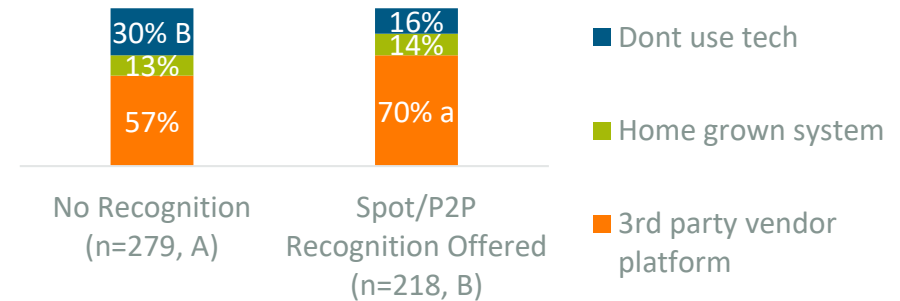
Frequency of Formal Performance Appraisals by Recognition Program Offerings



Reward Conversations Timing by Recognition Program Offerings



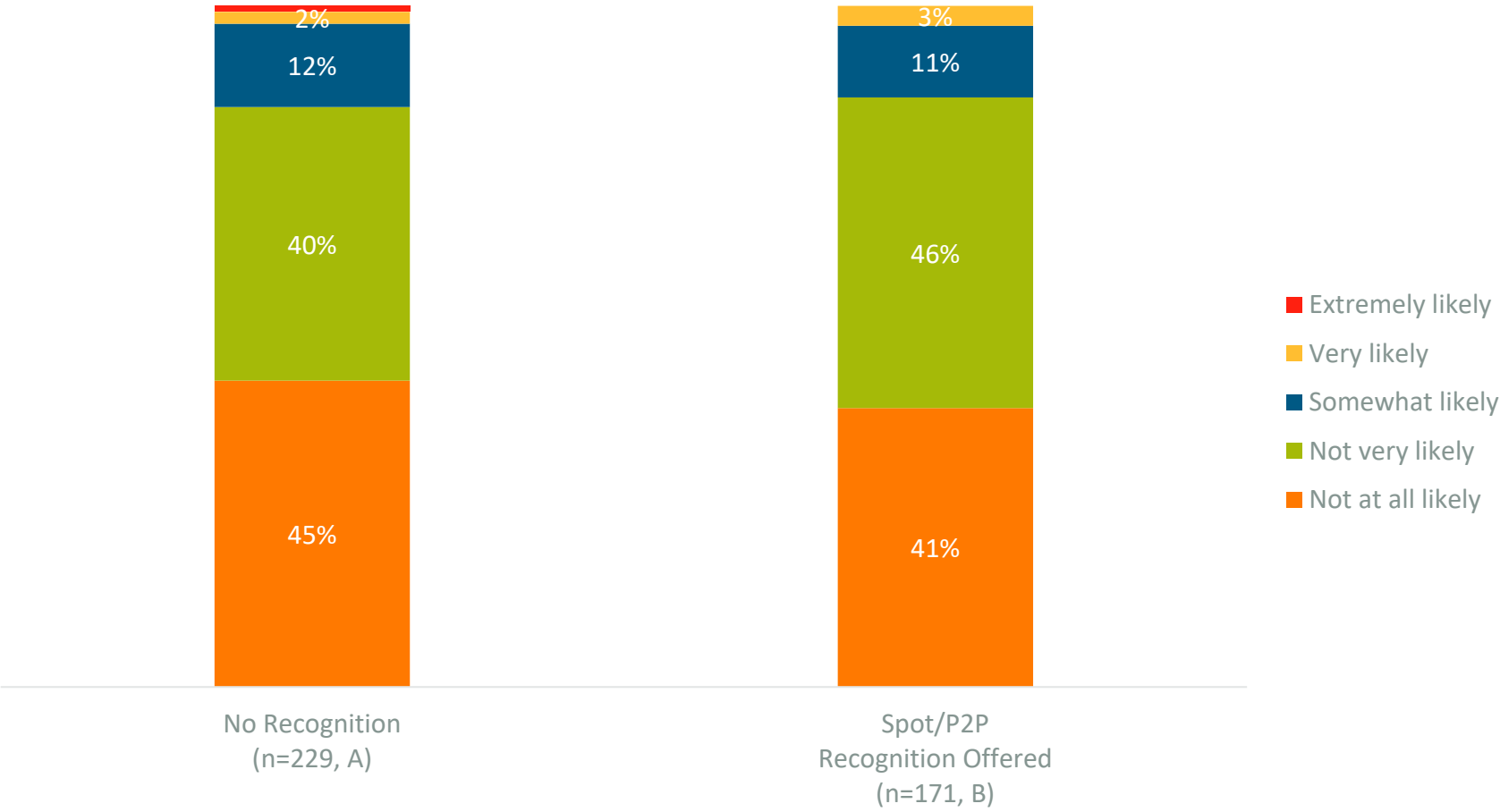
Use of Technology for Performance Appraisals by Recognition Program Offerings



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)

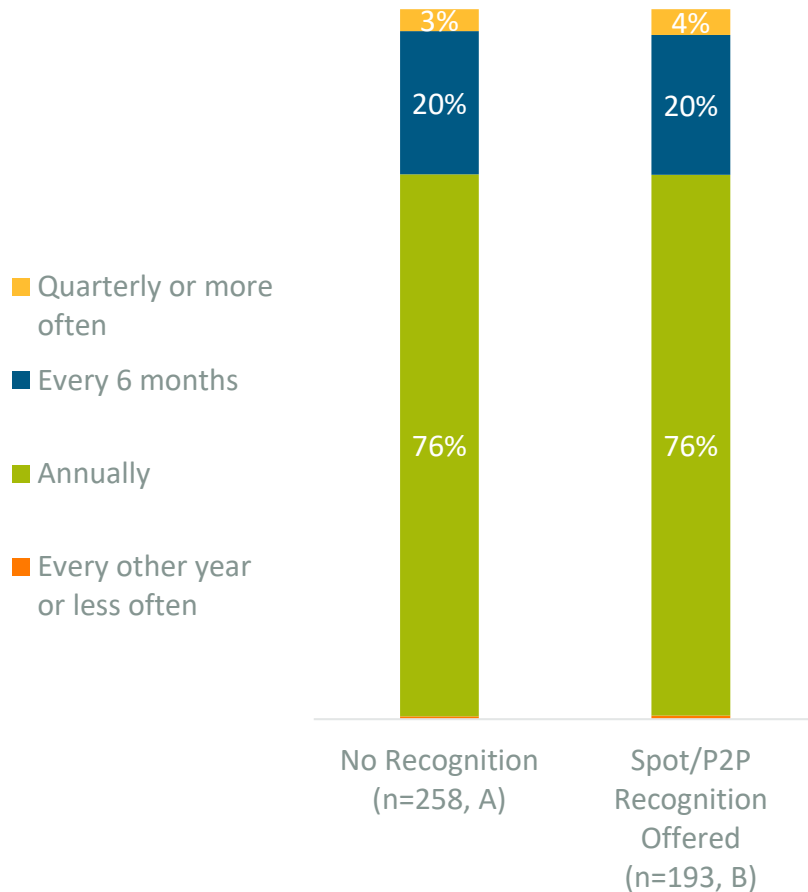


Likelihood to Eliminate Formal Performance Ratings in the Next Two Years by Recognition Program Offerings

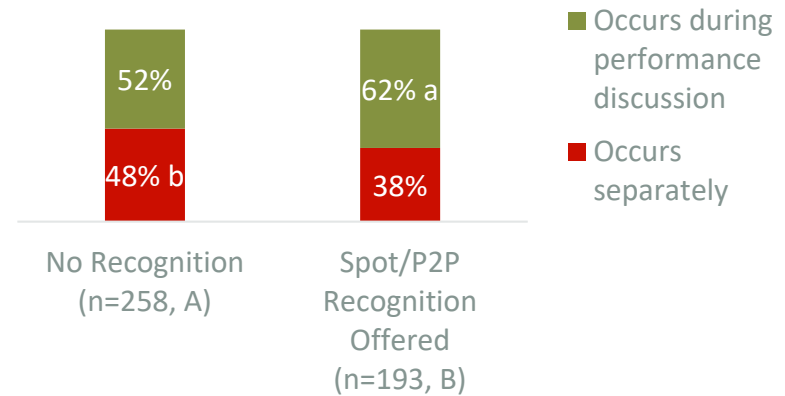


Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)

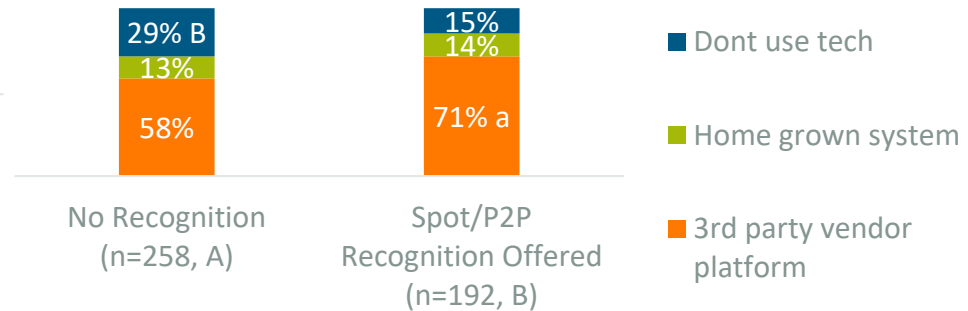
Frequency of Formal Performance Ratings by Recognition Program Offerings



Reward Conversation Timing by Recognition Program Offerings



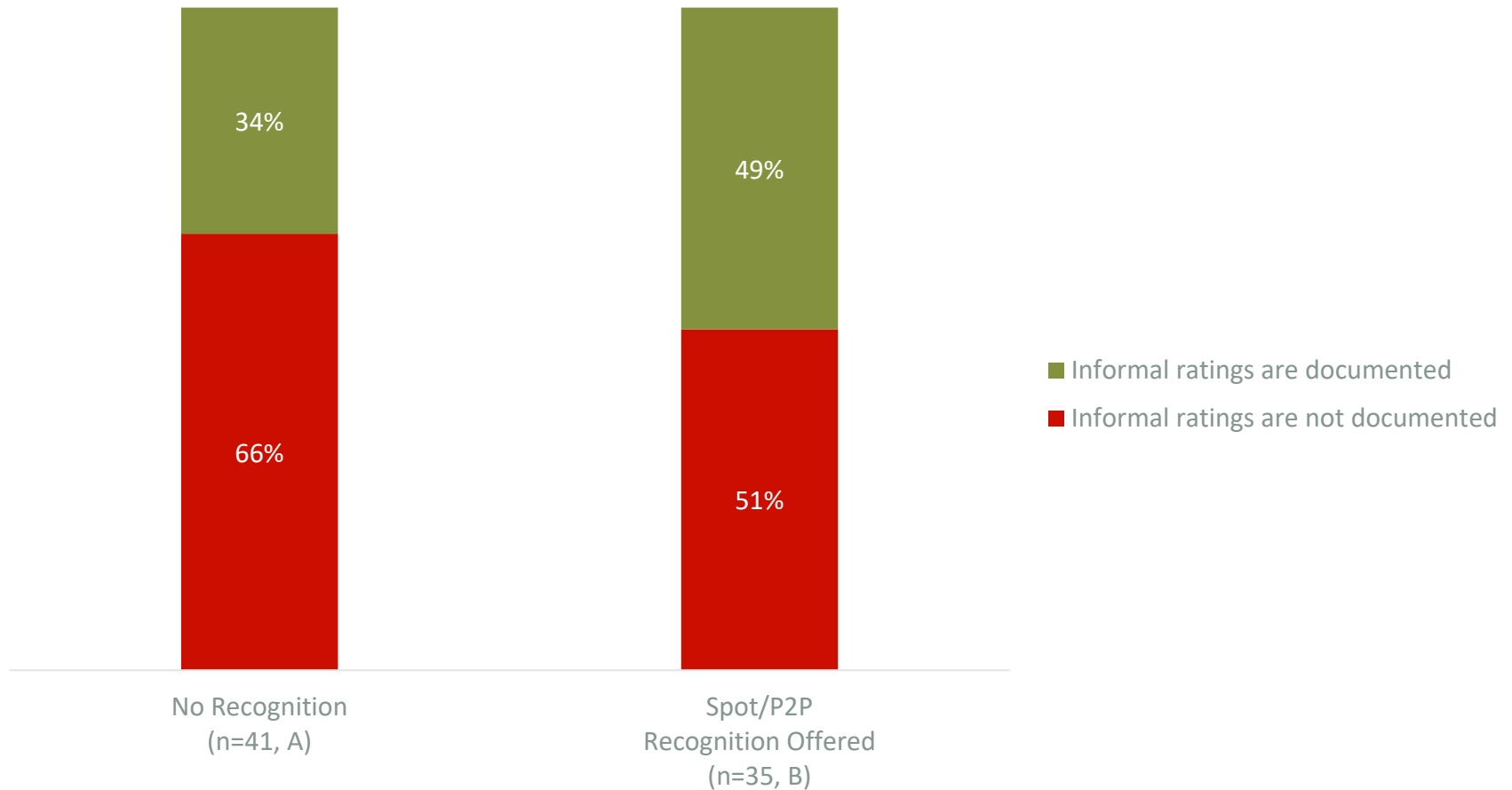
Use of Technology for Performance Ratings by Recognition Program Offerings



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



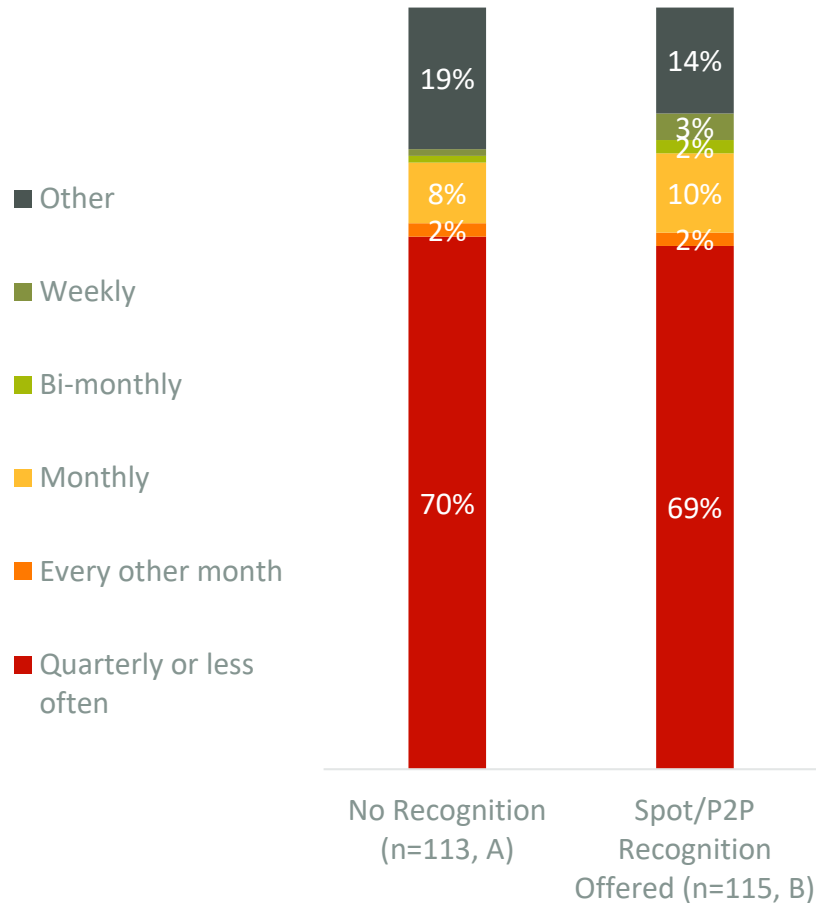
Documentation of Informal Ratings by Recognition Program Offerings



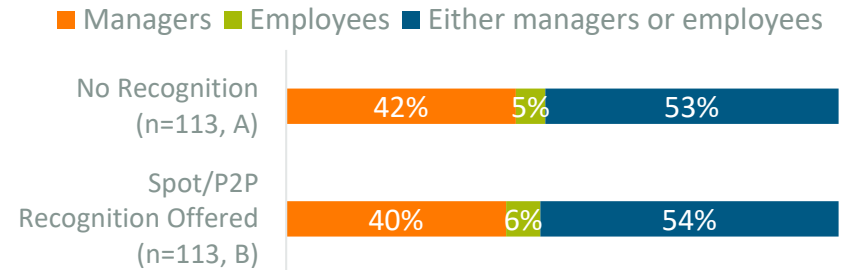
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



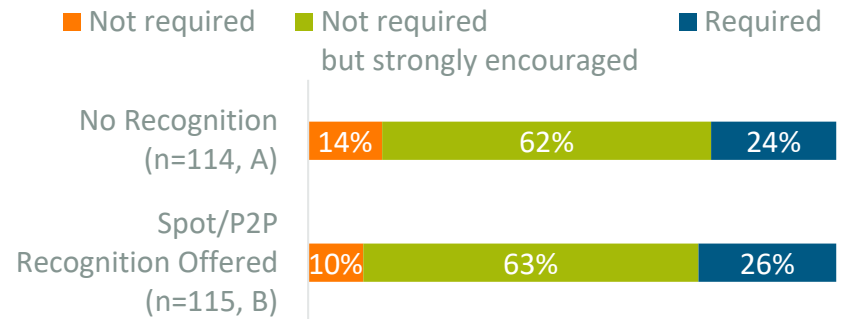
Frequency of Check-ins by Recognition Program Offerings



Person Responsible for Initiating Check-ins by Recognition Program Offerings



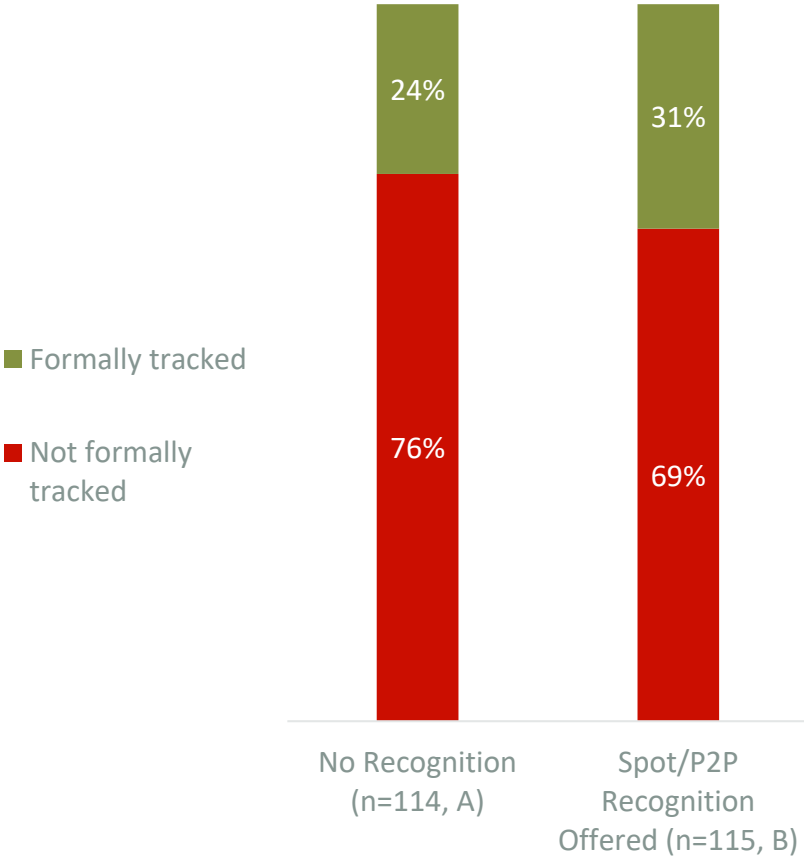
Frequent Check-in Requirements by Recognition Program Offerings



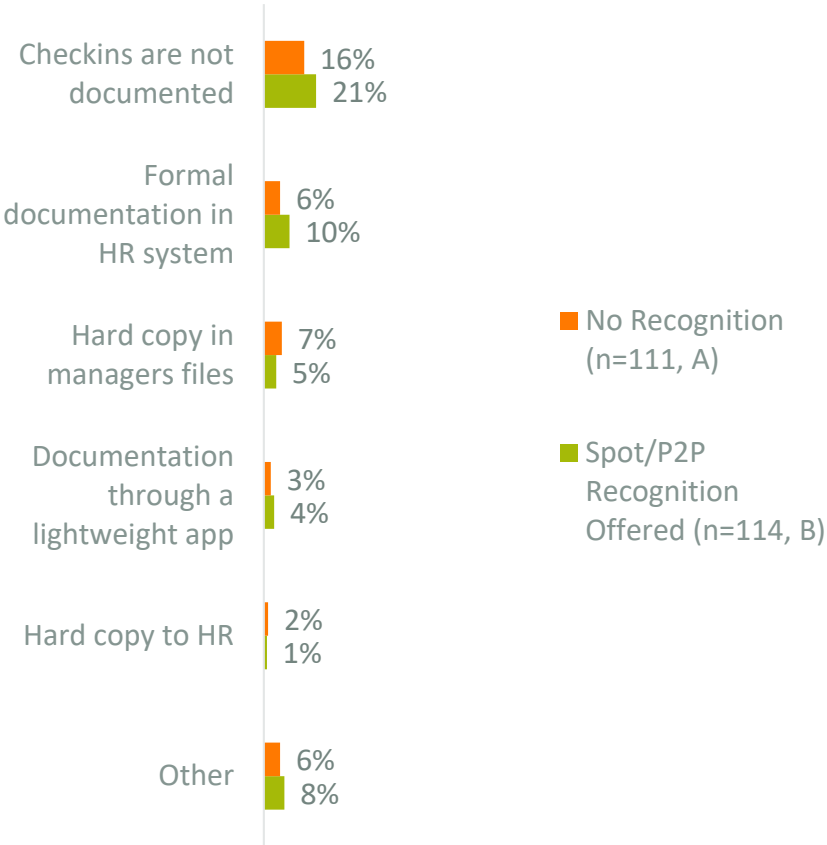
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Formal Tracking of Frequent Check-ins by Recognition Program Offerings



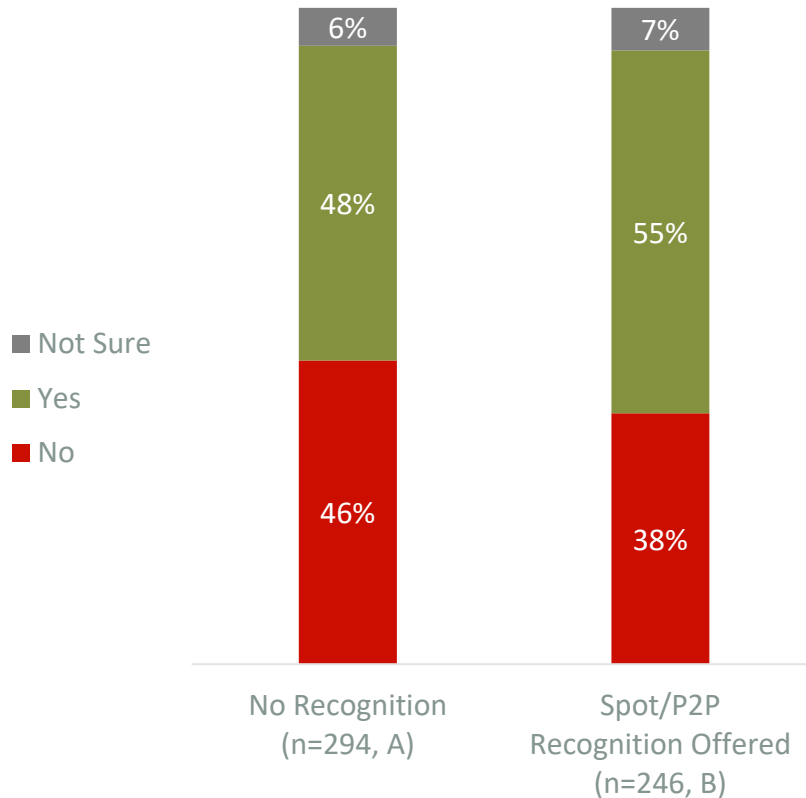
Documentation of Frequent Check-ins by Recognition Program Offerings



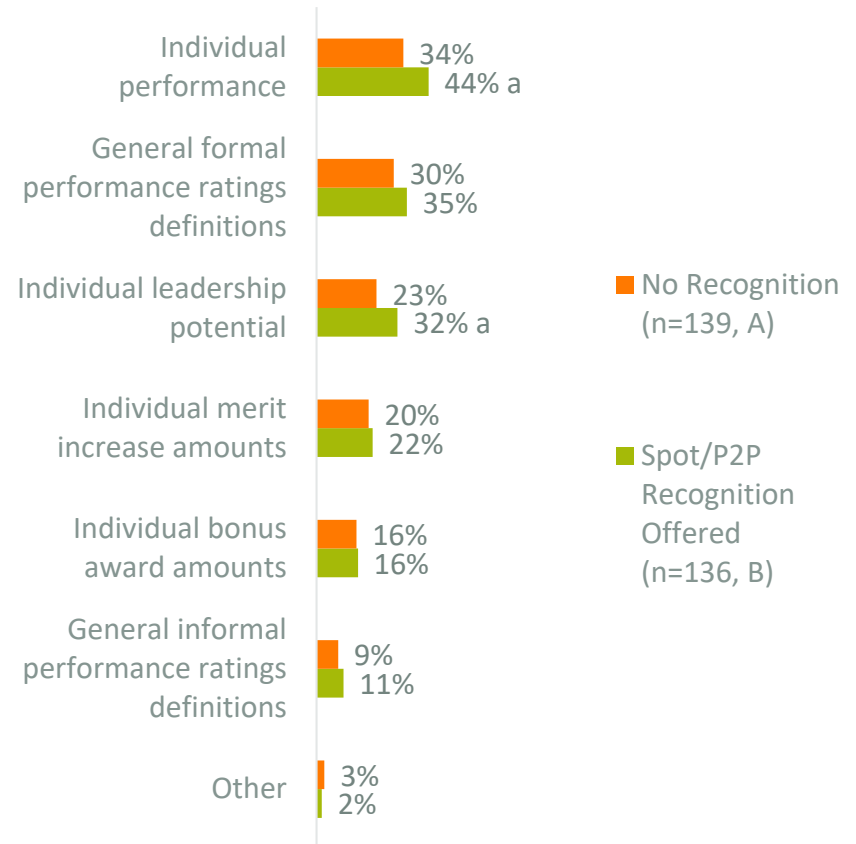
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Organization Conducts Calibration Sessions Among Leadership by Recognition Program Offerings



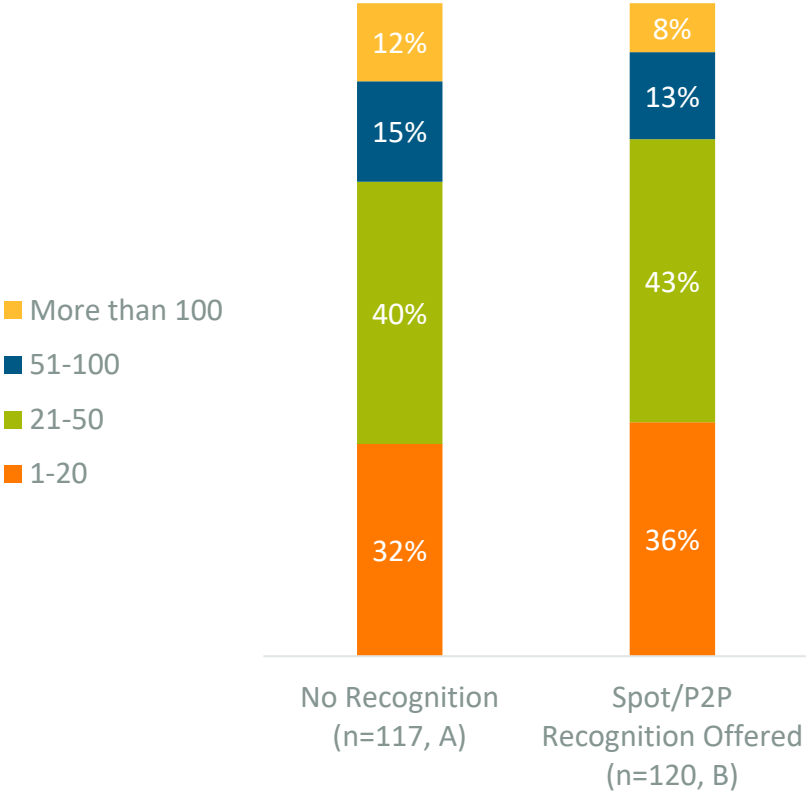
General Formal Performance Ratings Definitions by Recognition Program Offerings



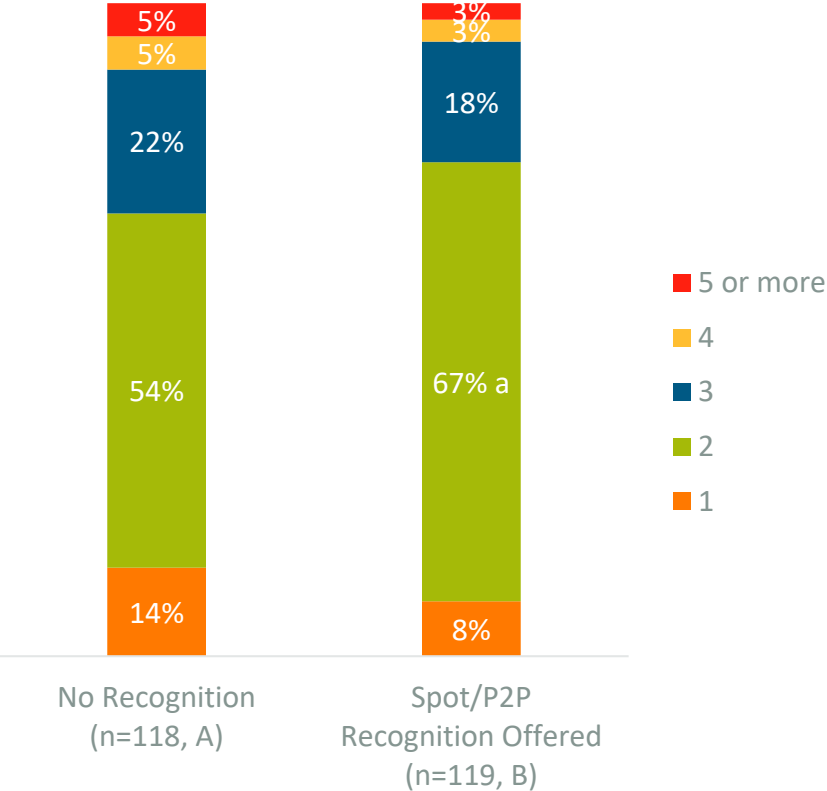
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Number of Employees Discussed in 1 Calibration Session by Recognition Program Offerings



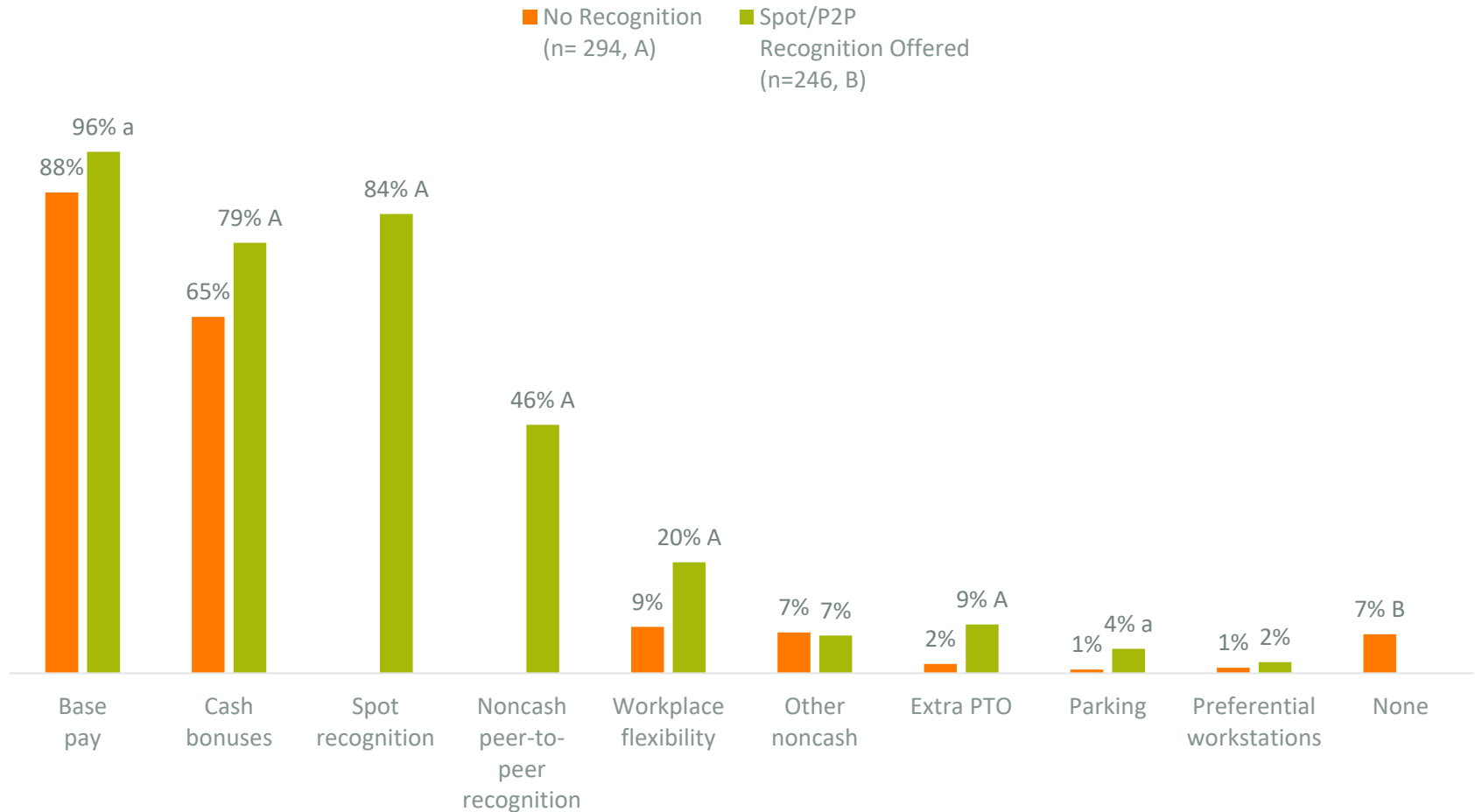
Number of Levels of Leadership Involved in 1 Calibration Session by Recognition Program Offerings



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



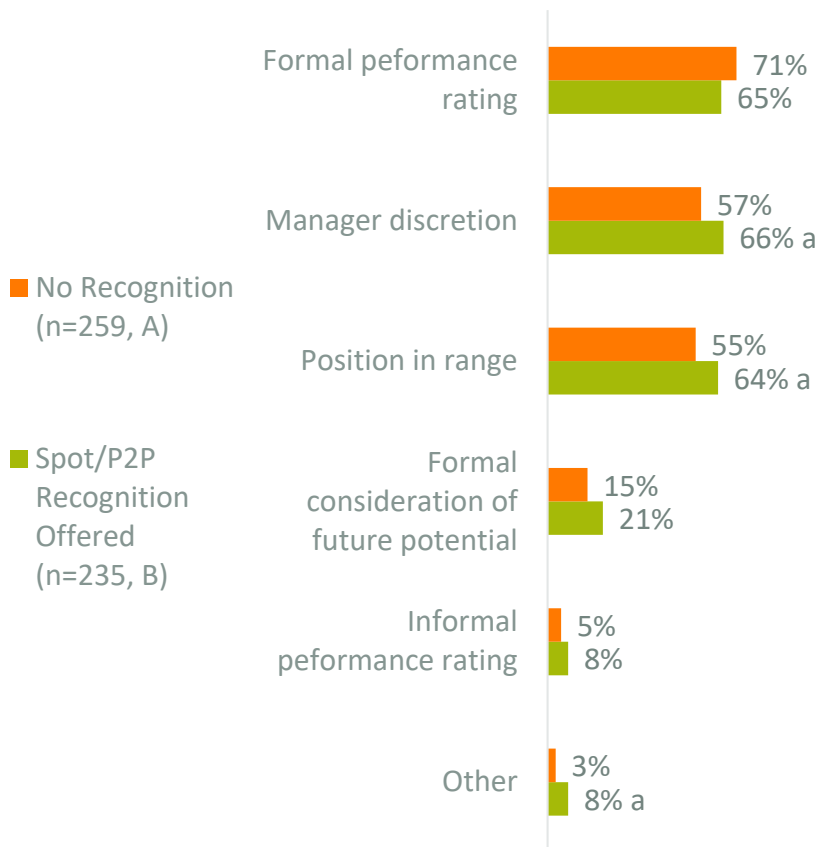
Tools Used to Differentiate Rewards for Employees Based on Performance by Recognition Program Offerings



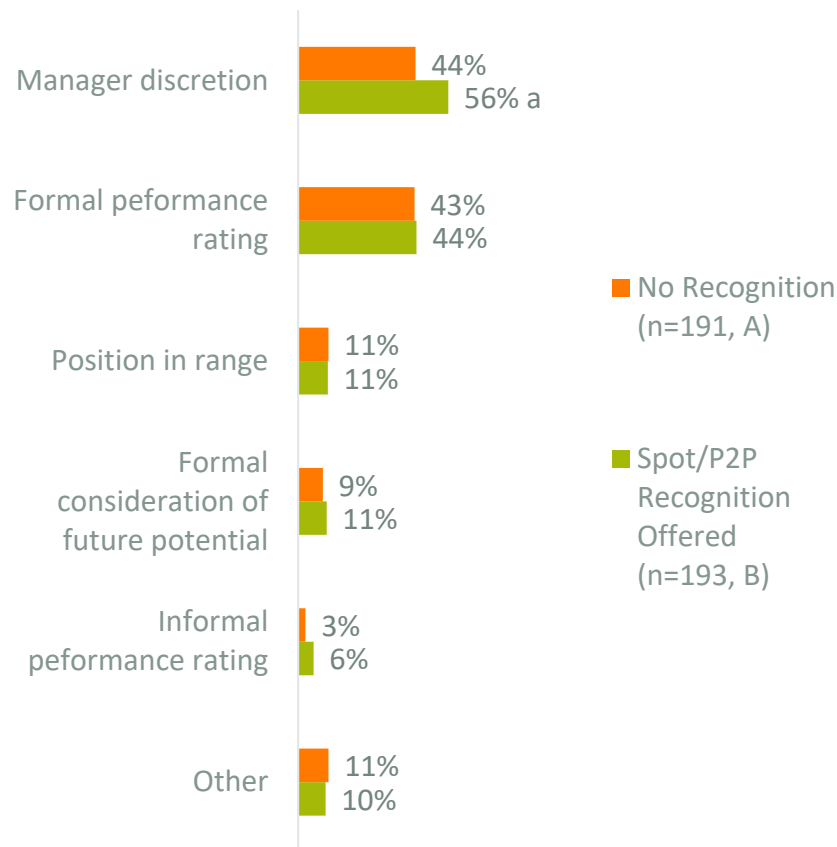
Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Basis for Differentiation in Base Pay by Recognition Program Offerings



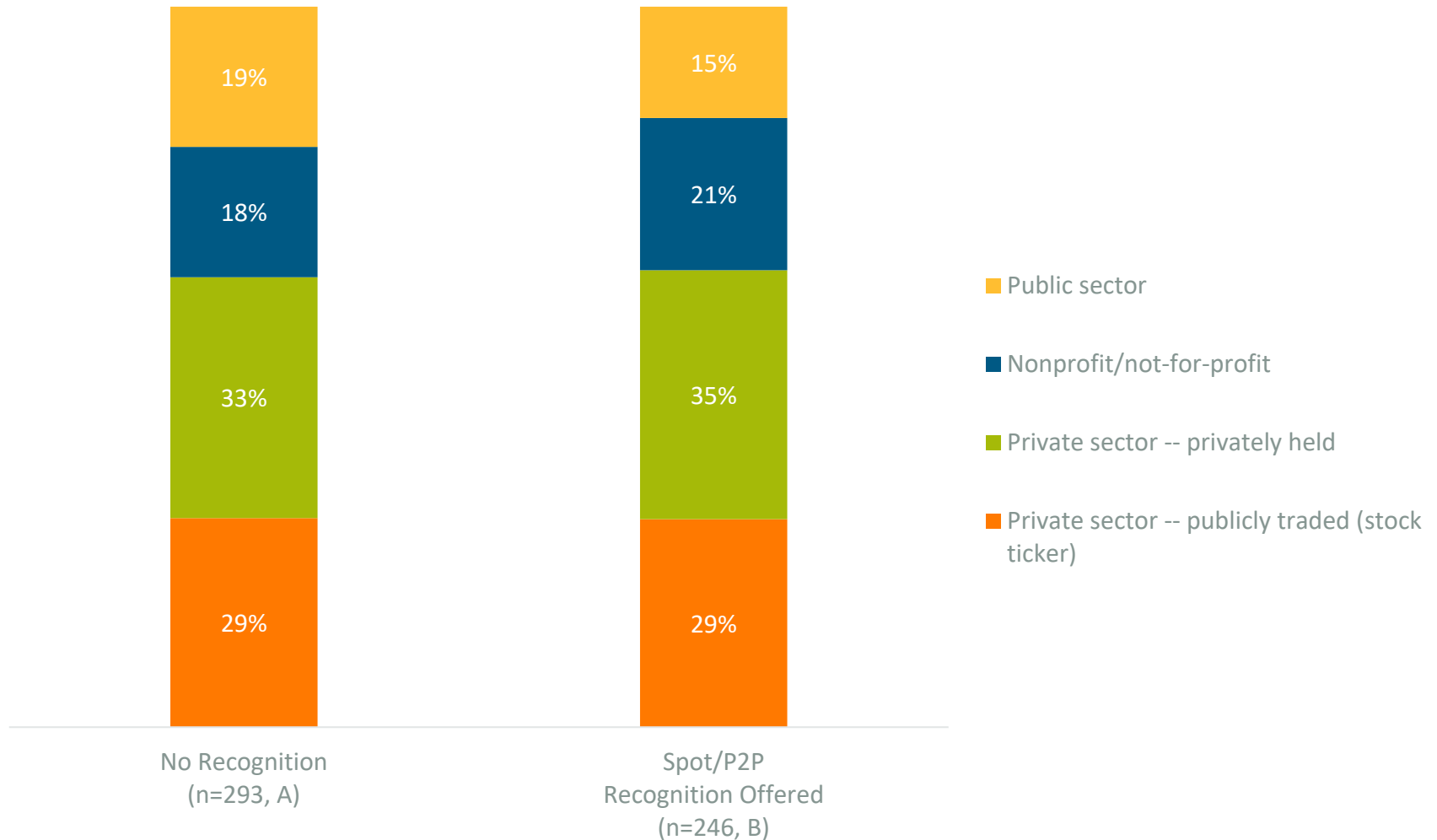
Basis for Differentiation in Cash Bonuses by Recognition Program Offerings



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



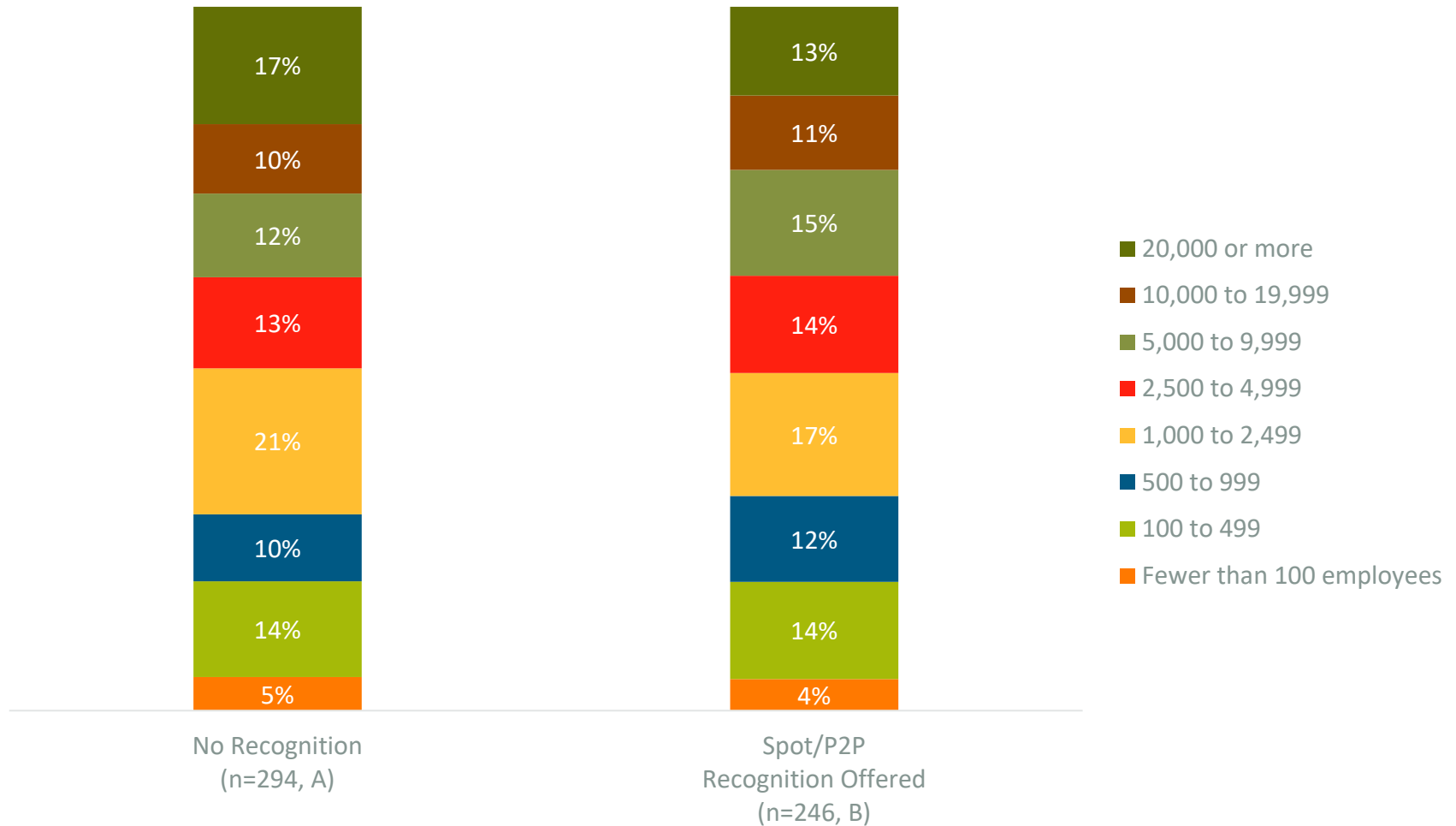
Sector by Recognition Program Offerings



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



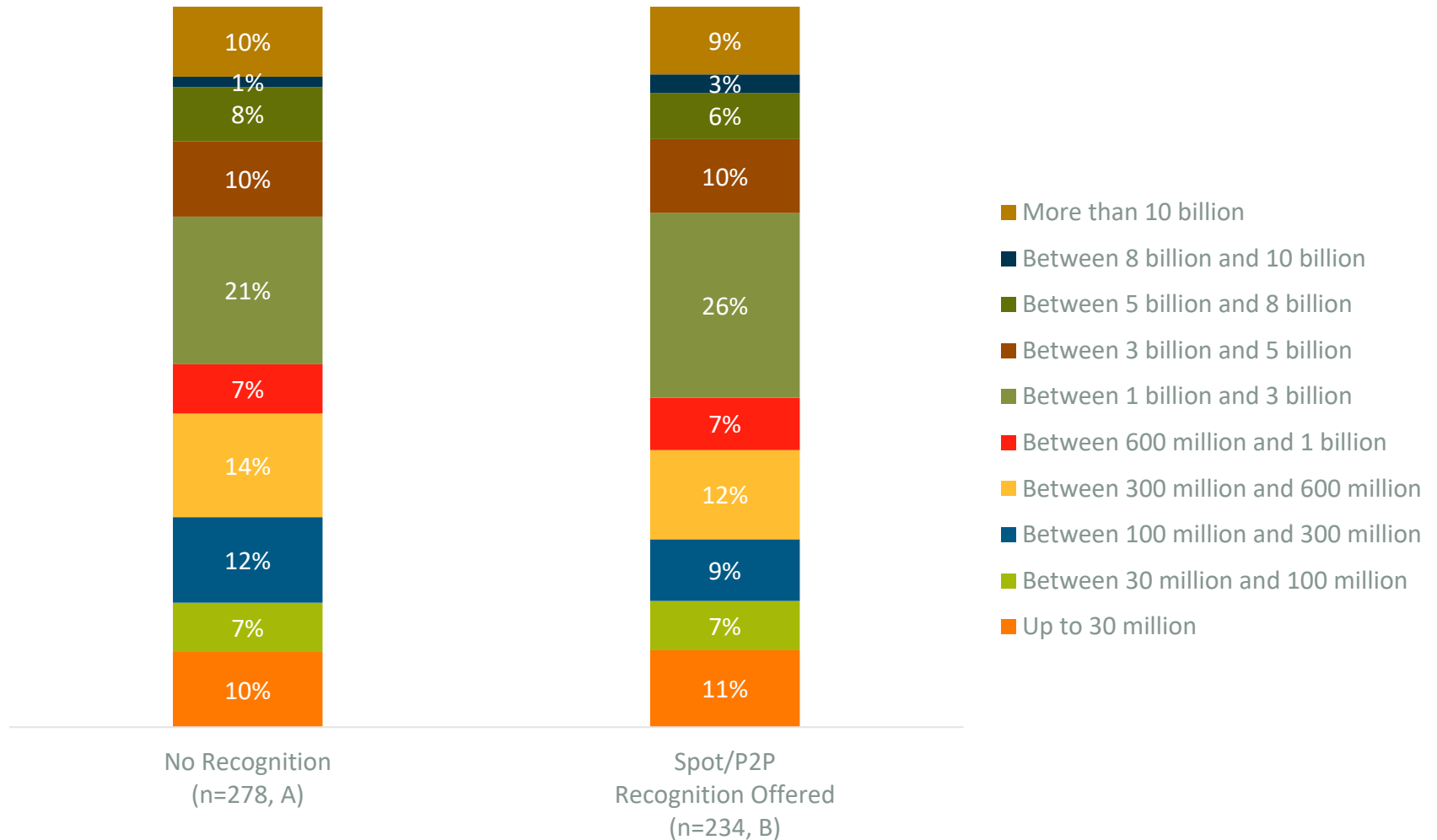
Number of Employees Worldwide by Recognition Program Offerings



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



2016 Revenue by Recognition Program Offerings



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



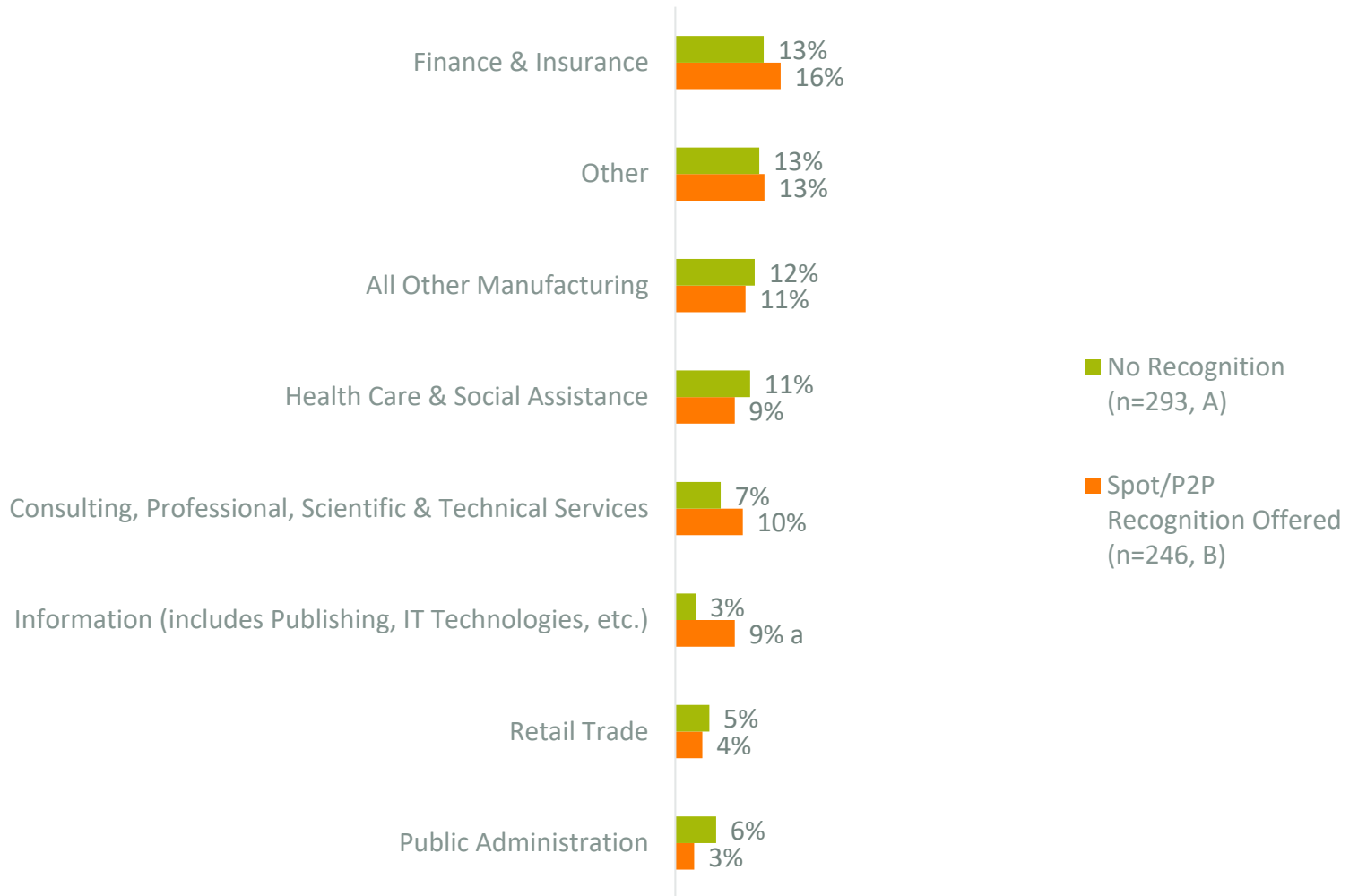
Office Locations by Reward Program Offerings

	No Recognition (n=288, A)	Spot/P2P Recognition Offered (n=242, B)
US	89%	95% a
Canada	35%	38%
United Kingdom	29%	36%
China	26%	30%
Germany	21%	30% a
Mexico	21%	20%
France	20%	25%
Australia	19%	26%
Singapore	18%	26% a
Japan	18%	26% a
India	18%	29% a
Brazil	17%	19%
Other	16%	14%
Spain	15%	20%
Italy	14%	20%
Netherlands	13%	24% a
Belgium	12%	19% a
Switzerland	11%	16%
Russia	11%	16%
Sweden	10%	18% a

Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



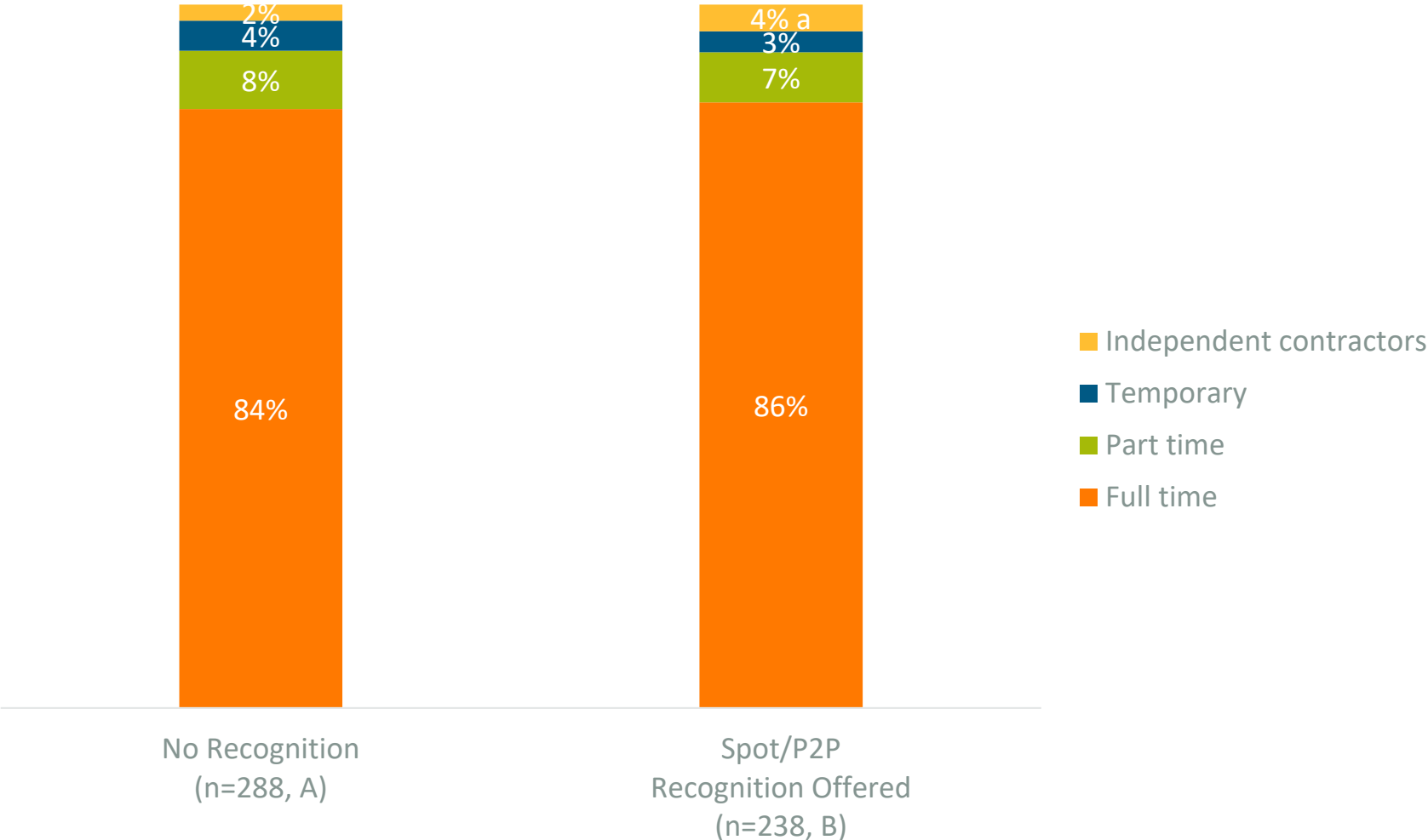
Industry by Reward Program Offerings



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Employment Makeup by Recognition Program Offerings



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)

Track Regrettable Turnover by Recognition Program Offerings

Average regrettable turnover

7%

5%

Track regrettable turnover
25%

Track regrettable turnover
32%

Don't track regrettable turnover
75%

Don't track regrettable turnover
68%

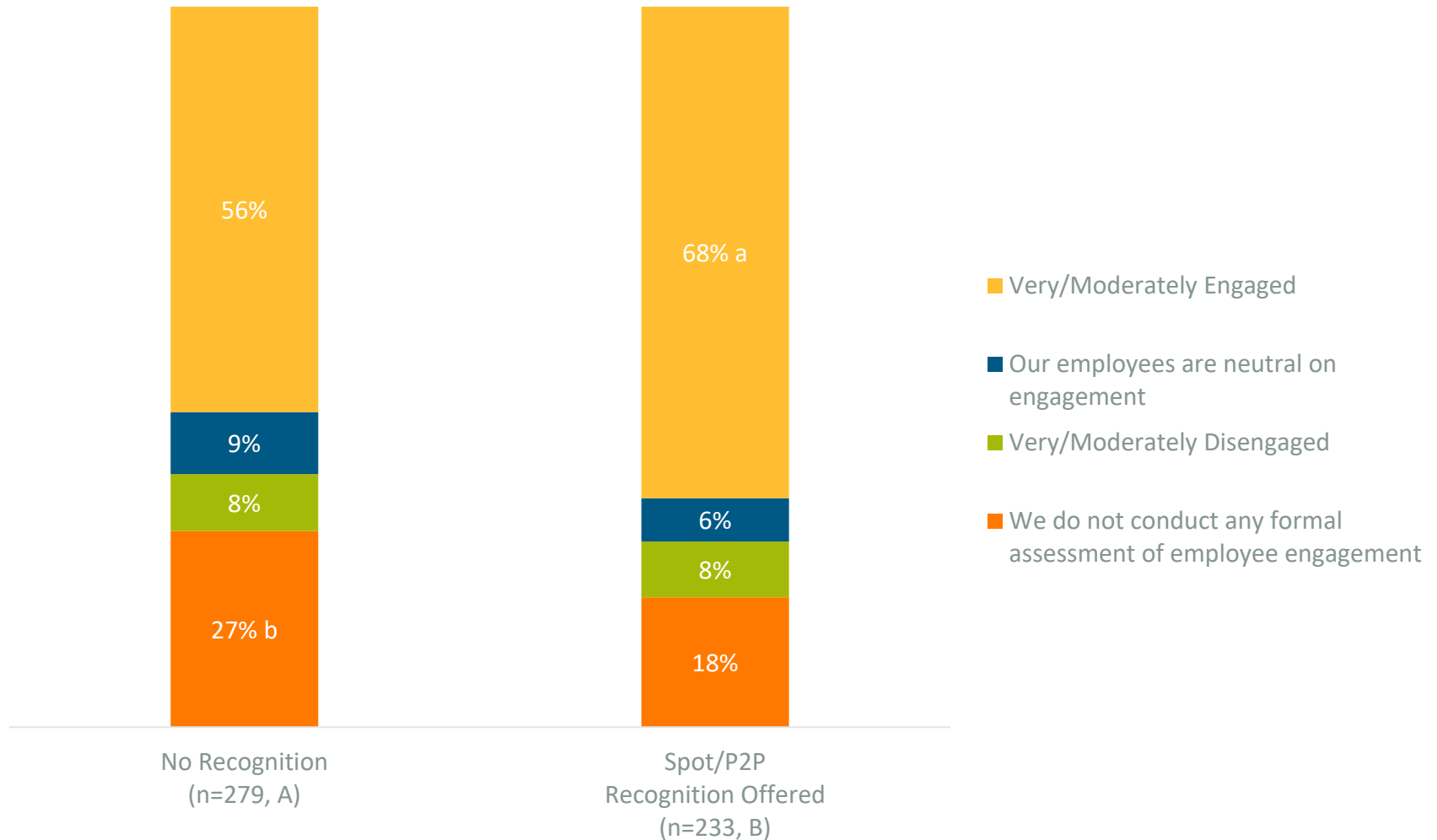
No Recognition
(n=273, A)

Spot/P2P
Recognition Offered
(n=228, B)

Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Employee Engagement by Recognition Program Offerings



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Mean Spend on Labor by Recognition Program Offerings

■ No Recognition (n=96, A) ■ Spot/P2P Recognition Offered (n=80, B)



Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



U.S. Organizational Unit Reported Here by Recognition Program Offering		
	No Recognition (n=251, A)	Spot/P2P Recognition Offered (n=220, B)
The headquarters	66%	74%
A subsidiary/group/division	13%	14%
A regional headquarters	5%	2%
A plant/branch	2% b	0%
An independent consultant	0%	2%
A public-sector firm	3%	1%
An educational organization	2%	1%
Not applicable	10%	8%

Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI)



Methodology

This report summarizes the results of a June 2017 survey of WorldatWork members to gather information about trends in performance management and rewards.

On June 21, 2017, survey invitations were sent electronically to 7,417 WorldatWork members. Members were randomly selected for participation. The survey was open to members in the United States, Canada and foreign countries meeting specific criteria. The survey closed on July 17, 2017, with 682 responses, a 9% response rate. The dataset was cleaned, resulting in a final dataset of 645 responses. In order to provide the most accurate data possible, data was cleaned and analyzed using statistical software. Any duplicate records were removed. Data comparisons with any relevant, statistically significant differences are noted with letters (lower case letters mean significant differences at a 90% CI, capital letters mean significant differences at a 95% CI) within this report.

The demographics of the survey sample and the respondents are similar to the WorldatWork membership as a whole. The typical WorldatWork member works at the managerial level or higher in the headquarters of a large company in North America. The frequencies or response distributions listed in the report show the number of times or percentage of times a value appears in a dataset. Due to rounding, frequencies of data responses provided in this survey may not total exactly 100.

The full text of the questionnaire can be found [here](#). Please refer to this instrument for all definitions used within this document. A list of participating organizations can be found [here](#).

