



## *The New Perks Don't Always Work. Management Should Start with the Basics to Motivate and Retain Today's Workers.*

***United States @ Work™ Research Offers Ways to Retain the Best and Brightest***

In the Battle for Workforce Share, employers are throwing millions of dollars at costly new amenities ranging from pet walking to concierge services. But simply providing new perks won't do any good if employers don't first pay attention to basics, according to **United States @ Work™**, Aon Consulting's fourth annual report on workforce commitment.

Organizations need to take a good, hard look at the basics before launching new and trendy benefits. Start by ensuring that you offer a safe, secure work environment and equitable compensation and benefit packages. That is the foundation.

### PERFORMANCE PYRAMID™

To help employers map out the steps to creating a committed workforce, Aon has created the Performance Pyramid of workplace practices:

- Safety and Security—addressing the basic needs of a safe, non-threatening work environment
- Rewards—including pay and benefits

- Affiliation—identifying with and having a sense of belonging to the organization
- Growth—including an environment where individuals are challenged, and employees feel they have a role in helping the company grow
- And finally, at the top of the pyramid, Work/Life Harmony: Do workers believe their personal and work lives are in harmony?

While all five levels are important to commitment and retention, the key is for organizations to pinpoint where the workforce is not having its needs met. Improvement at that level will provide the greatest return on human resource and workplace practice investment.

### KEY FINDINGS

Among the key findings from this year's study:

- Management's ability to create a "sense of pride and spirit" in an organization is the most effective way to recruit, retain and motivate a high-performance workforce.

- Immediate supervisors have a very strong influence on helping build employees' sense of pride and spirit in their organization. But overall, one in four workers (27%) feel their organization is not doing a good job of developing supervisors.
- Nearly 20% of U.S. workers feel their pay and benefits are below expectations, and 13% feel they are not safe and secure in the workplace.
- Organizations that have gone through a downsizing experience a drop in workforce commitment. This suggests the need for improved communications and improved organizational culture.

### FOR MORE INFORMATION

For more information on the **United States @ Work™** report and how you can conduct an @Work study for your organization, please call 1-800-732-6774.