

# Current Trends in HR

What Keeps Me Up At Night

Presented by:

***Carrie Cavanaugh, SHRM-SCP, SPHR***

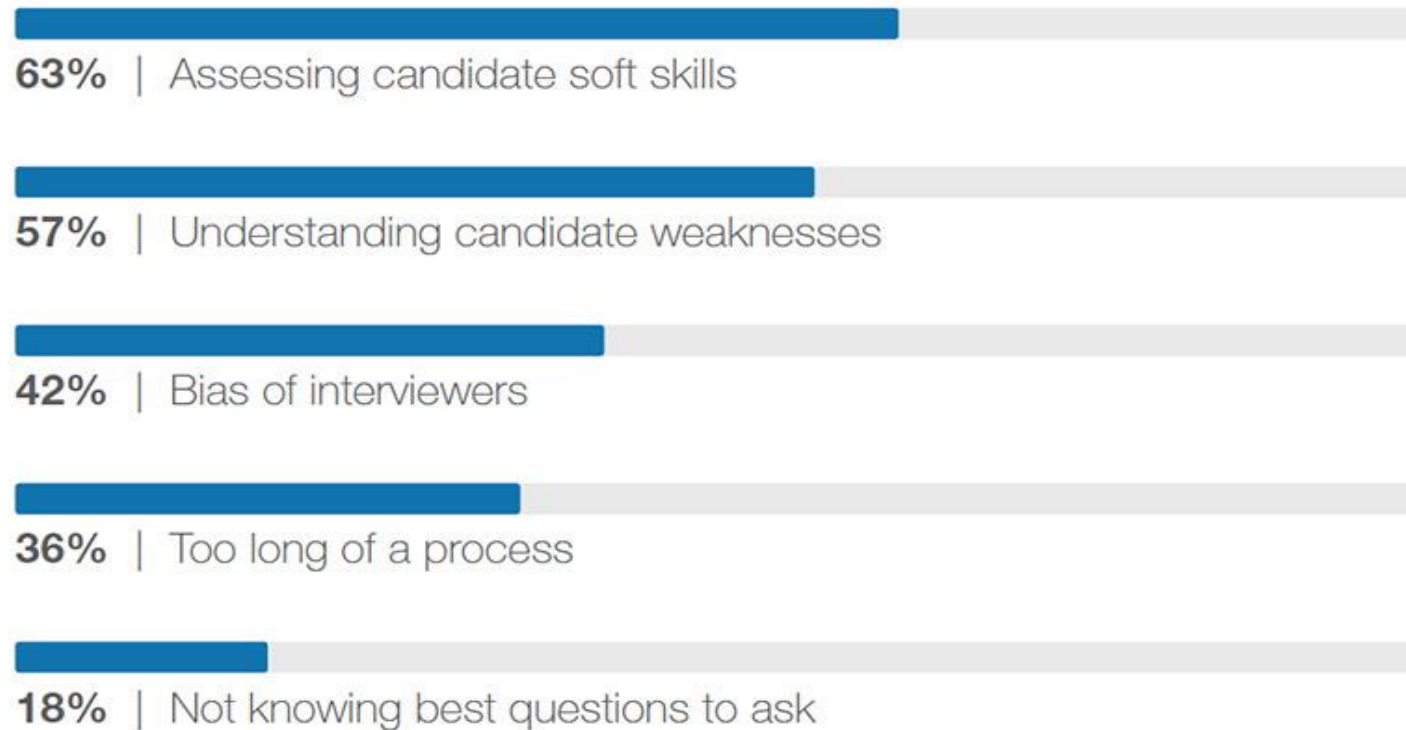


# Introduction

- Recruiting
- Flexible Work Arrangements
- Growing Remote Workforce
- The Employee Experience
- Community Focus
- Workplace Harassment
- Employee Debt & Wellness
- Personalized Benefits
- Continuous Performance Management



## WHERE TRADITIONAL INTERVIEWS FAIL



# Recruiting



- Online soft skills assessments measure traits like teamwork and curiosity and give a more holistic picture of candidates earlier in the process.
- In job auditions, companies pay candidates to do real work so that they can observe skills in action. Citadel designed day-long job auditions in which about 100 students compete for cash by solving real business problems with data.
- Casual interviews typically take place over a meal and can offer a unique look into a candidate's character. A famous example is the CEO of Charles Schwab who takes candidates to lunch and asks for the restaurant to mess up their orders on purpose. There are plenty of other examples of companies creatively adapting this concept.
- With virtual reality (VR), companies immerse candidates in simulated 3-D environments to test their skills in a standardized way. Lloyds Banking Group has been a front-runner in this aspect and has seen great results when it comes to reducing bias and engaging candidates.
- Video interviews can be recorded or live and help by tapping a broader talent pool in far less time.

# Recruiting



- Eighty-five percent of companies use social media as a recruiting vehicle. It's so pervasive, it even has its own name now: social recruiting. While LinkedIn, Twitter and Facebook remain the big three, where will it go from here?
- In 2018, we will see more companies leverage mobile recruiting platforms.
  - 28% of all Americans (and 53% of 18 to 29-year-olds) use their smartphones for job hunting.
  - Half of them have completed a job application using their phones.
- If your company's hiring platform isn't mobile friendly, you're missing out.
- In addition, employers may be turning to professional/association social networking sites to recruit this year. It's a more targeted way to hone in on experienced applicants and reach passive job candidates. Why not give it a try?

# Flexible Work Arrangements



- ✓ New mothers and older workers are re-entering the workforce
  - ✓ Younger employees want work hours that give them time for life outside work
  - ✓ Women are returning after career breaks
  - ✓ Many individuals are care-givers for their elderly parents
- 
- With this influx of talent, the requirement is to have flexible work arrangements that fit in new employees. Many organizations are accepting this fact, because this can be a game-changer from a retention perspective. They stand to lose a lot of great talent if they follow traditional work arrangements.
  - “Flexible work arrangements” is a term you’ll continue to hear in the year ahead. One reason: Millennials now make up the largest generational share of the workforce, and work-life flexibility is a priority for this demographic.

# Flexible Work Arrangements



- More than half — 52% — of HR professionals said their companies currently offer flexible work arrangements to at least some employees, according to a Society for Human Resource Management (SHRM) survey.
- Even more interesting, SHRM members reported that retention improved when companies simply announced they were launching flexible work arrangements — that’s how much workers want this.
- Some experts predict that employers who offer flexible work schedules will see gains in recruitment and morale, as well as a reduction in turnover.
- Of course, not all companies are in a position to offer flexible work schedules. But for companies managing aggressive recruiting and retention goals, it’s certainly food for thought.

# A Growing Remote Workforce



- Eighty to ninety percent of the American workforce would like to work remotely at least part time, according to a study by Global Workplace Analytics. No wonder telecommuting has increased by 115% in the last decade!
- Employees who telecommute report higher morale, lower absenteeism and greater willingness to work overtime. It's good for the environment, too — no commuting.
- And contrary to what you might think, multiple studies indicate that remote workers demonstrate greater productivity, while saving employers on office space. (For example, American Express reports saving \$10 to \$15 million per year in real estate costs because of its telecommuting program.)
- However, many executives remain uncomfortable with the idea, and not all jobs or industries lend themselves to telecommuting. But the demand isn't likely to go away. If talent acquisition is key to your company's growth strategy, offering a remote work option — even part-time — could be a smart move.



# Employee Experience



- It starts with the interactions at the interview stage and remains a focus area until the employee exits.
- Being a nurturer and ensuring that relationships are built with employees is the new normal for HR. Giving them the right experience of belonging to a world-class organization or a path-breaking enterprise is the role of HR in 2018.
- What is the employer and employee brand? According to some experts, those brands have become synonymous with “brand” overall.
- Don’t expect employees to keep this simple, either. More employees, especially younger workers, are seeking individualized, tailored career experiences from their employers — and employers aren’t especially good at this yet.
- One employer that’s done this consistently well? The U.S. military. They sell an idea to future employees, and surround that idea with expectations and visuals that project honor and pride — an employee experience many can believe in.

# Community Focus



- Whether it is the environment, education, governance, women's rights or any social justice aspect of our world today, organizations are increasingly looking to have a community focus.
- This is going to gain momentum in 2018 as we work toward making the world more sustainable.
- HR as the people function has a big role to play here. Ensuring that this parameter fits into people processes, such as assessment, employee deployment on projects and competency frameworks is HR's job.
- Through this, it can ensure that the organization's employees are not only truly responsible citizens, but also have the potential to become empathic leaders.

# Harassment



- Harassment stories continue to make headlines, and HR knows that a culture that permits harassment to persist brings low morale and engagement, which affect the bottom line.
- Put simply, workers must feel safe and supported by company leadership while at work. This statement may seem obvious, but recent events made it especially clear that organizations must publicize this intent and establish itself as a resource for employees going forward.
- We have to remember that harassment is not just sex based harassment, but hostile work environments as well.
- Companies must make sure they have updated policies, provide new hire training on this policy, provide annual training to employees AND managers/leaders, have a documented investigation process/procedure and have provided training to those involved in the investigation process.
- This issue will only CONTINUE to grow.

# Employee Debt & Wellness



- It's all well and good to seek out young talent, but you won't have the full attention (in recruiting or in the workplace) of millennial and Generation Z workers if you ignore their financial wellness. One of the most cited statistics puts the total combined student debt among U.S. workers at \$1.4 trillion.
- Your 401k plan likely needs some additional attention, too. Look for guided investment apps and flexible options around payroll to pick up further adoption in 2018.
- HR departments are also looking at ways to mitigate stress in the office. Personal and financial stress has always crept into the workplace, but companies are now taking the initiative to help employees manage their stress.
- They can't just keep increasing salaries, and the cost of health benefits are hurting those budgets, so more and more companies are working financial and mental health into their regular wellness programs.

# Personalized Benefits



- One size does not fit all!
- Benefits used to be a passive thing for most workers: fill out this form, select from a limited list of company offerings, hand the form back into HR and wait. 2017 saw an industry-wide explosion of interaction-focused, on-demand apps for personal health, wellness programs, personal finance and other aspects. Now the goal is to take that user experience and make it even more personal.
- A lot of employers are offering unique benefits to attract new talent.
  - Pet Insurance
  - Legal Insurance
  - Student loan repayment
  - Financial management classes
  - Total wellness benefits- healthy foods, therapists, etc.
  - Yoga and other fitness classes
  - Free drinks
  - Onsite support items- car washes, laundry services, concierge, event tickets, etc.

# Continuous Performance Management



- Performance review and management will not remain restricted to a once-a-year process.
- It will also go beyond appraisals to become performance management throughout the year.
  - Employees who are great performers will need guidance on how to take on bigger roles.
  - Those who are lagging in this area might need more mentoring and support if they have potential.
  - Those who are disengaged or not performing at all might be asked to leave.
- Ongoing corrective feedback is far more desirable and constructive than any form of feedback.
- You can give employees an ol' fashion pat on the back, but how will they know what specifically went right and what could be improved for next time?
- Professionals want career advancement, without direction, they won't know where to begin advancing.

A decorative horizontal bar spans the width of the slide, composed of several colored segments: red, cyan, dark green, light green, yellow, and black.

2018 will be a crucial year for businesses.

Any of the goals that organizations have planned to reach by 2020 or even 2025 will have their roots set in 2018.

Working towards those will become a priority. Given that situation, HR has to accelerate its pace of involvement with business even more. Its contribution to business will need to become more impactful than ever before.

Talent will be the biggest driver of new growth, and that needs to start now.

# Questions?

Carrie Cavanaugh, SPHR, SHRM-SCP  
Senior HR Consultant  
FGP HR Consulting  
[ccavanaugh@fgp.com](mailto:ccavanaugh@fgp.com)  
864-553-7281

