

The Big Shift

PUTS EMPLOYEES FIRST

HR Transforms from Processes and Transactions
To Employee Experiences



Introduction

The BIG Question for 2017:

Have companies built a workforce strategy where employees become a competitive advantage? More than ever, today's CEOs recognize the tremendous competitive advantage in a workforce that's highly motivated, excited and tightly connected to business goals. Building a powerful workforce strategy remains front and center for HR teams.

The BIG Challenge: Technology

For many companies, talent management technology was supposed to offer the answers. And it did in many ways: less paper, lower costs, saved time. You know the drill. However, traditional talent management technologies focus on automating HR functions, often ignoring business goals and the most important consumer, employees. Brandon Hall Group research indicates a high dissatisfaction with technology and a need to go beyond traditional approaches, engaging today's savvy employees with more than an automated process to align with business goals.

Concerns about engaging and developing the workforce emerged strongly in this year's report. The top three HR concerns most often cited by HR leaders in a recent SilkRoad survey included:

44% developing skills, leaders and succession 34% connecting to company goals 32% finding the right talent (and retaining them)

The BIG Insight: Employee Experiences

But there was a new area that emerged as a strong concern for HR leaders: candidate and employee experiences. In the same survey, talent professionals indicated challenges creating an environment that excites and engages employees in:

41% Onboarding 46% Performance 57% Learning

The BIG Shift: Moving Beyond Processes to Experiences

As HR leaders look ahead to 2017, attention is shifting. Processes remain important, but a new emphasis emerged on moving beyond activities to creating an employee journey that attracts, motivates and connects to company results.



State of Talent 2017— The Big Shift to Employees

HR Transforms from Processes and Transactions To Employee Journeys and Experiences

Table of Contents

- State of Talent Strategy4
- State of Talent Technology 6
- State of the Employee Experience 9
- State of Talent Acquisition and the Candidate Experience..... 12
- State of Onboarding and the New Hire Experience 16
- State of Talent Development and the Employee Experience.....21
- State of Analytics and Technology26
- State of HR27
- Top Five Talent Trends28

State of Talent Strategy

Disruption Abounds. HR Drives Change.

Disruptor #1

Dissatisfaction with HR technology

Brandon Hall Group research shows that almost half of organizations (47%) are not at all satisfied, or only somewhat satisfied, with the functionality of their current HCM technology.

Disruptor #2

Continuing pressure to improve business outcomes

Increasingly, the impact of the workforce is seen as a key business differentiator. Major challenges exist in aligning the workforce to company goals. Thirty-four percent of respondents in a recent SilkRoad survey had concerns about connecting employees to company goals.

Disruptor #3

Changing workforce, multiple generations

In 2015, millennials became the largest generation in the workforce, bringing high expectations for real-time feedback, instant information and use of technology.

Disruptor #4

Differentiation to attract talent

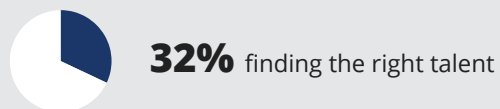
To stand out to a highly competitive talent pool, HR teams are taking a fresh look at candidate experience, company culture and development. A recent SilkRoad survey uncovered concerns with experiences in onboarding (41%), performance (46%) and learning (57%).

State of Talent Strategy

Urgency to Increase Workforce Advantage Drives Disruption

What's behind the disruption? A heightened awareness has emerged from the C-suite about the competitive advantage of a workforce tightly connected to business outcomes. The result is a spotlight on ways to find top talent, create a highly successful onboarding experience and empower employees to act with speed, agility and a results focus.

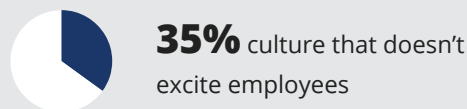
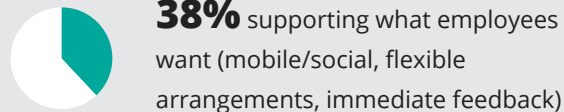
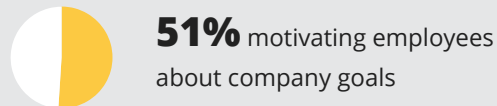
HR's Three Top Concerns



Source: What Keeps HR Up at Night 2016, SilkRoad

HR teams are clearly on the same page as the C-suite regarding workforce development to gain a competitive advantage.

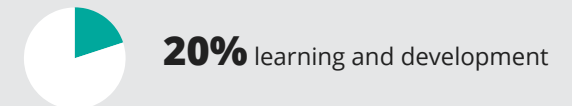
Engagement Concerns



Source: HR Technology Trends 2016, HR Daily Advisor and SilkRoad

A survey on HR tech trends indicated similar trends in engagement. The results show a trend toward what employees experience in their interactions with company goals, working environment and culture.

HR Functions, Biggest Concerns



Source: What Keeps HR Up at Night 2016, SilkRoad

Finally, the HR functions that most concern HR teams reflect alignment with key employee development areas.

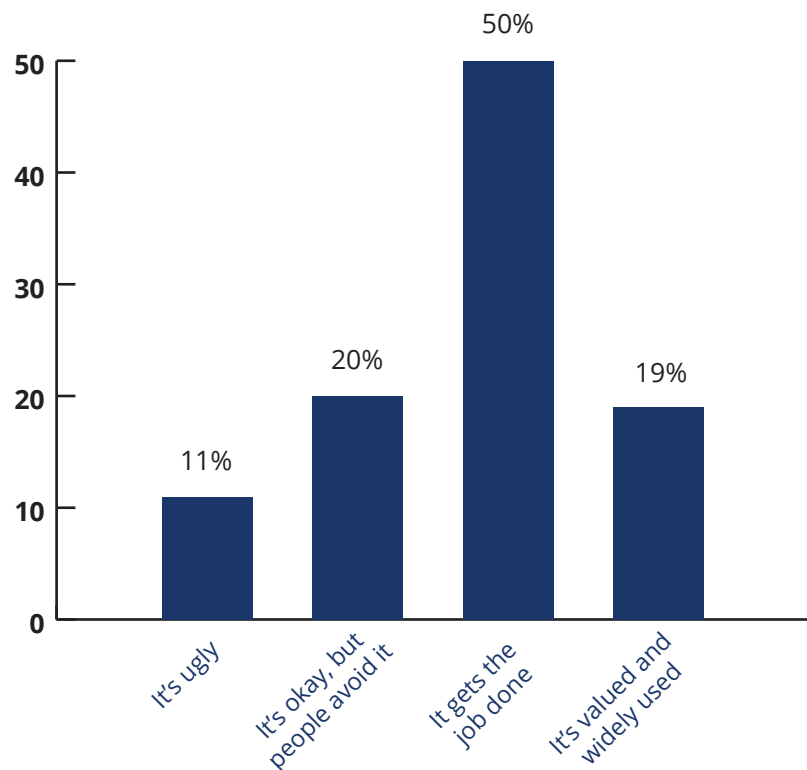
State of Talent Technology

Big Questions About Value

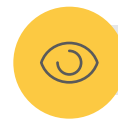
And the magic potion to develop the workforces as a strategic advantage has been technology. But can HR technology support the urgency?

In a Brandon Hall Group survey, only 19% of organizations described their human capital management technology tools as valued and widely used.

Assessment of HCM Technologies



Source: Brandon Hall Group 2015 Employee Value Proposition (EVP) Study (n=209)



Observations:

HR technology was originally developed to streamline HR processes and save time. Although these areas remain important, new technology needs have emerged to create stronger alignment between employees and business goals as well as engage the most important consumer, the employee.



Insight:



39%

Disconnected data stored in different systems



37%

Lack of data analytics capabilities to gain a "big picture" of company talent



35%

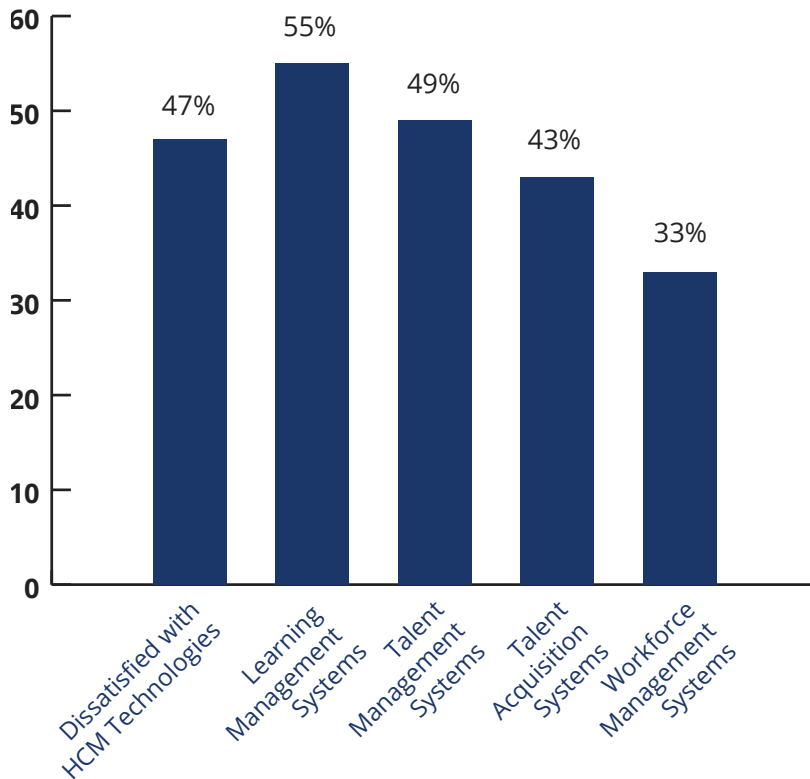
Manually compiling data for reports and key metrics

Source: What Keeps HR Up at Night 2016, SilkRoad

State of Talent Technology

Value Questions Lead to High Dissatisfaction

Satisfaction with HCM Technologies*
(Not at All/Somewhat Satisfied)



Source: Brandon Hall Group 2016 Technology Survey: Talent Acquisition (n=313), Talent Management (n=110), Learning & Development (n=300), and Workforce Management (n=216) *Among organizations deploying HCM technology.



Observations:

To gain a competitive advantage, talent management must move to a strategic role, supported by data that can pinpoint needs, drive outcomes and transform direction. Intelligence about the strength of the employee to business goal connection and impact on business results is essential and today's talent technology is not delivering.

"After years of insistence that talent management — and human capital management at large — must serve a more strategic role within the organization, some of today's most successful businesses are putting this notion to the test. For many, unfortunately, the existing model for talent management remains reactionary in nature and tactical in scope. This limits performance of key talent initiatives and negatively affects businesses' ability to grow and compete."

Kyle Lagunas, Lighthouse Research & Advisory



Insight:

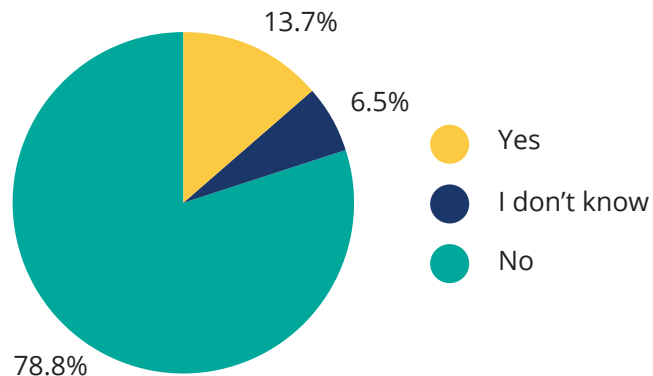
"In order for HCM technology to be transformative, it needs to empower all stakeholders by providing a consistent, intuitive, collaborative, and connected user experience across all systems plus the relevant analytics needed to drive business outcomes."

Source: Talent Activation Continuum, Brandon Hall Group

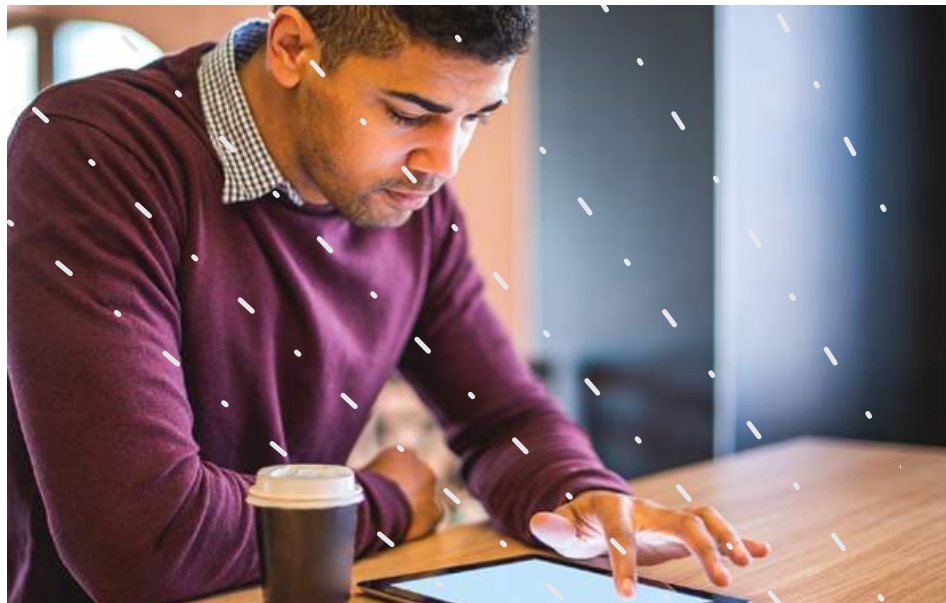
State of Talent Technology

The Impact of a Connected Candidate and Employee Experience

Do you have a system or software program for measuring and reporting on employee engagement metrics?



Source: HR Technology Trends 2016, HR Daily Advisor and SilkRoad



Observations:

Employee engagement, for individual contributors or any level of management, drives overall organizational performance. In 2017, there is a need for talent technology to go beyond traditional engagement by providing an intuitive user experience that connects them to the entire organization through continual, interconnected applications.



Insight:

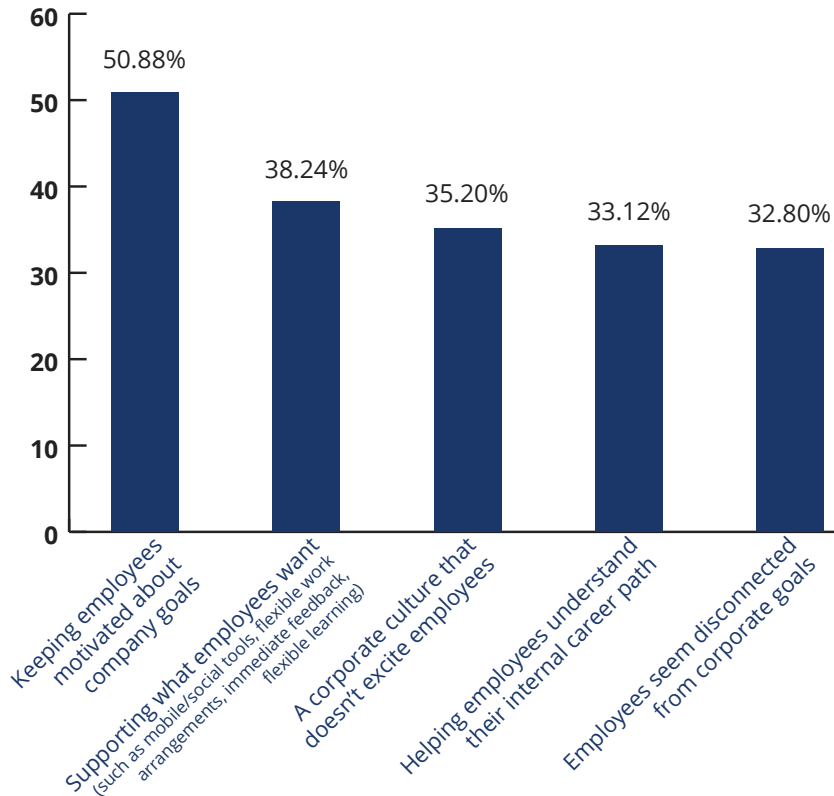
In 2017, the candidate and employee experience will be a strong focus for HR teams.

- "If new hires are not acclimated to the culture of an organization during onboarding, due to the focus being on automating new hire paperwork, it negatively impacts new hire retention.
- If onboarding, learning, and performance management are not integrated, it will be difficult to share resources/data, track performance, and inform leadership of skills gaps. This is especially important for organizations that have long onboarding periods.
- For learning and performance management, a negative experience impacts the development of employees, and may impact the consistency of the learning content being shared.
- For HR administration, the difficulty of using these solutions can be compounded on a daily or weekly basis and result in disengaged employees."

Source: Talent Activation Continuum, Brandon Hall Group

State of the Employee Experience

HR Team Top Concerns



Source: What Keeps HR Up at Night 2016, SilkRoad



Observations:

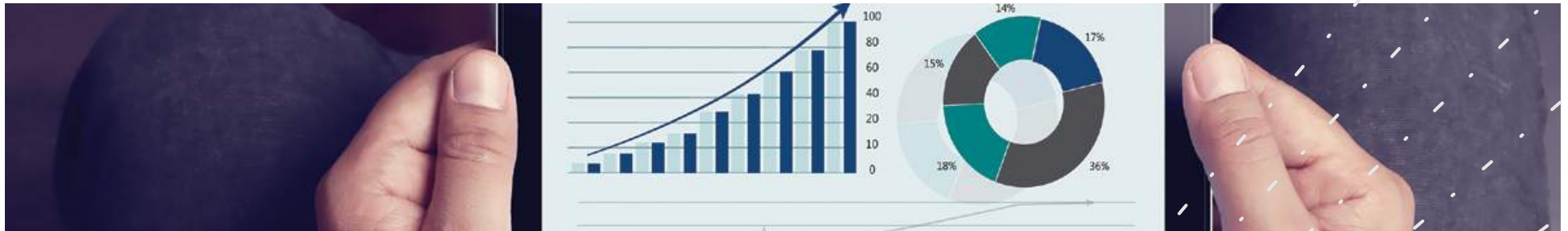
As HR professionals turn their attention to candidate and employee experiences, it's no surprise that motivation, especially about goals and culture, was a top concern. There's also recognition that what employees seek has changed and there is a need to adapt.



Insight:

"An engaging employee technology experience can empower talent at every stage of the lifecycle, from recruitment through onboarding, talent management and learning and development."

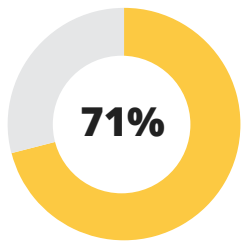
Source: Talent Activation Continuum, Brandon Hall Group



State of the Employee Experience

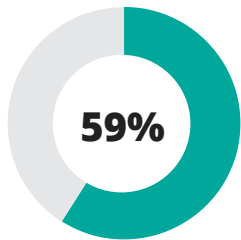
Little Formal Assessment and Attention

In the recent SilkRoad survey, What Keeps HR Up at Night, respondents indicated:

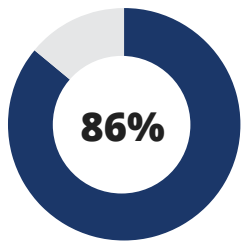


Rate assessing experience at each career stage as very important or important

BUT

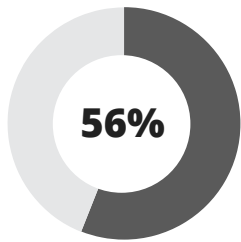


Conduct no formal annual assessment of experiences at different stages



Rate connecting experiences back to company goals as very important or important

BUT



Have no annual process that links experiences to goals

Source: What Keeps HR Up at Night 2016, SilkRoad

SilkRoad State of Talent 2017



Observations:

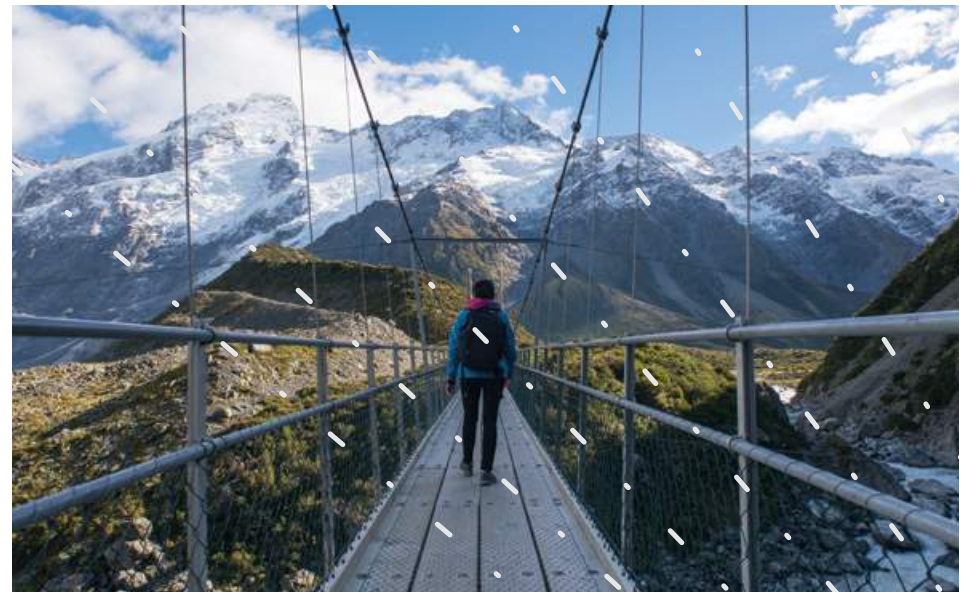
HR professionals have an opportunity to put more formal experience assessments in place. Assessments of experiences at each career stage and creating an annual process that links experiences to goals create tight alignment with business outcomes.



Insight:

48% have no formal process for managing transitions, but 24% are adapting an onboarding process/automation to manage.

Source: What Keeps HR Up at Night 2016, SilkRoad



State of the **Employee Experience**

Insights from HR Thought Leaders



Sharlyn Lauby, President, ITM Group, Inc. and publisher, HR Bartender

HR can engage the workforce by giving people control over their career experience. Employees want (and like) having control over their day and how they work with others. It's important to empower managers with the training and tools to give employees control. Managers should have the role of coach versus taking a “striped shirt” approach.

Bob Kelleher, Author/Speaker/ President, The Employee Engagement Group

I've been working for years in the field of employee engagement. After analyzing data, the results are still disappointing, with Gallup recently reporting that only 32.5% of employees are engaged. What I've concluded is that most employers are only engaging half of the person—the employee! But it is just not the right approach. Our new research is encouraging organizations to engage the whole person. What happens after work—car accidents, kids, relationships, elder care and more. The employer needs to train the managers to get to know the whole person as part of their engagement strategy. *(Note: It's the theme of my new book, I-Engage, Your Personal Engagement Roadmap).*

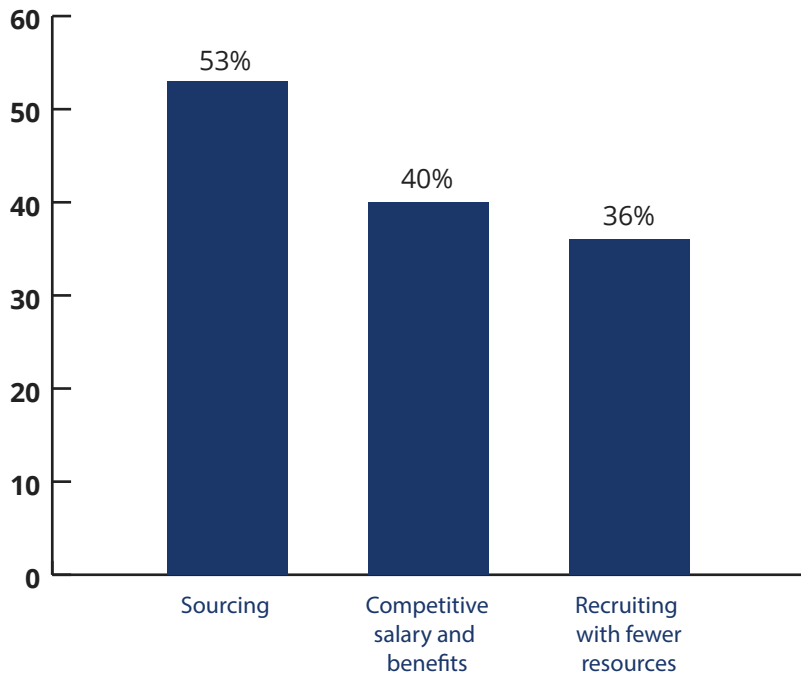
Alexandra Levit, CEO, Inspiration at Work

A few years ago, an organization was considered progressive if it managed to provide career opportunities to people of all genders, races, ethnicities, and sexual orientations. Today, however, employees are increasingly hungry for true cognitive diversity and inclusion, which means that they can come to work and be their authentic selves. They can openly share their perspectives, and those perspectives will be listened to and respected regardless of their level or whether an opinion is controversial. Teaching and promoting cognitive diversity and inclusion is how HR professionals can help managers engage the whole person.



State of Talent Acquisition and the Candidate Experience

Top Recruitment Worries



Source: What Keeps HR Up at Night 2016, SilkRoad



SilkRoad State of Talent 2017



Observations:

Intense competition. Explosion of online recruitment sources. "Always on" candidates.

In this brave new world of recruiting, candidates are "always on," with hundreds of choices, accessible from anywhere and from any gadget.

To connect with the best candidates, recruiters face tough challenges and it shows in their top recruiting concerns (see chart). Two important factors play an important role in recruitment success:

- Identifying the best sources to find qualified candidates
- Standing out with a great candidate experience and employer brand

This year's report offers insights into the traditional question of what sources work best as well as the emerging theme of the candidate experience.



Industry Insight:

"In 2015, 38% of employers globally faced talent shortages. In the Americas alone, 42% reported difficulties filling jobs. Yet, employers are seeking to explore new talent sources in just 16% of cases, while 18% say they are not adopting any particular strategy to deal with talent shortages."

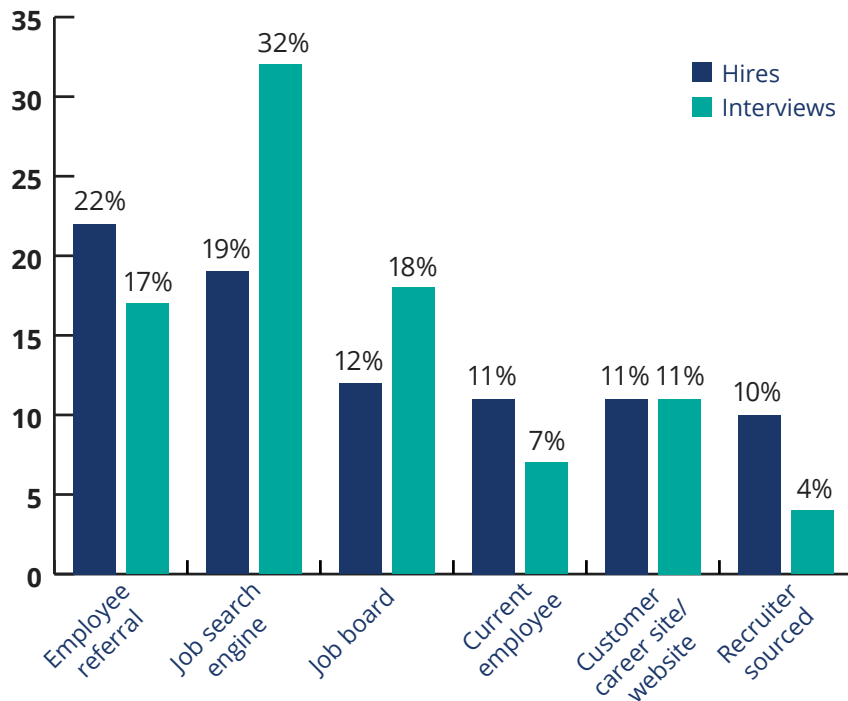
Source: 2015 Manpower Talent Shortage Survey, Manpower Inc.

State of Talent Acquisition and the Candidate Experience

The Big Question—What's the Best Source?

Top Source of Hire—Employee Referrals

Percent of Total Hires and Interviews by Top Sources



Source: Source of Hire 2016, SilkRoad



Observations:

The winner in this year's SilkRoad Source of Hire survey? Employee referrals, followed closely by job search engines and job boards. Indeed delivered more than six times as many interviews as CareerBuilder, the next largest external source. Moreover, it yielded nearly two and one half times as many hires as all the other top branded external sources combined, i.e. CareerBuilder, Craigslist, LinkedIn, and Monster.

When it comes to delivering interviews, however, job search engines ranked the highest among all sources, producing almost 1 out of every 3 interviews.



Insight: Employee Referrals

Pros

- Speed to hire, lower cost per hire
- Higher retention rates
- Lower training costs
- Aids filling specialized positions— engineering, computer science
- Better “culture fit”

Cons

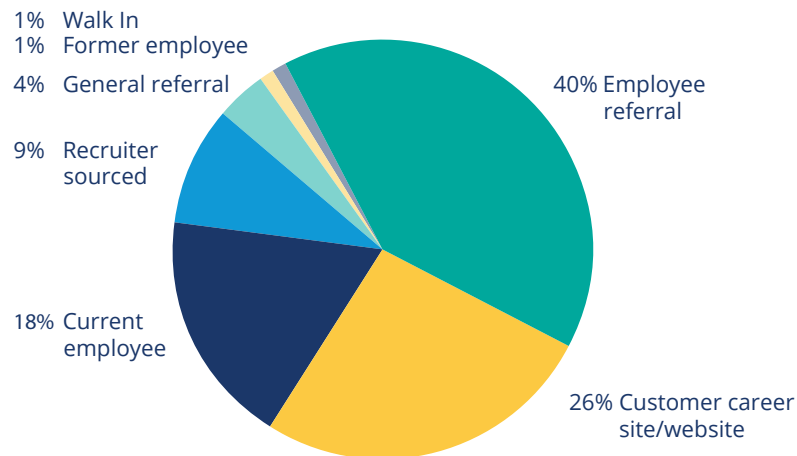
- Insular teams, self-reinforcing ideas
- Can decrease diversity
- Potentially less innovation
- Open to charges of cronyism

State of Talent Acquisition and the Candidate Experience

The Experience Begins with Career Sites



Internal Sources for Hires



Source: Source of Hire 2016, SilkRoad



Observations:

Company career site portals closely followed employee referrals as a top internal source for hires.

As the main source of information for candidates about a company, it's gaining more attention from recruiters but in a new way. Candidate portals have moved beyond simply providing information and now focus on creating an engaging candidate experience that both attracts a candidate and begins the assimilation into the company.



Insight:

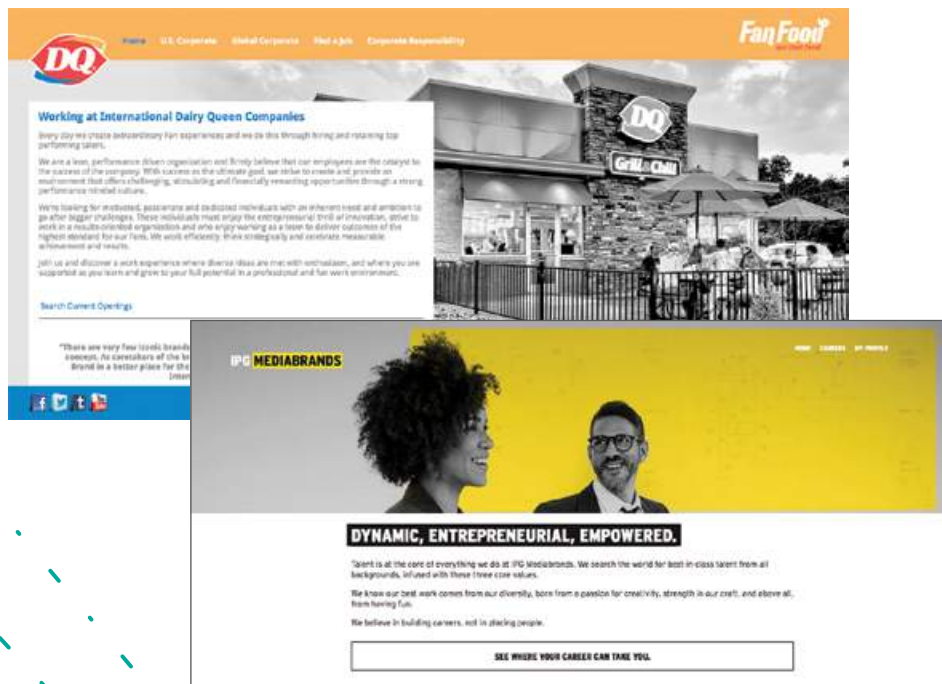
"If an organization's talent acquisition technology hinders engagement and adoption, a significant portion of candidates may drop out of the hiring process, negatively impacting the quality of candidates, losing the opportunity to make quality hires, and increasing the time-to-fill."

Source: Talent Activation Continuum, Brandon Hall Group

State of Talent Acquisition and the Candidate Experience

Employer Brand and Website Play Critical Role

Company career portals play a pivotal role creating a dynamic candidate experience. In this year's SilkRoad Source of Hire Report, they could be directly attributed to 11% of all hires and 12% of all interviews. These SilkRoad customer examples provide insight into how to leverage employment brand and drive recruitment results.



Observations:

"To build a relationship with prospective talent and new hires, employers need a level of brand awareness that is engaging, sophisticated and accurate."

Will Thorn, Redwood Credit Union



Insight:

Questions to Ask About Your Candidate Experience

- Does your candidate experience offer a taste of your company culture?
- Have you presented your company culture in a way that is engaging and interesting?
- Are you showcasing your company "difference"?
- How can you use technology to engage candidates and simplify applying?
- Have you leveraged the anytime, anywhere advantage of mobile recruiting?
- What role could social media play in attracting and engaging top talent?

State of Onboarding and the New Hire Experience

Key Onboarding Trends

- Onboarding has become a longer process, expanding beyond new hires and lasting beyond an employee's first few days.
- Onboarding has become a more holistic process, moving beyond simply finishing compliance paperwork to encompassing the instillation of mission, values and workplace culture.
- Senior executives and L&D team members are frequent onboarding collaborators.
- Onboarding practices are becoming more engaging and technology is being used more than ever.
- Successful onboarding outcomes include increasing engagement, improving culture and reducing time to productivity.

Source: 2016 CLO Innovations in Onboarding Survey



Observations:

Is this the right company for me? To help employees emphatically answer "yes," companies continue to energize their onboarding programs to create a highly engaging employee experience.

Successful onboarding goes beyond the first day and beyond required paperwork, creating an employee journey that emphasizes employee development, workplace culture and a direct contribution to business results.



Insight:

The Boston Consulting Group found in 2013 that onboarding had the second-highest business impact of 22 HR practices.

"69 percent of new hires who take part in a structured onboarding process are likely to remain with a company for longer than 3 years."

Ganzel (1998). Cited in Fast Company



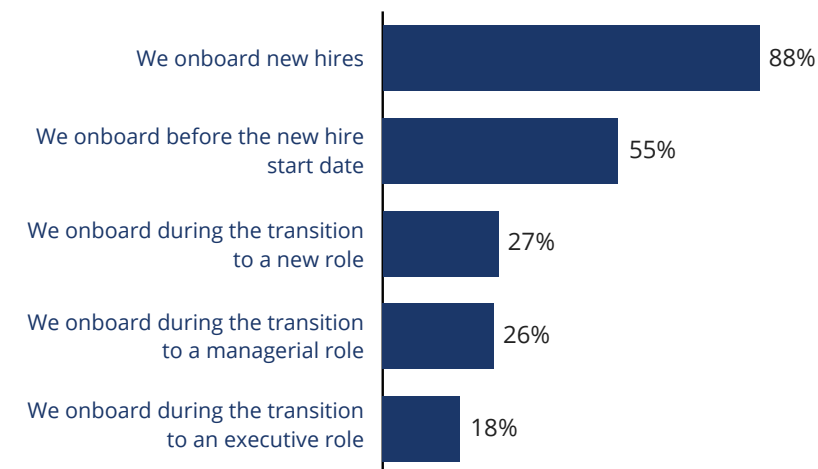
State of Onboarding and the New Hire Experience

Shift from One-and-Done to Strategic

Onboarding Goals



Onboarding Throughout the Employee Lifecycle



Observations:

Onboarding has officially moved from an orientation process to a strategic workforce program that can impact business goals.

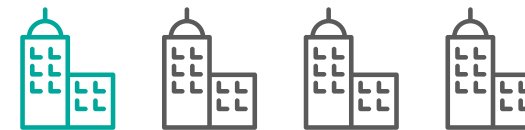
While onboarding has typically been geared toward new hires, organizations are now also onboarding transitional workers, to better prepare those moving into managerial or executive roles.

Source: The Who, How and Why of Onboarding, Chief Learning Officer and SilkRoad

Onboarding is about preparation and HR teams have recognized its value in preparing employees in transition, including new roles, relocations or movement into managerial or executive roles.



Insight:

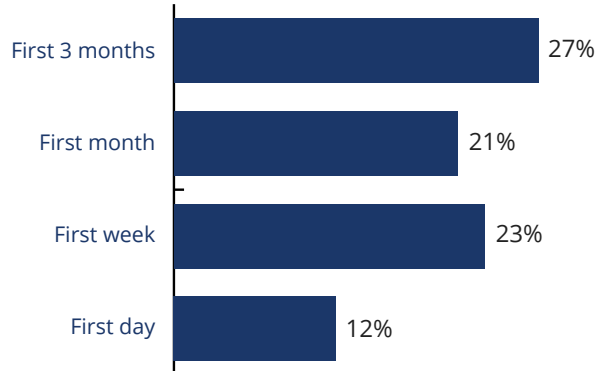


One in four organizations now use onboarding to assist employees in their transitions between general roles.

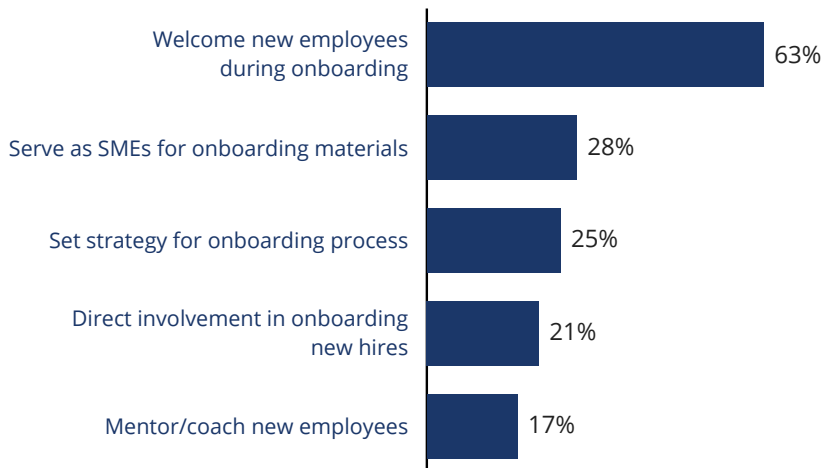
State of Onboarding and the New Hire Experience

Longer Onboarding, More Executive Involvement

How Long Does Onboarding Last for New Hires?



Senior Leaders' Involvement in Onboarding



Source: The Who, How and Why of Onboarding, Chief Learning Officer and SilkRoad



Observations:

This year's results show that many companies are expanding the length of onboarding programs, creating a longer and more robust employee experience. That expansion includes more activities like buddy programs and social media networking to ensure employees get the most out of their onboarding experience.

As an employee starts their company journey, executive involvement goes a long way to making new hires feel valued by their new organization. By standing both in front of and behind the onboarding curtain, leaders can directly impact the new hire experience, clarifying strategy, setting expectations and reinforcing the importance of impacting the business.

State of Onboarding and the New Hire Experience

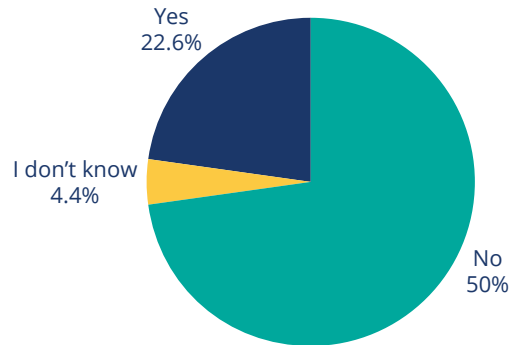
Success Reported

Organizational Outcomes Experienced as a Result of Improving the Onboarding Process



Source: The Who, How and Why of Onboarding, Chief Learning Officer and SilkRoad

Is Your Onboarding Process Automated via a Software Program?



Source: HR Technology Trends 2016, HR Daily Advisor and SilkRoad

SilkRoad State of Talent 2017



Observations:

The investments in onboarding appear to be paying off. In 2017, additional time and investment is expected, but with an emphasis on creating a highly motivating and attractive candidate experience.

Technology plays an important role in creating this experience, especially with the high expectations of millennials. While the use of technology for onboarding is surprisingly low today, more companies continue to invest in its use to activate employees for success.

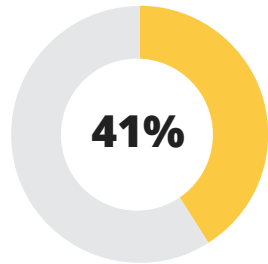


Insight:

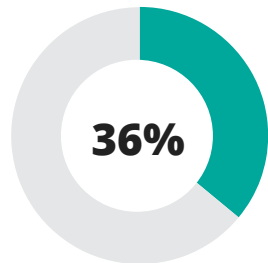
As emphasis on the candidate experience grows, expect technology use to increase with a strong focus on connecting the candidate and new hire experience.

State of Onboarding and the New Hire Experience

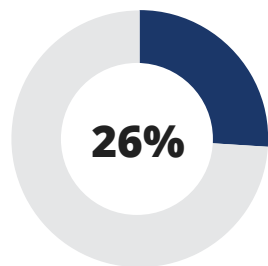
New Hire Experience Matters



Brand presentation to excite new hires



Communication to prepare for new hires



Not ready for first day



Observations:

Presentation of brand, company culture and the business mission all play a critical role in both attracting and motivating new hires. As HR professionals pay more attention to what a new hire experiences, it's no surprise that the presentation of the company brand surfaced as a top onboarding concern. By looking for a message to inspire new hires, developing memorable core goals and presenting a brand personality that connects on a personal level with new hires, HR teams can create "active" engagement that impacts business goals.



Insight:

To activate new hires for success and create a unique experience, ask these questions:

- What are you trying to achieve?
- How will you inspire new hires to embrace the company mission and brand?
- What 2-3 core ideas do you want employees to remember throughout their employment?
- Is there an emotional or brand personality message that will help new hires connect with the company?
- How will you measure success?
- How can you set the new hire up for success?
- What opportunities do you offer to connect?
- What is special about your commitment to meeting customer needs?
- Do you offer interactive events like breakfast with the CEO or lunch and learns?
- What benefits or programs make you stand out as a company?
- What would your managers identify as their top onboarding needs?
- What do they consider least important?
- What training is needed for effective use of and interaction with the new hire portal?
- Where can new hires provide their thoughts or ideas?

State of Talent Development and the Employee Experience

Big Questions on Performance Results but Traditional Still Rules

- Traditional performance management still rules.
- There's a dissatisfaction with results, with only one-third of respondents rating their process fair, consistent and reliable.
- High on the radar are team goals and more frequent conversations.
- Agile performance is coming soon, with two-thirds of respondents reporting being on the path.
- There are strong concerns about manager skills in managing performance.
- Metrics are not in place outside of compliance.
- Senior managers are interested in agile and concerned about time involved today.

Source: Seeking Agility in Performance Management, Human Resource Executive and SilkRoad

“There is an acknowledgement that we do much of our work in teams, cross-functionally, but the system we use for performance management hasn't kept up with reality. It can only handle the direct reporting relationships.”

Michael Latsko, Director, HR Strategic Systems & Support, University of Virginia



Observations:

It's a time of big questions on performance management. With dissatisfaction at an all time high, agile performance management is gaining attention for transforming performance management into a more agile, dynamic process.



Insight:

Biggest Performance Concerns



46%

Engage employees



45%

Transform into a strategic program



37%

Support agile reviews

Source: What Keeps HR Up at Night 2016, SilkRoad



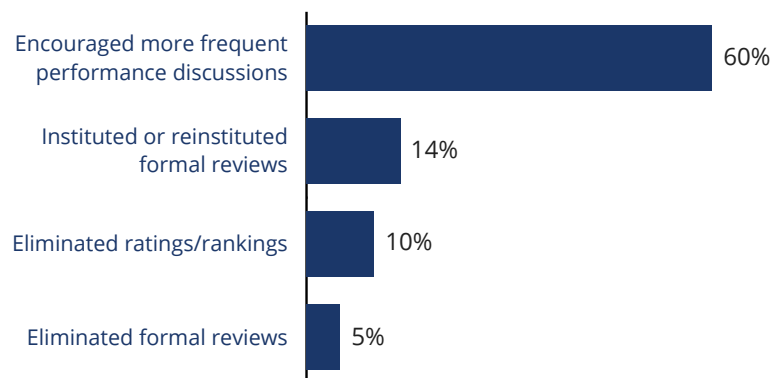
State of Talent Development and the Employee Experience

Lack of Results Drives New Conversation Approach

Little Confidence in Performance Results



Rise of a Conversation-Based Approach



Source: Seeking Agility in Performance Management, Human Resource Executive and SilkRoad



Observations:

Employers are laying out a clear set of goals and criteria, yet relatively few respondents are confident that they are achieving the desired results.

As organizations seek to become more agile and move faster, the movement toward a more informal, conversation-based approach to increase results is strong. In many cases, more frequent feedback and real-time check-ins are being added to existing performance programs.



Insight:

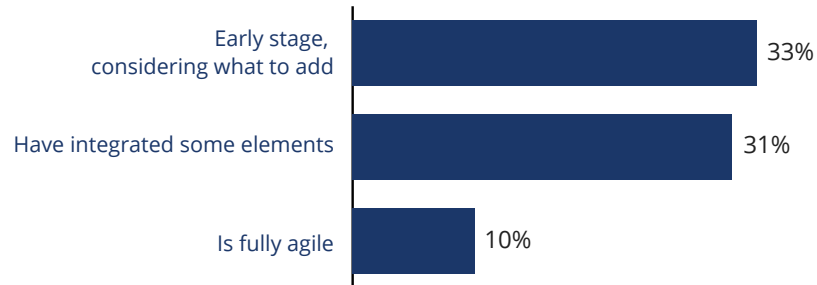
“It’s all about having that really important meeting with the employee[s] to let them know how they’re doing. If you’re waiting a year to tell someone they have a problem, it’s too late.”

Mason Dirickson, CEO, Acme Consulting

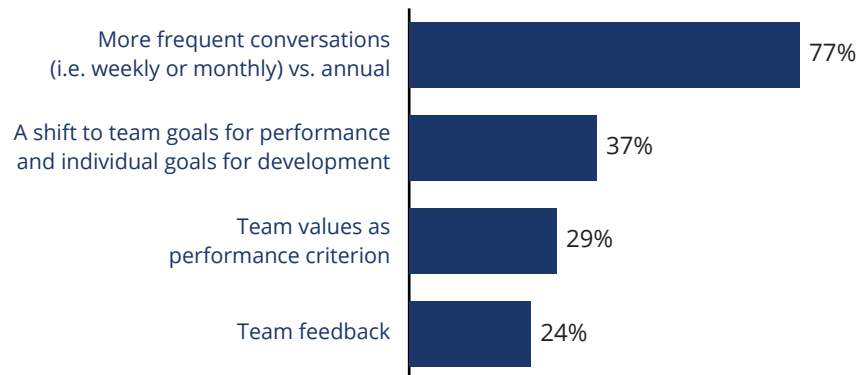
State of Talent Development and the Employee Experience

Agile Performance—Adoption at Early Stages

Agile—Early Stage, Blending with Traditional



Most Important Components of Agile



Source: Seeking Agility in Performance Management, Human Resource Executive and SilkRoad



Observations:

Although strong dissatisfaction and a clear need for a new approach has emerged, companies remain at the early stage of adopting agile performance. A trend of blending agile elements with existing traditional programs emerged.

As companies look to adopt a more agile approach to performance management, an increase in dialogue and more team-oriented components top the list of the elements they consider most important.

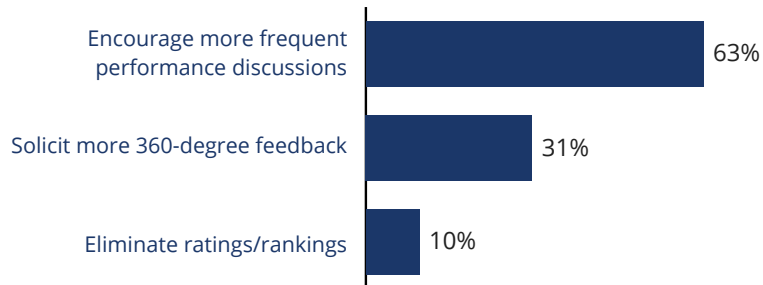
“Our managers aren’t necessarily comfortable having regular conversations and they don’t take the time.”

Jodi Seay, HR Manager, Promotional Products Association International

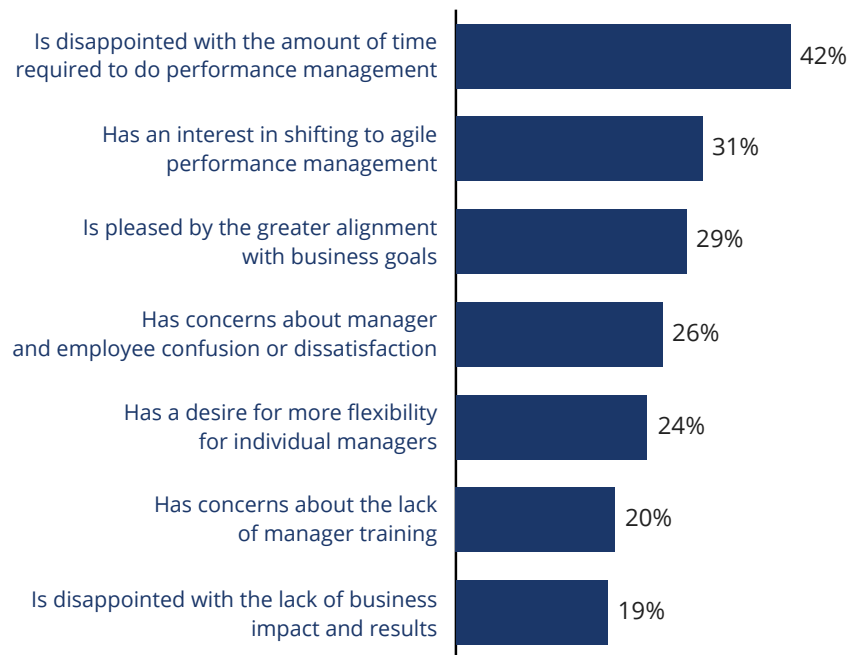
State of Talent Development and the Employee Experience

Future Plans, Senior Management Perspective

Plans for Next 3 Years



What Senior Management Thinks



Source: Seeking Agility in Performance Management, Human Resource Executive and SilkRoad



Observations:

Let's talk! As HR professionals look forward, there is clear recognition that more frequent and direct conversation is needed between employees and managers. The desire to solicit more 360-degree feedback points to more conversations across teams. These needs offer insight into what's behind the growth of agile performance management, which emphasizes real-time feedback.

With debate about the effectiveness of performance management swirling around them, it's no wonder senior managers have voiced a number of concerns about the process. While the biggest concern focused on time, shifting to agile performance management and greater alignment with business goals is receiving more attention.



State of Talent Development and the Employee Experience

It's Time for Performance Management Change Say HR Experts



Alexandra Levit

Organizations that embrace agility recognize that employees on the ground are often closest to the market and understand the challenges that must be immediately addressed, and the actions that must be immediately taken, in order to remain profitable and competitive. In an ideal HCM and performance model, companies harness this input from the bottom on a daily basis and motivate and reward employees based on their real-time contributions.



Sharlyn Lauby

As an HR professional, you don't create performance appraisals to inflict punishment on the organization. Times have changed and as such, processes need to change. Different performance and learning needs have emerged and a real-time performance culture helps employees and managers make a difference.



Brent Skinner

There is a coming mass extinction in Human Capital Management (HCM). Performance is in the crosshairs as well as learning, but performance is really driving the rethinking. Technology for performance reviews is evolving, such as user interfaces that emulate popular consumer-grade social media feeds (like that found in Facebook) ... There's less to hide behind with technology that is more real-time, where in-the-moment interaction is possible.



Bob Kelleher

I'm still amazed at how many companies still do once a year performance reviews which managers and employees hate. Waiting once a year doesn't work. It's time to move to real-time pay for performance, with frequent touch points between the manager and employee.

State of Analytics and Technology

Disconnect Between Workforce and Business Goals

Top Technology Worries



Source: What Keeps HR Up at Night 2016, SilkRoad



The Rise of "Appification"

In 2017, HR teams will benefit from the technology trend of "appification." Micro applications are beginning to replace large software applications. Just as a consumer downloads mobile apps to meet their needs, companies will be able pick and choose from smaller apps to build HR technology that best supports their needs. Users can also generate micro applications for immediate and long-term needs.



Observations:

Despite the cost reduction and time saving benefits, metrics showing the workforce impact on goals is weak. Expectations for technology results will rise in 2017 in 2 key areas. First, metrics that connect workforce productivity with business outcomes will be considered a necessity. Second, solutions will surface that connect and empower highly motivating employee experiences throughout the employee journey with the company.



Insight:

"Generally speaking, our participants tended to agree that HR technology reduces costs, increases productivity, and both simplifies and reduces the time spent on HR tasks and activities. Participants most strongly agreed that HR technology simplifies HR activities (74% either agreed or strongly agreed with this statement).

However, respondents were much less likely to agree that HR technology provides metrics that show how people are impacting company goals. The largest share of participants (36.1%) neither agreed nor disagreed with this statement, and 15.5% of respondents disagreed or strongly disagreed."

Source: HR Technology Trends 2016, HR Daily Advisor and SilkRoad

State of HR

Shift to Strategic Partnerships

What Does HR Need to Do to Be Viewed as a Strategic Partner?



Bob Kelleher

As a chief HR officer who ultimately became the firm's COO, we focused on HR initiatives that drove business results, such as building a balanced scorecard. It's all about getting at the achievement goal. How do we generate data that shows an employee's impact on the biz? How can any employee look at the scorecard to see how they compare and can grow? I would encourage HR to make sure their HR metrics are in sync with the C-suite metrics and interests.



Sharlyn Lauby

If HR is not using metrics, now's the time. Meet with your leadership team and discuss what they would like to see in terms of HR measurements. I would not spend time going through lots of data. I would go to the meeting and get engaged. More is not better. If HR is producing metrics, understand what metrics are being looked at the most. And if no one is reading your HR metrics reports, ask the question "why not?" Use senior leadership feedback to generate the metrics that will get the most attention and in a format that is easy to read or digest.



Alexandra Levit

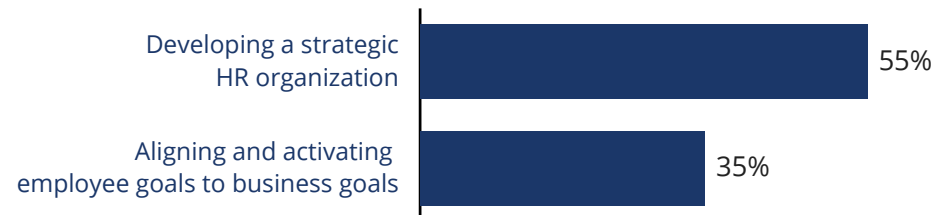
In addition to zeroing in on meaningful business metrics and using HR analytics tools to accurately report them, HR must be willing to release its obsession with process. CEOs today require partners that are flexible and can adapt to rapidly changing business conditions without getting mired in "but that's the way we've always done it," and "there's only one way to do this."



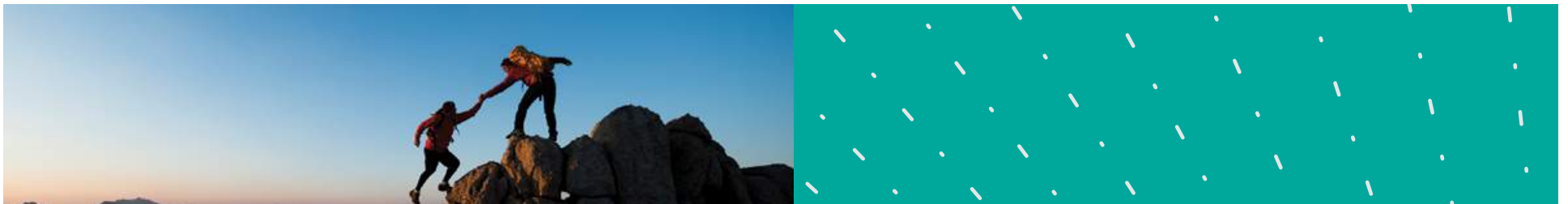
Brent Skinner

It's really about looking at metrics and teasing out what works for the C-suite. Vendors need to help HR tease out the metrics and support it with technology.

Biggest Concerns Over HR's Role



Source: What Keeps HR Up at Night 2016, SilkRoad



Top 5 Talent Trends for 2017

The Big Shift to Employees

These 5 trends will help companies address the big question for 2017:

How will companies build a workforce strategy where employees become a competitive advantage?

- 1** HR creates amazing candidate and employee experiences. It's the year of a deeper look at how to engage the hearts and minds of employees from recruiting and onboarding through retirement. By exploring how to present the employer brand and culture in the most compelling way, companies will gain a competitive advantage in both attracting candidates and retaining employees.
- 2** Companies move beyond talent management: Exciting employees, engaging their interest, motivating around goals. These consistent themes in this year's report indicate significant issues with engagement and it's time for a new approach—formal assessments of what candidates and employees experience. By enhancing experiences, HR professionals gain an opportunity to go beyond engagement and “activate” employees with a highly proactive approach.
- 3** Agile performance management blends with traditional programs. While traditional performance management programs remain deeply embedded in many companies, interest continues to grow in creating a more fluid and immediate process. Expect to see more frequent conversations, real-time feedback and team-based conversations.
- 4** The workforce and business outcomes become more tightly aligned. The exploration and analysis of the candidate and employee experience will uncover key connection points between the workforce and company goals. By formally assessing “experiences,” HR will find the best moments for strategic connections to impact business results.
- 5** “Appification” helps HR teams build solutions that best meet their needs. As “app-based” solutions become more available, companies will be able to pick and choose from smaller apps to build what works best for the organization. It will also include easy connections for custom-built micro apps.



Methodology

The insights in this report are grounded in research methodology and supported by results in multiple surveys.

Six survey topics:

- The Talent Activation Continuum, Brandon Hall Group
- What Keeps HR Up at Night 2016 (728 respondents)
- Source of Hire 2016 (review of 13 million applications, 600,000 interviews, 300,000 hires)
- HR Technology Trends 2016 (sent to HR Daily Advisor database of 250,000)
- The Who, How and Why of Onboarding (389 respondents)
- Seeking Agility in Performance Management (218 respondents)
- Building the Business Case for Onboarding Technology Systems
- Talent in 2025

Survey dates:

February through October 2016

Number of participants: 1,335

Delivery system:

Surveys were collected online using web-based survey tools and targeted toward talent management professionals.

Company sizes:

Surveys included companies of all sizes.

Research base:

Respondents' diverse titles ranged from Chief Human Resource Officer, Vice President of Human Resources, to directors and managers of HR.

We would like to thank all the professionals who took the time to participate in our surveys.

SILKROAD.COM

Talent Activation: Recruiting | Onboarding | Performance | Learning

SilkRoad, the world's leader in Talent Activation, transforms traditional talent management technology into a continuum of experiences that activate employees along their journeys—from first touch to last and every point in between. We empower HR teams to engage their people in delivering on business success. Whether you want to source, hire and recruit top talent, onboard them fast and stay with them as they develop into top performers, SilkRoad Talent Activation can help.

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