



High performance. Delivered.

The High-Performance Workforce Study 2010

Overview of Findings – United States of America

Contents

Sample Design

Survey Results

A total of 674 executives in 24 countries completed the survey

Sample structure:

Countries	
Argentina	6
Australia	33
Brazil	9
Canada	29
China	10
France	54
Germany	34
India	38
Italy	28
Malaysia	25
Mexico	52
Netherlands	26
Nordic (Sweden/Norway/ Finland/Denmark)	11
Singapore	9
South Africa	18
Spain	52
UK	83
US	117
Switzerland	26
Portugal	13
Indonesia	1
TOTAL	674

Region	
US/Canada	146
APAC	201
EALA	327
TOTAL	674

Industry Segment	
Products	168
Communications & High Tech	123
Financial Services	180
Resources	93
Public Service	97
Other	13
TOTAL	674

Job Title	
CEO (or equivalent)	88
CFO (or equivalent)	109
CIO (or equivalent)	78
COO (or equivalent)	95
CHRO (or equivalent)	230
CLO (Chief Learning Officer or equivalent)	60
Other	14
TOTAL	674

Company Size	
USD\$250M – USD\$500M	20% of sample
USD\$500M or larger	80% of sample

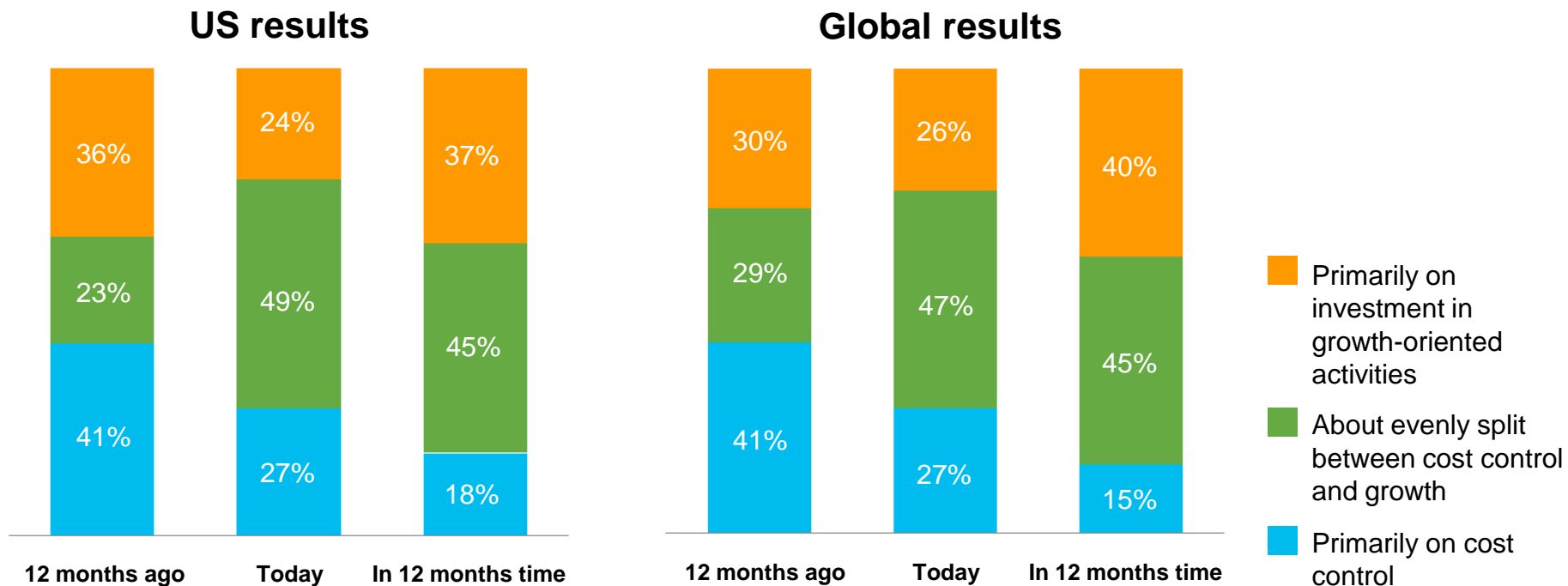
Contents

Sample Design

Survey Results

Companies are shifting their focus from primarily cost control to a more growth-oriented agenda

Which one of the following best characterizes your company's overall focus:



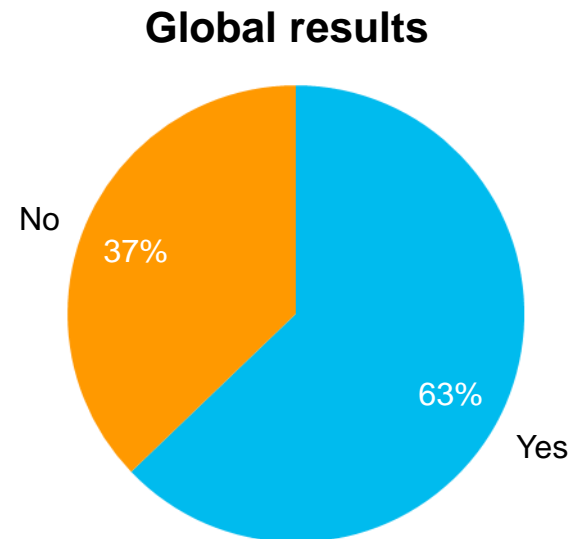
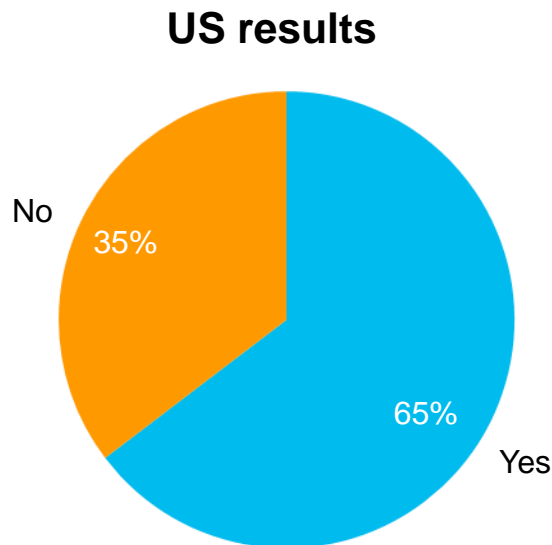
Source: High Performance Workforce Study, 2010

US Base = 117

Global Base = 674

Almost two-thirds of organizations surveyed have reduced their number of full-time employees in the past 12 months

Have you reduced the number of full-time employees in the company in the past 12 months?



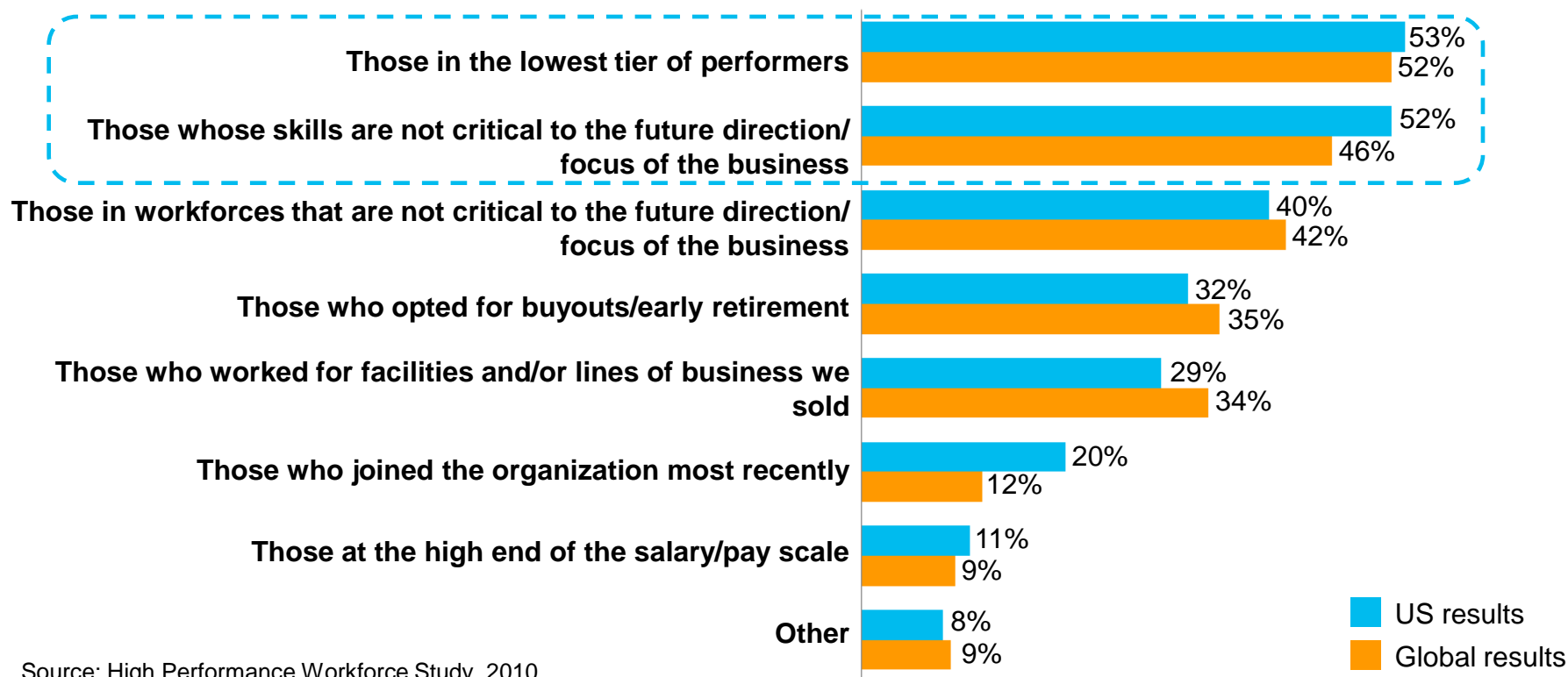
Source: High Performance Workforce Study, 2010

US Base = 117

Global Base = 674

The top two criteria for companies in their decision to let employees go is the lowest tier of performers and those whose skills are not critical to the future direction of the business

Which of the following best describes the criteria you used to determine which employees to let go? Check all that apply.



Source: High Performance Workforce Study, 2010

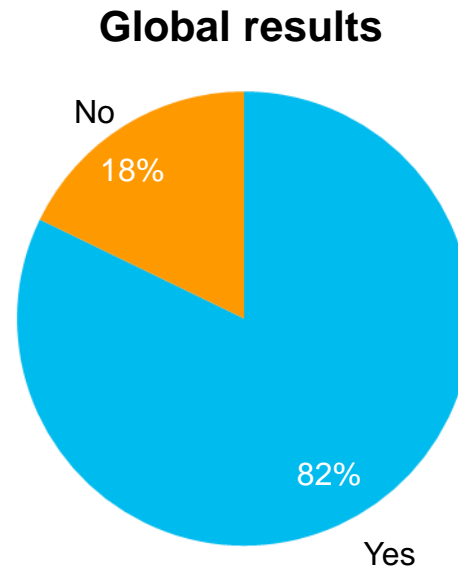
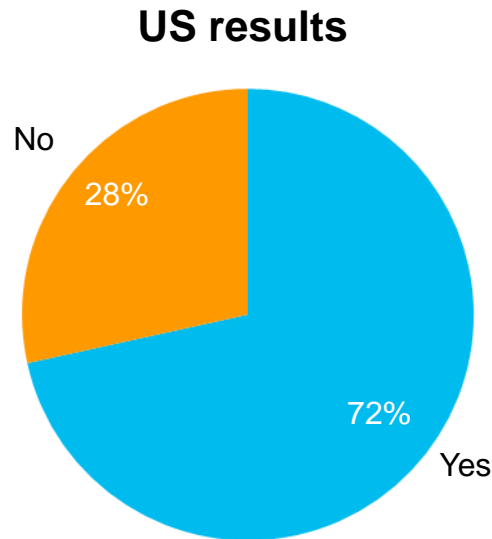
Base = Companies who have eliminated/reduced the number of full time employees in the past 12 months

US Base: 75 of 117

Global Base = 421 of 674

Nearly three-quarters (72 percent) of companies have added full-time equivalent employees in the past 12 months

Have you added any full-time equivalent employees in the past 12 months?



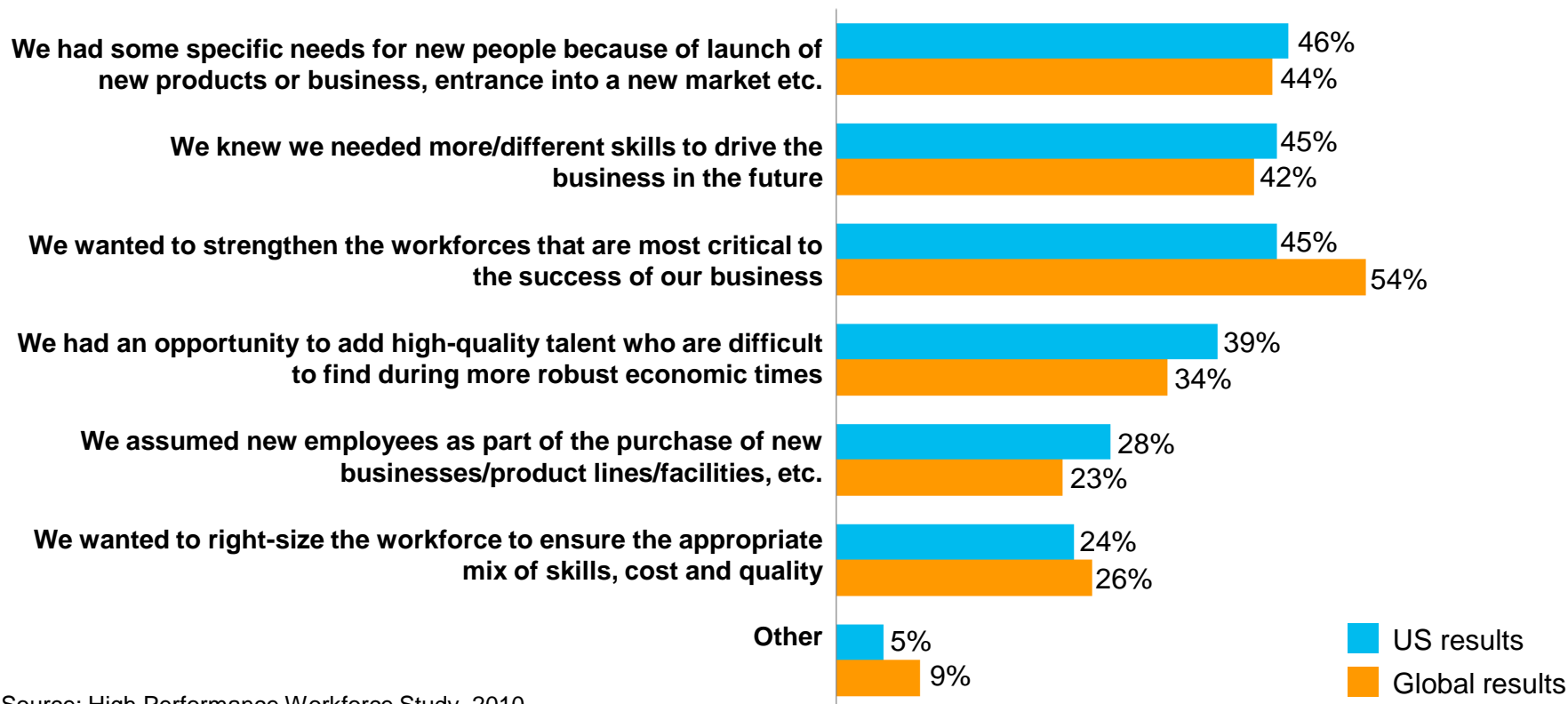
Source: High Performance Workforce Study, 2010

US Base = 117

Global Base = 674

Companies adding employees during the downturn focused on needs associated with the launch of a new product or new skills to drive business success in the future

Which of the following best describes your reasons for adding employees during the downturn? Please mention as many as are appropriate...



Source: High Performance Workforce Study, 2010

Base = Companies who added employees during the economic downturn

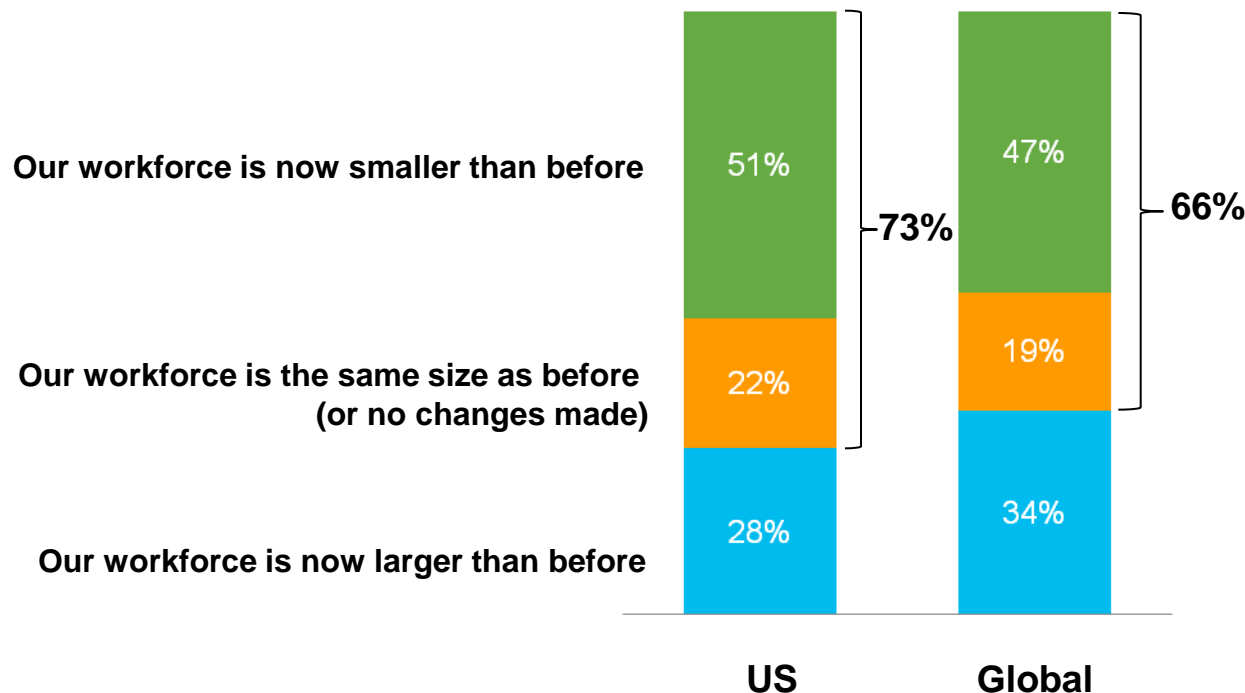
US Base = 83 of 117

Global Base = 549 of 674

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Nearly three quarters (73 percent) of US respondents have seen no material growth in the size of their workforce in the past 12 months

Overall, what is the net result of the changes you've made in terms of the size of your workforce in the past 12 months?



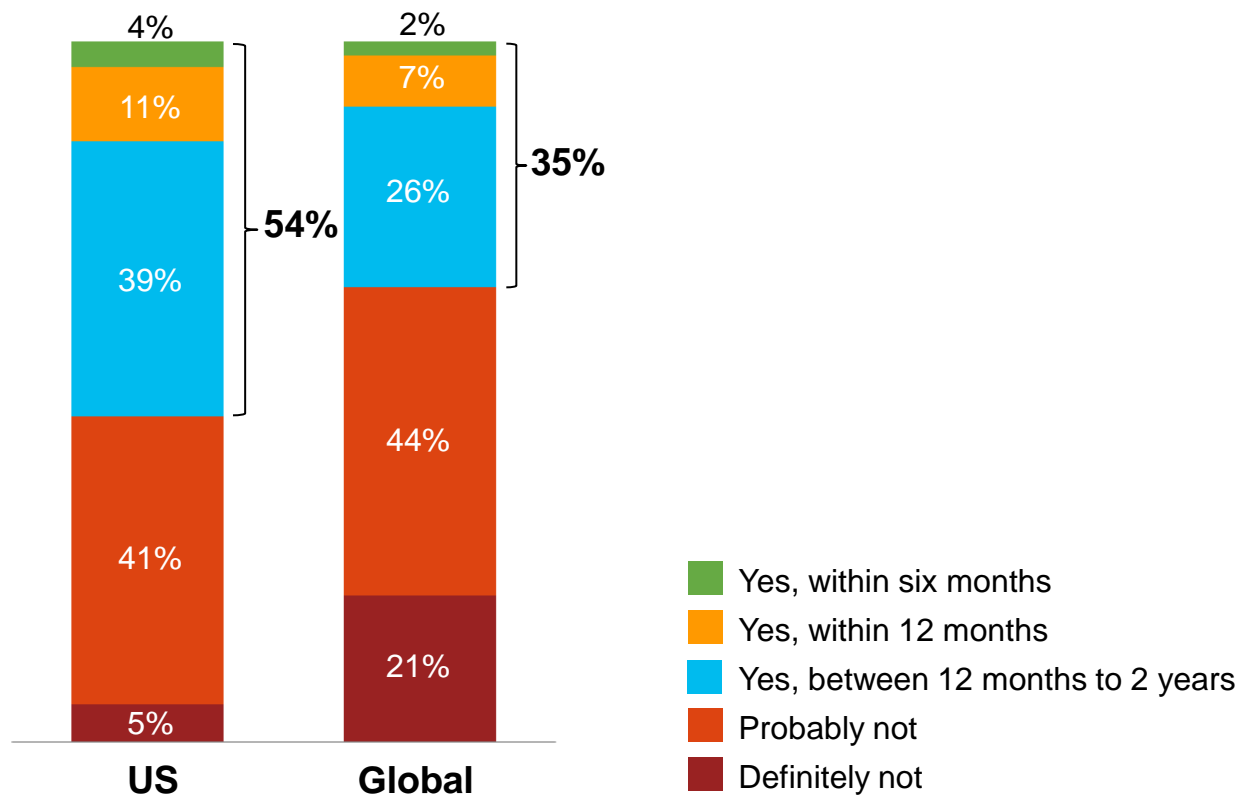
Source: High Performance Workforce Study, 2010

US Base = 117

Global Base = 674

More than half (54 percent) of large US businesses that reduced staff in the past 12 months plan to rebuild their workforces to pre-recession levels within two years

Do you plan to eventually return your workforce to its pre-recession size?



Source: High Performance Workforce Study, 2010

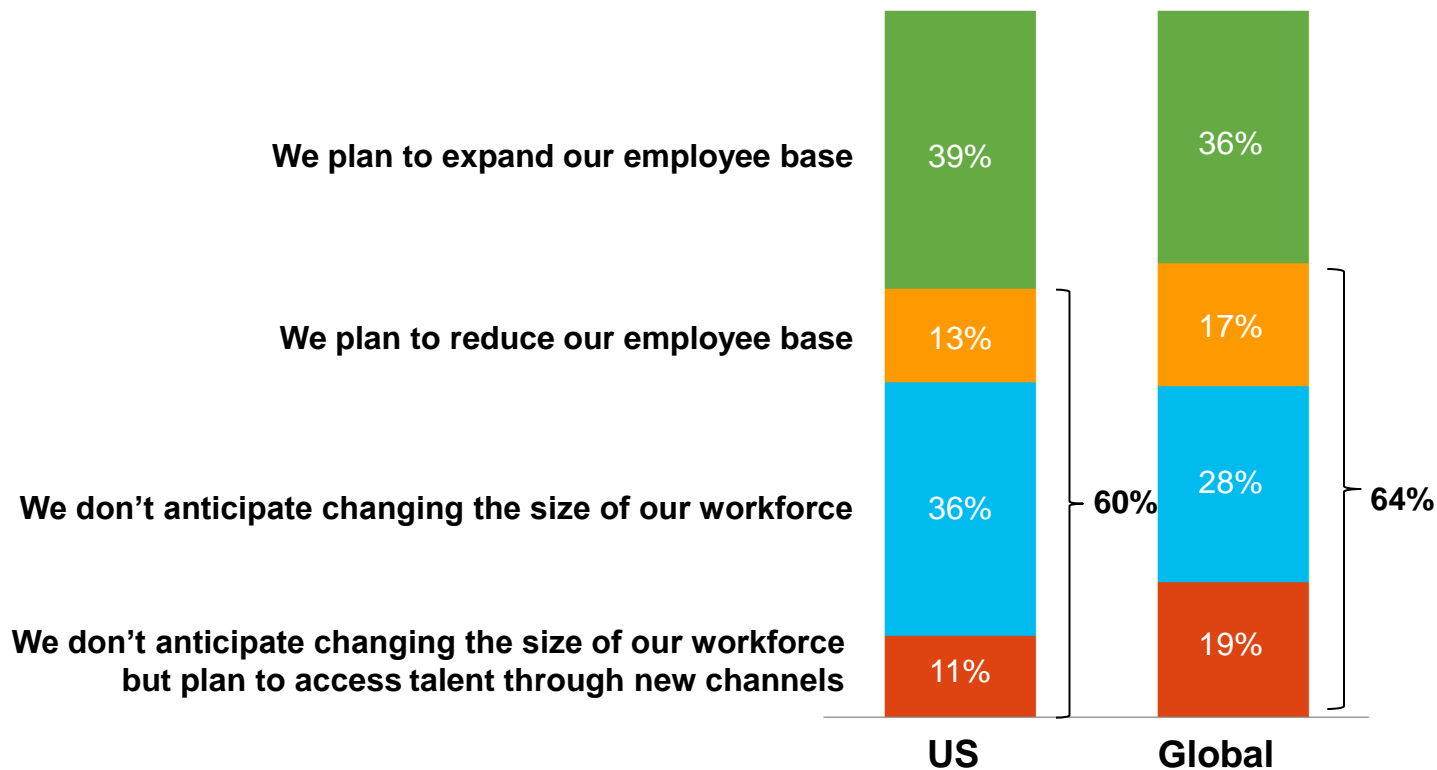
Base = Companies indicated that their workforce is now smaller than before

US Base = 59 of 117b

Global Base = 313 of 674

Nearly two-thirds (60 percent) of US companies surveyed do not expect to grow jobs over the next 12 months

Which one of the following best describes your company's plans for the size of its workforce over the next 12 months?



Source: High Performance Workforce Study, 2010

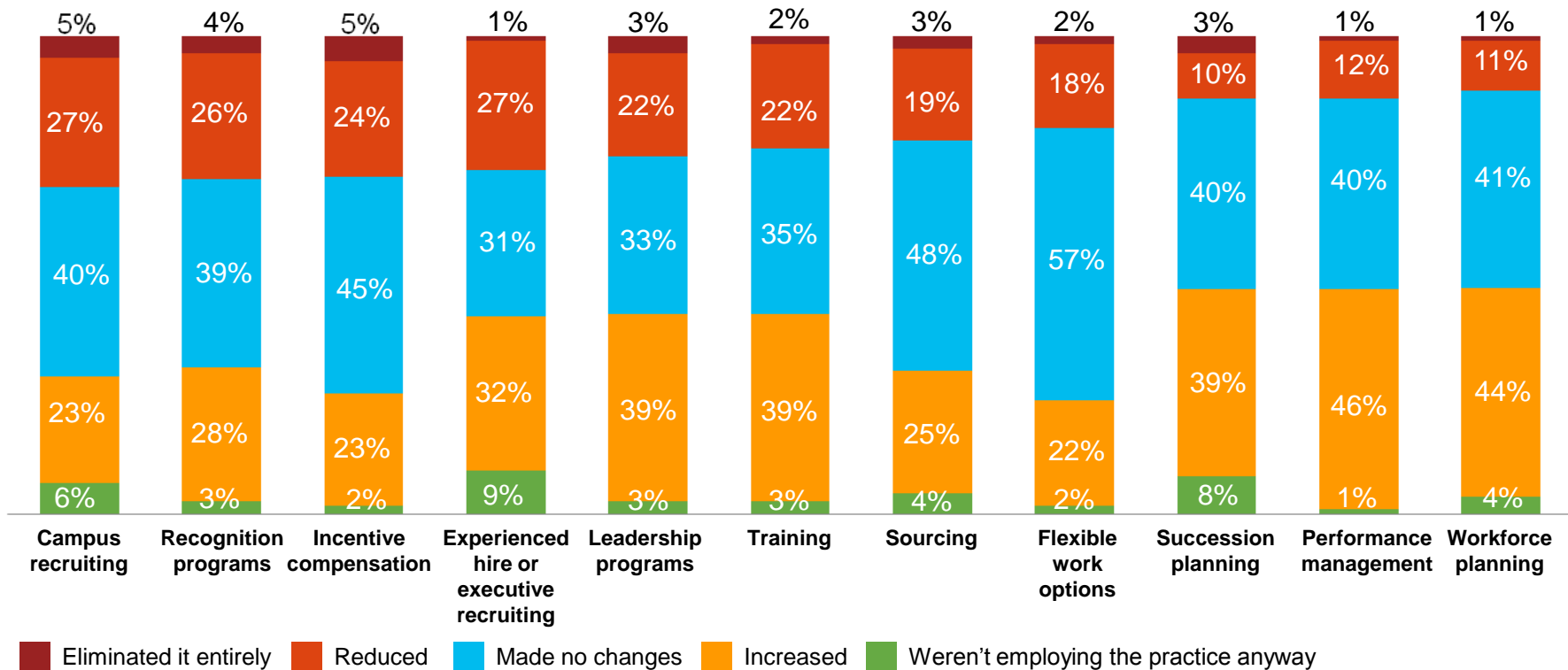
US Base = 117

Global Base = 674

Campus recruiting, recognition programs and incentive compensation were eliminated or reduced by about 30 percent of US companies surveyed while over three quarters maintained or increased their focus on succession planning, performance management and workforce planning

For each of the following talent management practices/processes, please indicate if during the past 12 months you have eliminated it entirely, reduced it made no changes, or increased it...

US results



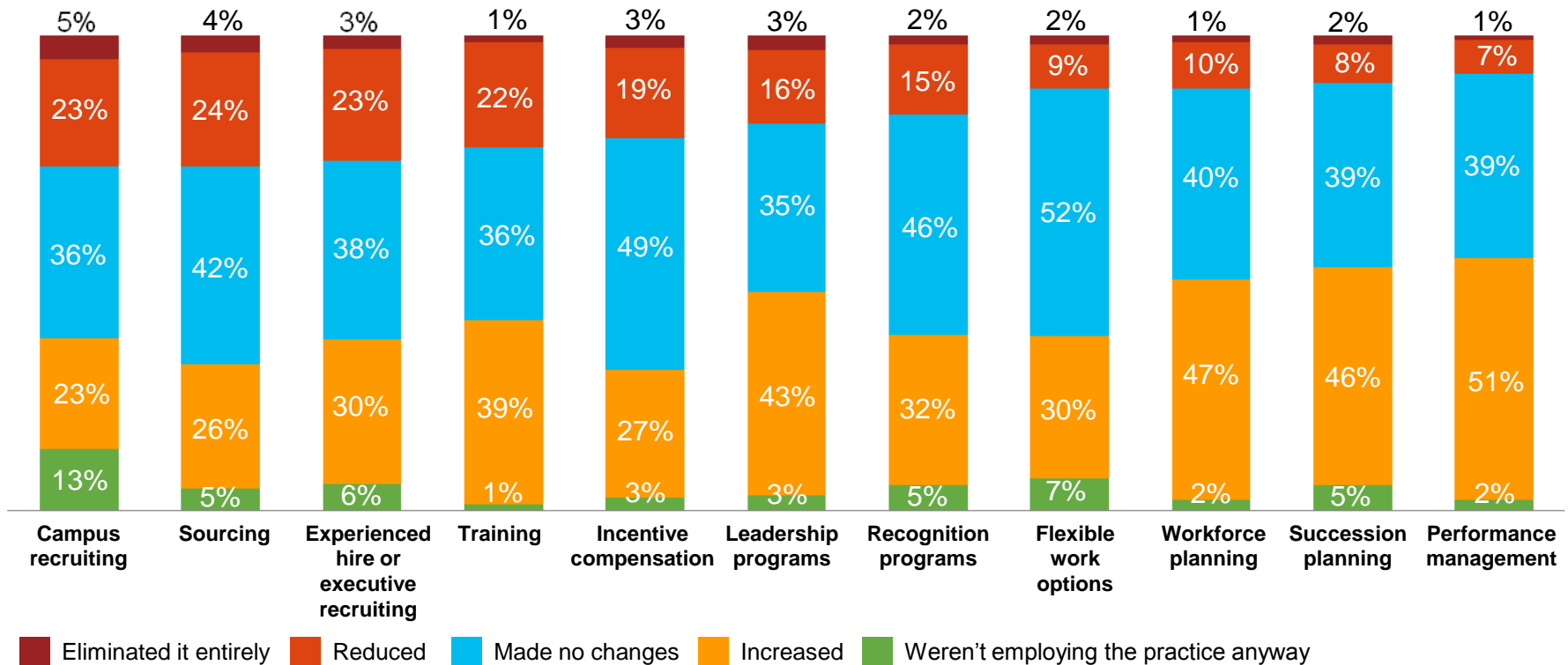
Source: High Performance Workforce Study, 2010

US Base = 117

Campus and experienced hire recruiting as well as sourcing programs were eliminated or reduced by nearly one third of respondents globally

For each of the following talent management practices/processes, please indicate if during the past 12 months you have eliminated it entirely, reduced it made no changes, or increased it...

Global results

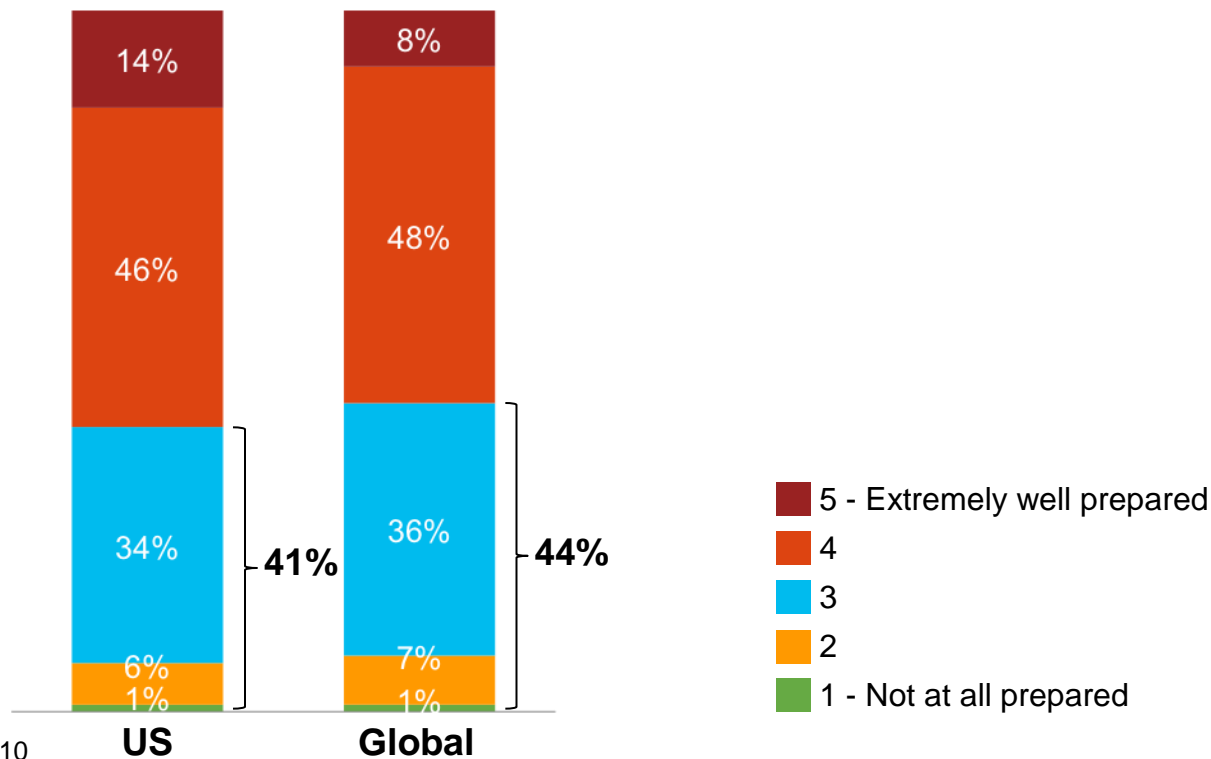


Source: High Performance Workforce Study, 2010

Global Base = 674

Only 14 percent of US respondents indicated their workforce is extremely well prepared to adapt to and manage change during periods of economic uncertainty while over 40 percent indicated that their workforce is not prepared

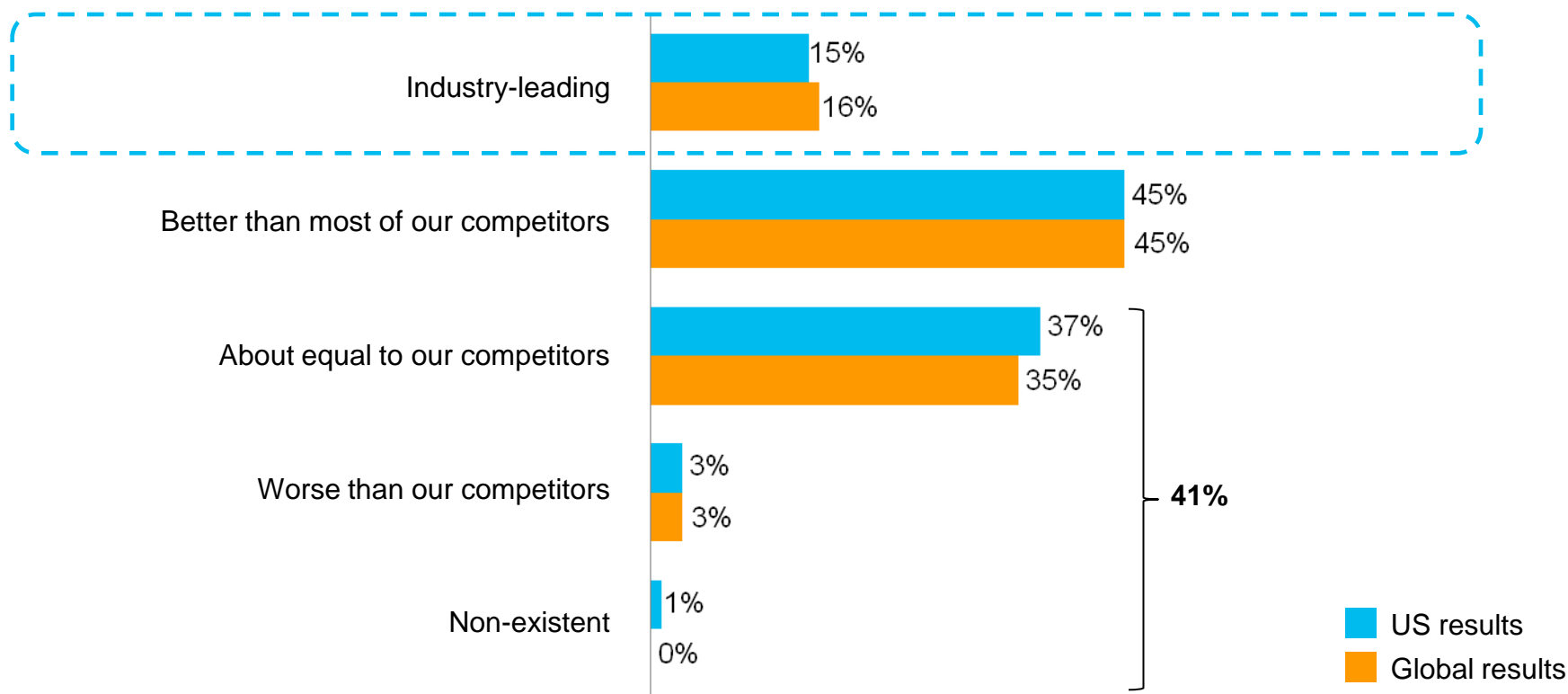
Using a scale of 1 to 5, where 1 is not at all prepared and 5 is extremely well prepared, how well prepared would you say your workforce is to adapt to and manage change through periods of economic uncertainty?



Source: High Performance Workforce Study, 2010
US Base = 117
Global Base = 674

Only 15 percent of US companies surveyed describe the overall skill level of their entire workforce as industry leading while 41 percent describe the overall skill level as undifferentiated

How would you describe the current overall skill level of your organization's entire workforce? Would you say it is...



Source: High Performance Workforce Study, 2010

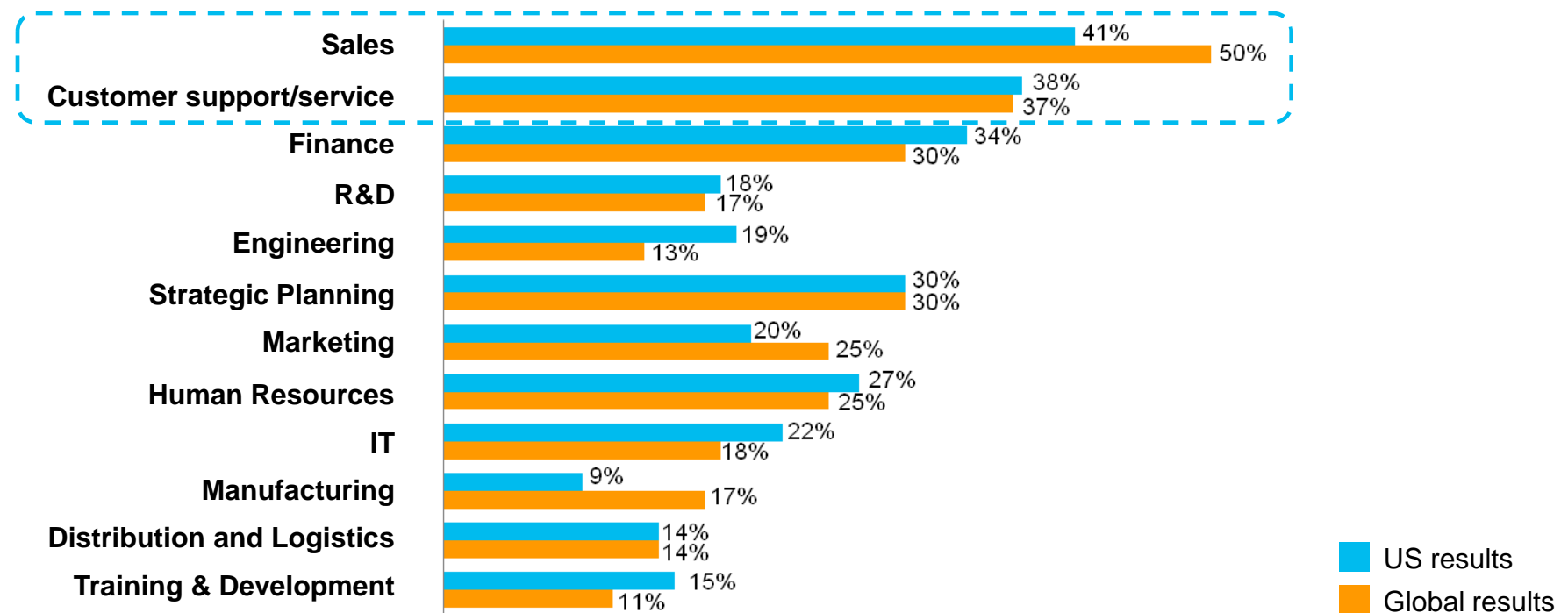
US Base = 117

Global Base = 674

Sales and customer service are the most important functional areas within organizations

Which of the following do you consider to be the three most important functional areas within your organization?

Related in Top 3



Source: High Performance Workforce Study, 2010

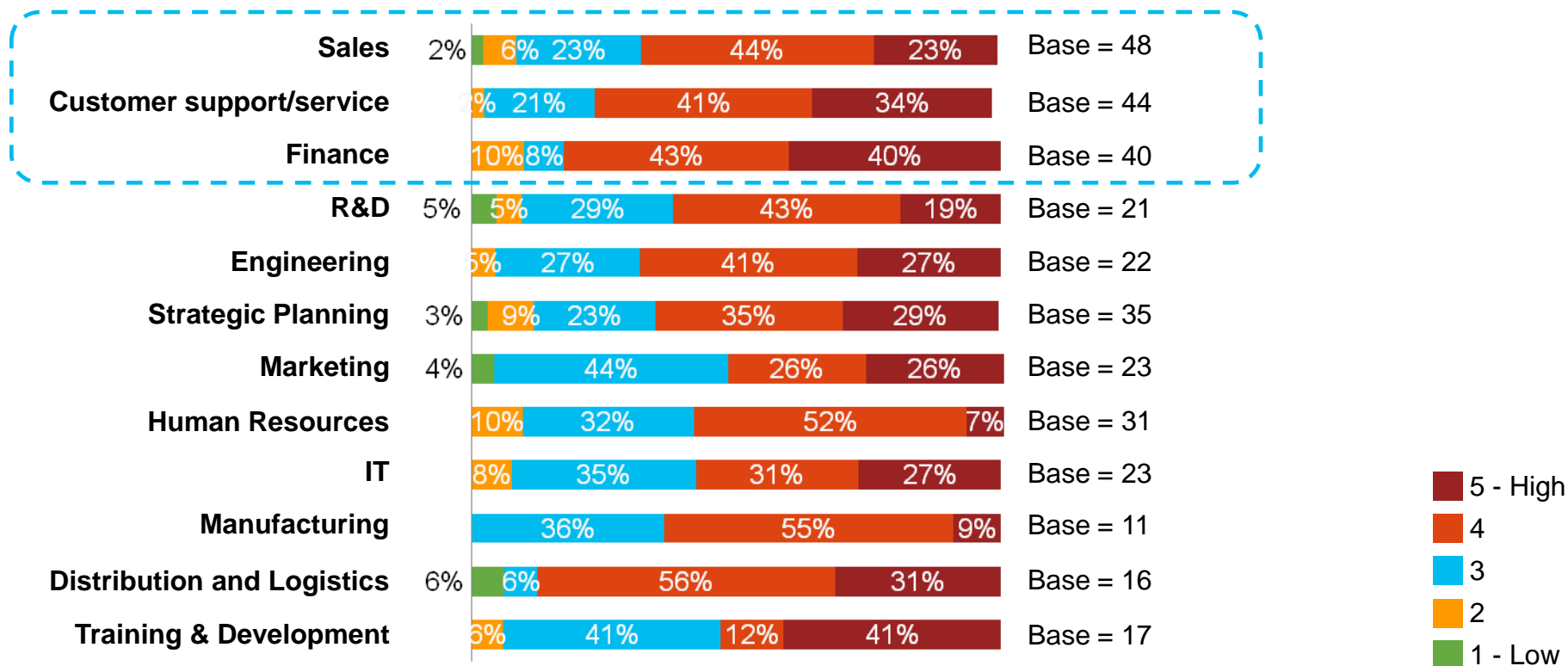
US Base = 117

Global Base = 674

US respondents reported significant skills challenges in the workforces rated as one of their three most important

How would you rate the performance of each of your key functional areas...

US results



Source: High Performance Workforce Study, 2010

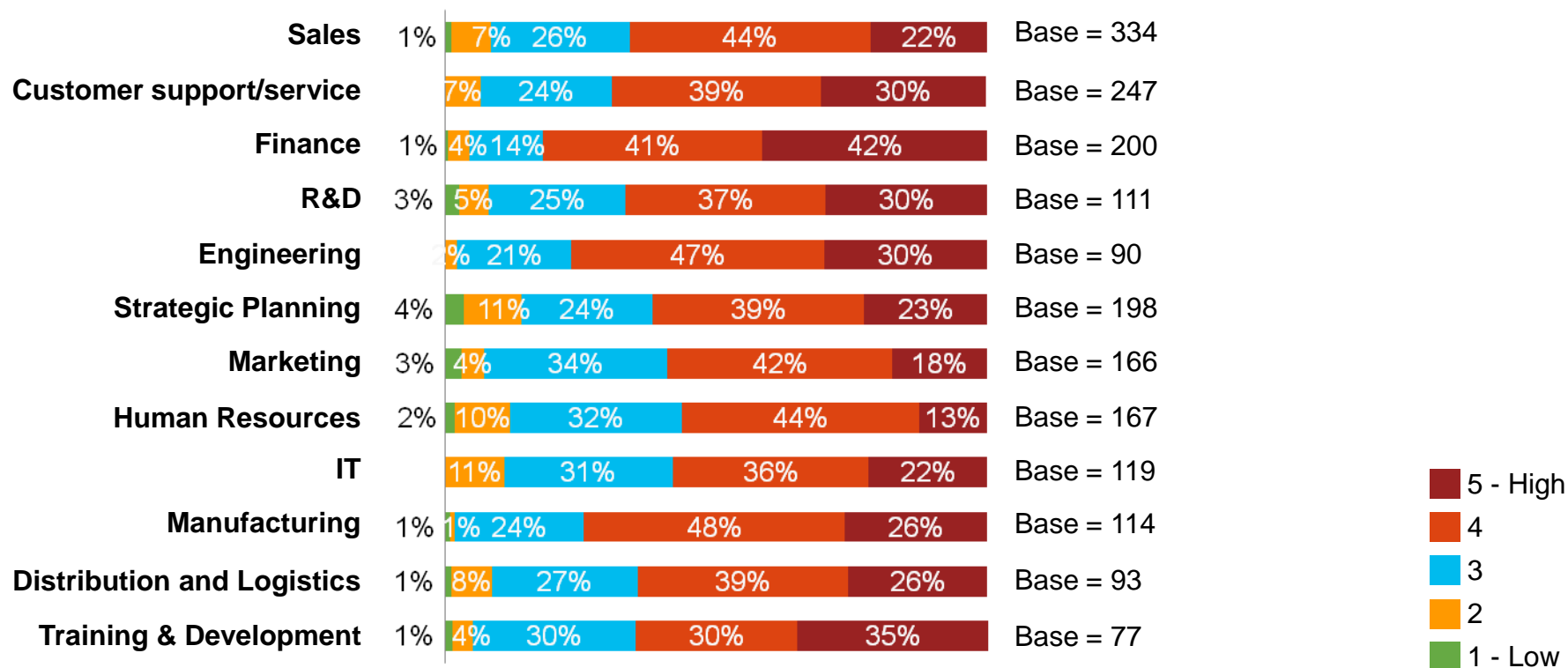
Base = Companies rating each workforce as a top three workforce

US Base = 117

Global respondents also reported skills challenges in the workforces rated as one of their three most important

How would you rate the performance of each of your key functional areas...

Global results



Source: High Performance Workforce Study, 2010

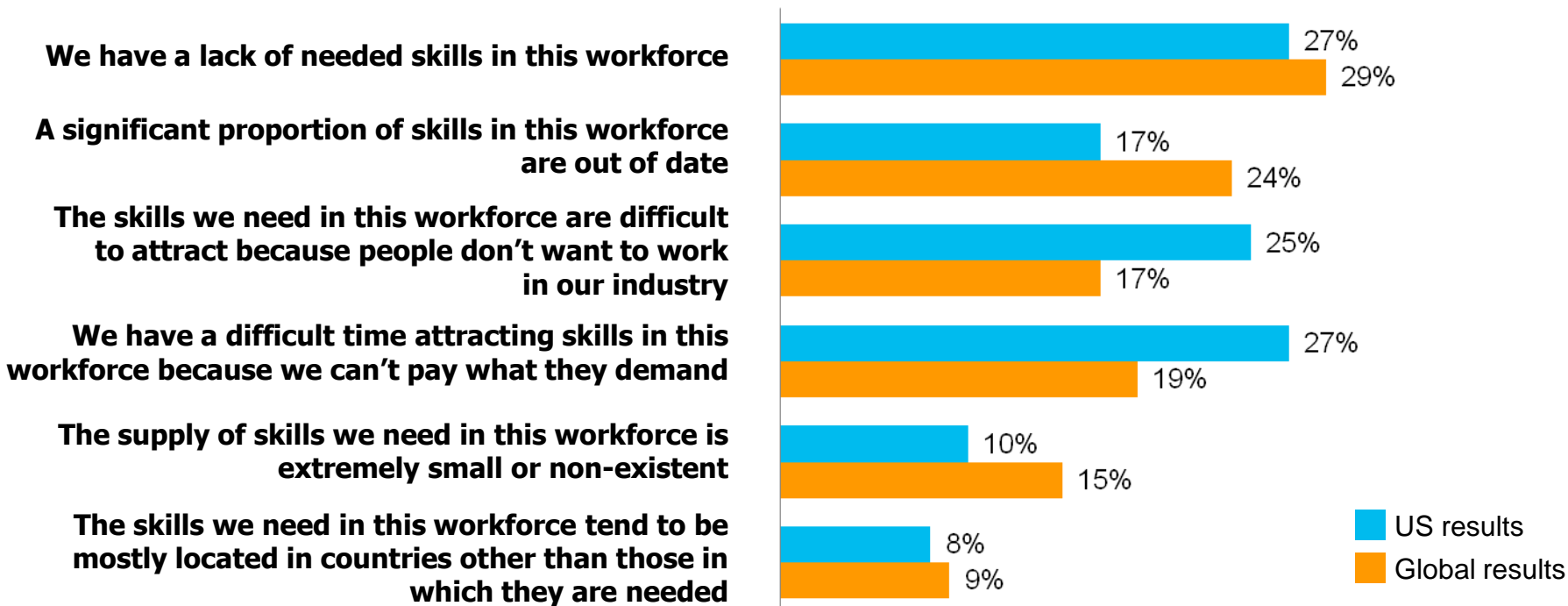
Base = Companies rating each workforce as a top three workforce

Global Base = 674

Companies that rated sales as an important functional area find that they have a lack of needed skills in this workforce and in the US, have a difficult time attracting skills due to high salary expectations

And which of the following best describes the skills situation in each of your key functional areas:

Sales



Source: High Performance Workforce Study, 2010

Base = all those rating sales as a top 3 functional area

US Base = 48

Global Base = 334

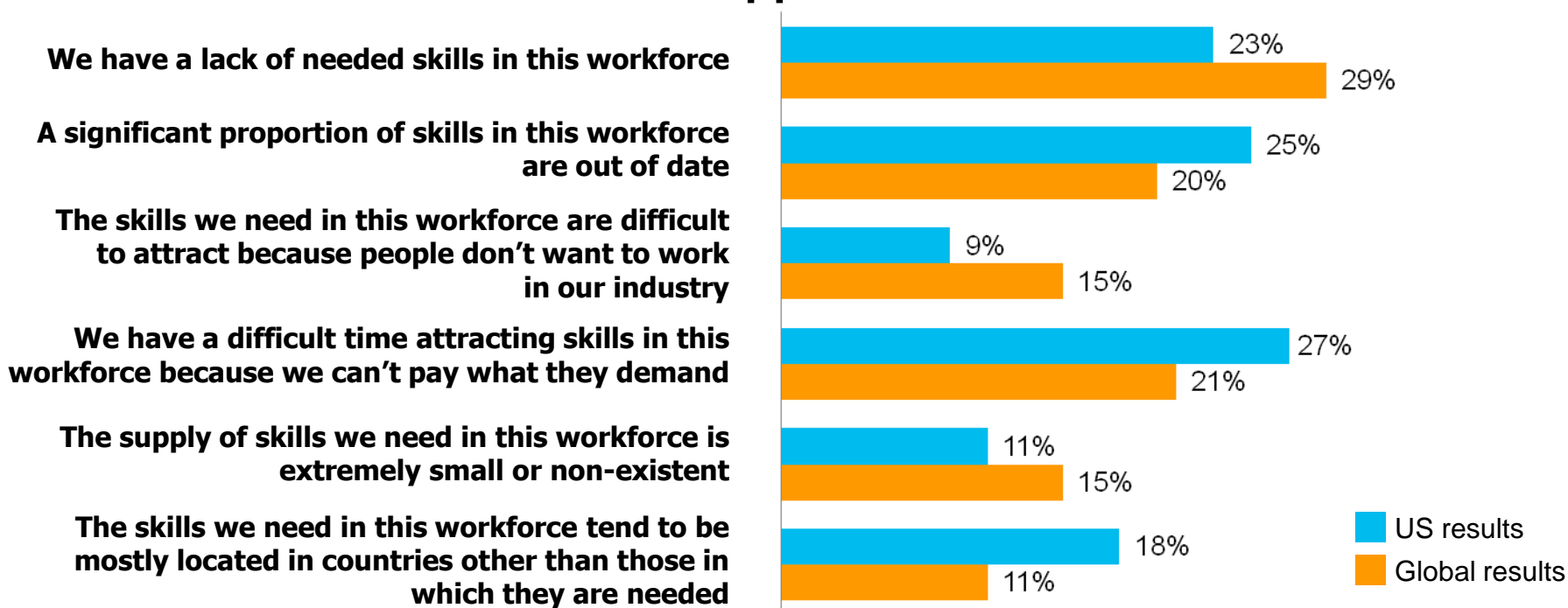
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*Top three most important functional areas were rated as part of the analysis. Some respondents cited multiple skills issues, hence sum of responses > 100%

US companies that rated customer support/service as an important functional area have difficulty attracting skills due to high salary expectations

And which of the following best describes the skills situation in each of your key functional areas:

Customer support/service



Source: High Performance Workforce Study, 2010

Base = all those rating customer support/service as a top 3 functional area

US Base = 44

Global Base = 247

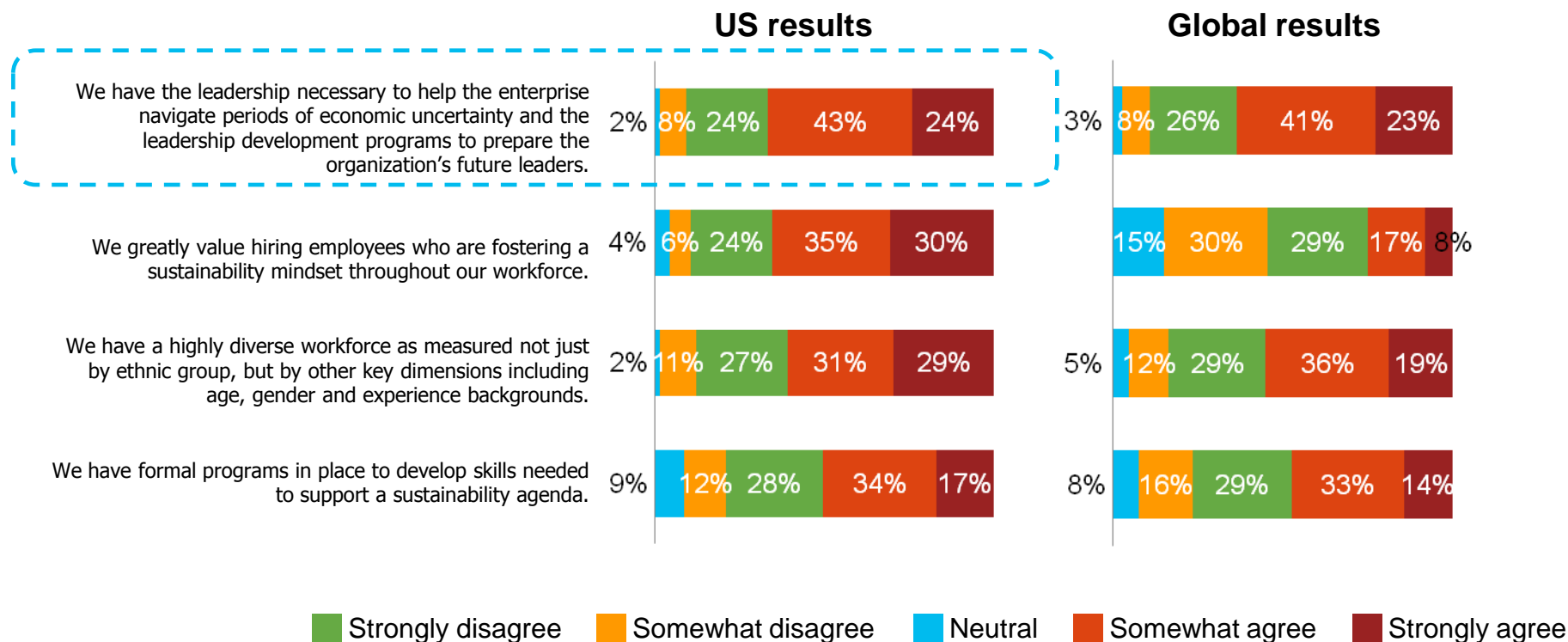
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*Top three most important functional areas were rated as part of the analysis. Some respondents cited multiple skills issues, hence sum of responses > 100%

Nearly one fourth (24 percent) of US companies strongly agree that they have the leadership necessary to help the enterprise through periods of economic downturn while one third (32 percent) disagree

For each of the following statements, please indicate your agreement with the statements as they apply to your overall enterprise:

Workforce skills/characteristics



Source: High Performance Workforce Study, 2010

US Base = 117

Global Base = 674