



# 2023 HR Trends Webinar

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**A Reimagined Workplace:  
Fostering an Environment to Attract and Retain Top Talent**

**October 27, 2022**

# WELCOME



**Londa Dewey**  
CEO, The QTI Group

## Agenda

- ◆ Current Events
- ◆ 2023 HR Trends Survey Findings
- ◆ Top 3 HR Challenges for 2023
- ◆ Panel Discussion

# CURRENT EVENTS

# UNPRECEDENTED TIMES





# NEW NORMAL



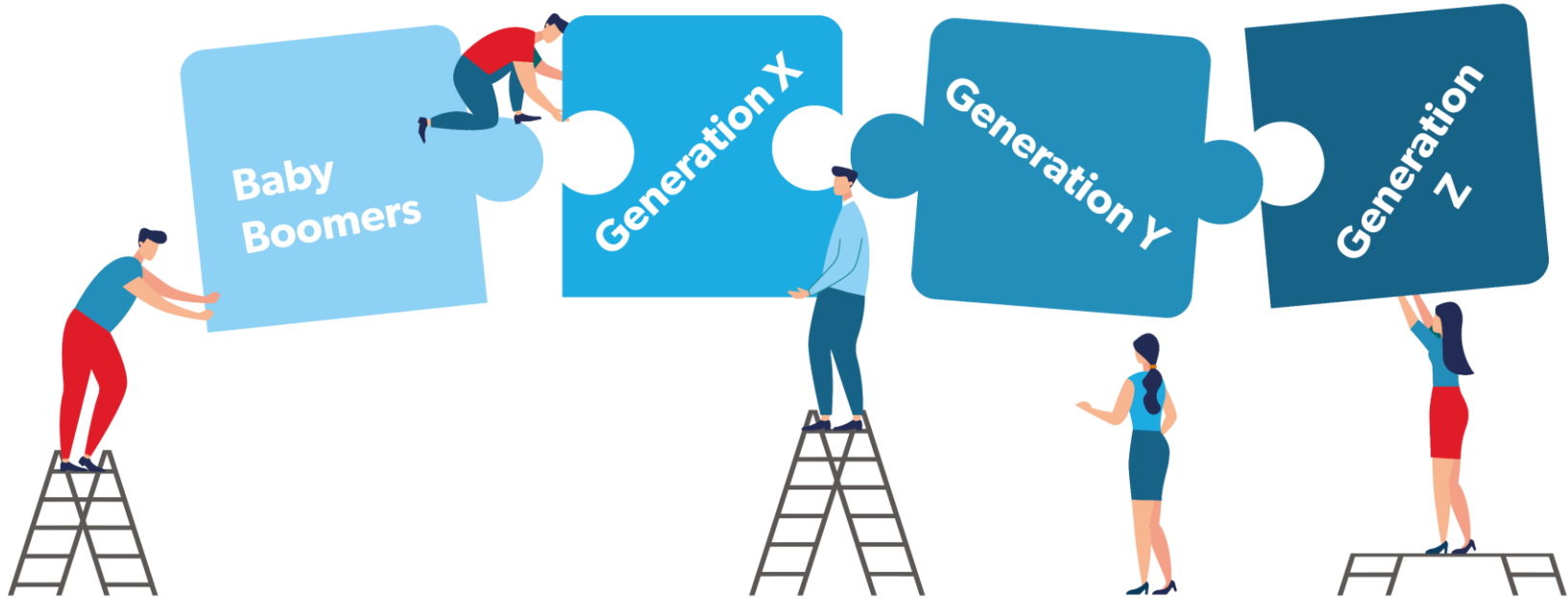
## LOADING...



# Headwinds Organizations are Facing



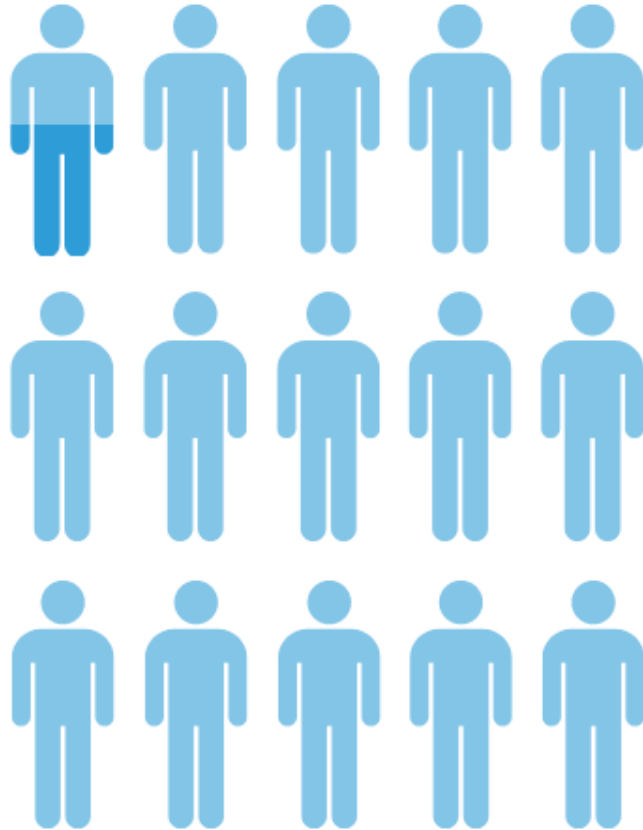
# Employee Expectations Differ by Generation



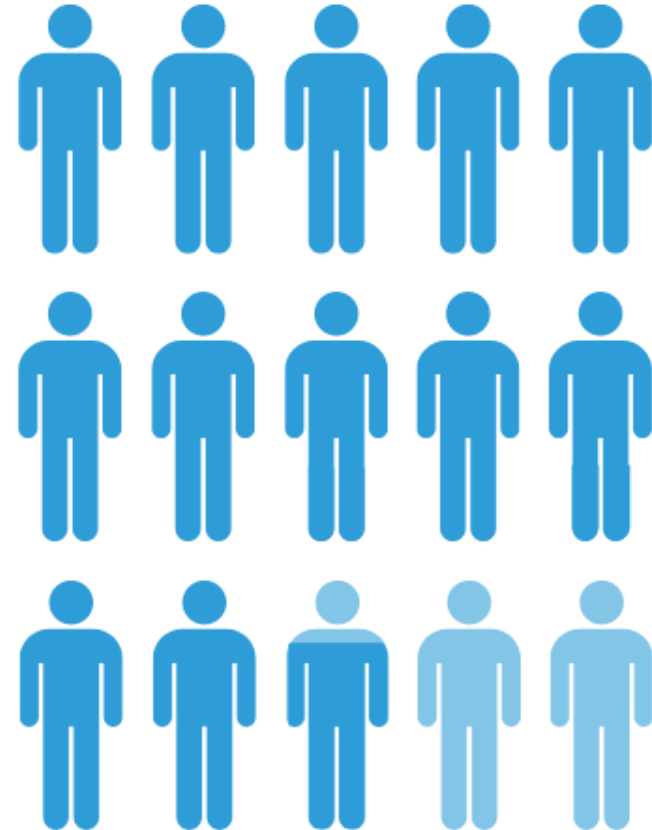
## 4 Generations in the Workplace

*Understand the needs of all to ensure everyone feels supported, respected and heard.*

# Create engagement practices that connect with fully remote, hybrid, and in-person employees.



**Before** COVID-19, only **3.6%** of the U.S workforce worked remotely half-time or more.



**Today, 85%** of organizations offer at least some form of remote work.



**As we think about external forces, what else do we need to learn, and what can we focus on to be successful?**

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## **SHARE FINDINGS AND INTRODUCE STRATEGIES**

**2023 HR Trends Survey (Wisconsin organizations)**

**2022 Employee Survey (QTI placed employees)**

**Top 3 Challenges from Survey with Strategies**

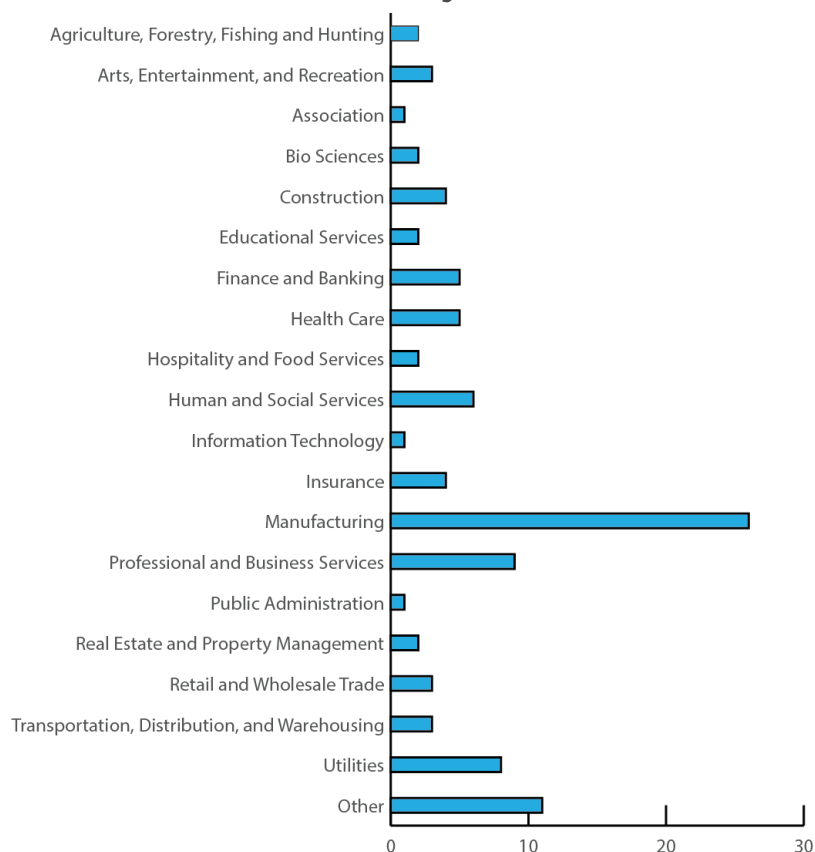
# 2023 HR TRENDS SURVEY FINDINGS

# HR TRENDS SURVEY

## PARTICIPANT PROFILE

225 Primarily WI-Based Respondents

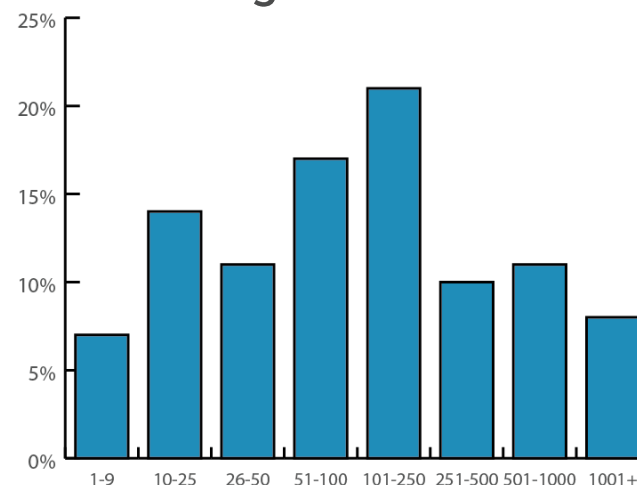
### Industry



### Ownership



### Organization Size



\*Survey Submission Period: June 15 – August 1, 2022

**NEW IN 2022...**

## **UNDERSTANDING THE WORKER EXPERIENCE INAUGURAL SURVEY**

### **573 survey respondents**

- Survey sent to candidates in QTI's database who have been active with QTI in the last year
- Primarily administrative and industrial talent

### **Survey Dates**

- June 14-July 12, 2022

### **4 Questions Asked:**

1. What are the top three things you look for when searching for a job?
2. How important is it that a company offers a hybrid work environment?
3. What motivates you the most to remain at a job?
4. What would make you leave a job (select the top three)?

# Top 3 HR Challenges 2023



2022

#1

#3

#4

*2022: #2 Building a sustainable workforce through succession planning.*

# #1 HR Challenge: Attracting the Right Talent

◆ Employee  
Experience

◆ Flexibility &  
Autonomy

◆ Expand Recruiting  
Solutions





# HR Trends Survey Results



88%



*ATTRACTING THE  
RIGHT TALENT as  
their greatest  
challenge.*

83%



*RECRUITMENT or  
RETENTION as their  
top priority.*

The background of the slide is a dense, repeating pattern of stylized human figures. Each figure is white with a rounded rectangular body and a circular head. They are arranged in a grid-like fashion, creating a sense of a large crowd. In the center of the image, one figure is highlighted in a bright blue color, standing out from the rest of the white figures. Overlaid on this central blue figure is the text "Employers Need to Stand Out from the Crowd" in a bold, red, sans-serif font.

**Employers Need to  
Stand Out from the Crowd**



# EMPLOYEE VALUE PROPOSITION

*Aligns an organization's goals, values, and benefit offerings  
with those of prospective employees.*

**Helps you attract employees that fit with who you are – *genuinely*.**



Pay



Benefits



DEI (Belonging)



Career Progression



In-demand Offerings:  
technology, remote work,  
flexibility & more



Community Connection

# HR Trends Survey Results



Only 28% of HR Trends survey participants reported having an Employee Value Proposition.



# Diversity, Equity & Inclusion (DEI)

- **62%** of workers consider DEI an important factor in a company's success (Momentive)
- An organization's value and commitment to DEI affects employee job satisfaction and desire to work for an organization

## HR Trends Survey Results

More than 3 out of 5 organizations have made DEI a strategic priority; however, less than 20% have a DEI strategic plan in place.



# HR Trends Survey Results

## DEI Strategic Plan

### Building a Culture of Inclusion & Belonging

#### Top Actions Taken to Advance DEI

1. Training, workshops, and development opportunities (57%)
2. Providing a safe place/way for employees to share feedback (47%)
3. Re-evaluating job requirements to ensure that degrees, years of experience, etc., are true requirements (46%)



Year-over-year, moved  
from the #8 action to  
the #3 action



# HR Trends Survey Results



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70% of organizations report the ability to recruit qualified, diverse candidates as their biggest obstacle to a more diverse workforce.

# Understanding the Worker Experience Survey



## KNOW WHAT YOUR EMPLOYEES WANT IN A JOB

- **COMPETITIVE PAY**

- 82% state competitive pay as their top priority when *selecting a job*
- One of the top three reasons employees state for *leaving a job*

- **FLEXIBILITY**

- The second most sought-after benefit when searching for a job



83% increase in job posts that mentioned flexibility since 2019. -2022 LinkedIn Global Trends

When it comes to **FLEXIBILITY**, are EMPLOYERS & EMPLOYEES speaking the same language?



# Flexibility vs. Autonomy

## EMPLOYER

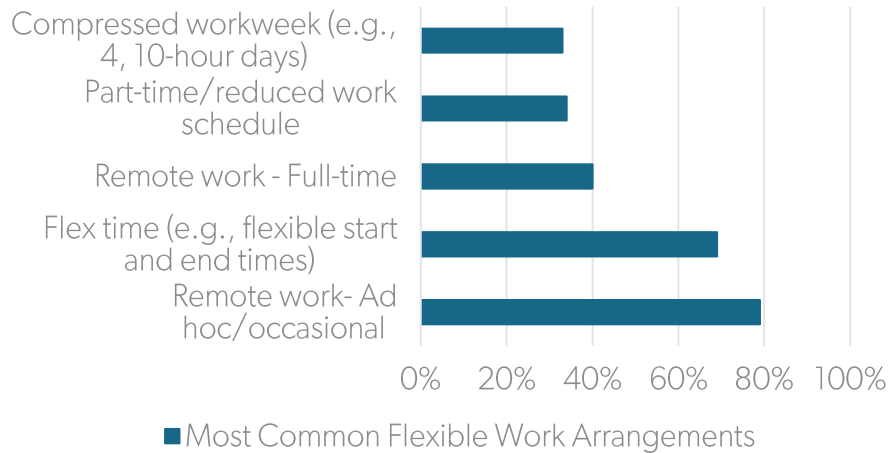
- Flexibility = # of Days in the Office

## EMPLOYEE

- Flexibility = Autonomy = Flexibility in days & hours worked
- Work from anywhere at anytime



## Most Common Flexible Work Arrangements

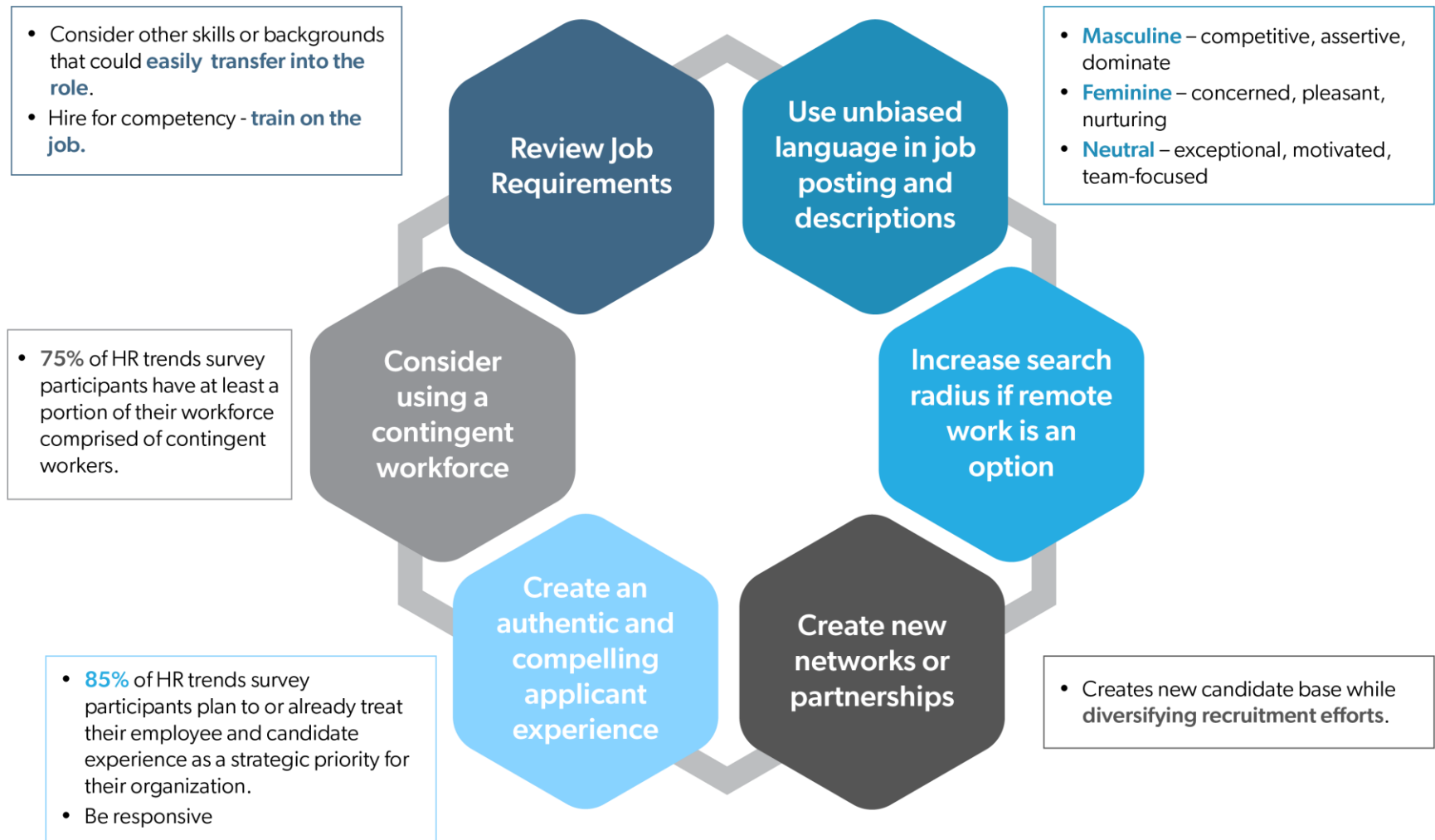


## HR Trends Survey Results

**85%** of responding organizations have and will continue to offer **REMOTE WORK ARRANGEMENTS** – an increase of 3% over last year's survey results.



# Expand Your Recruitment Strategies





# #2 HR Challenge: Managing Higher Total Rewards Demands

◆ Understand what's important to your employees

◆ Communicate Total Rewards

◆ Expected Pay Increase



# HR Trends Survey Results

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84% of HR Trends survey participants state that meeting higher compensation, benefits, and total rewards demands of employees and candidates is a challenge.

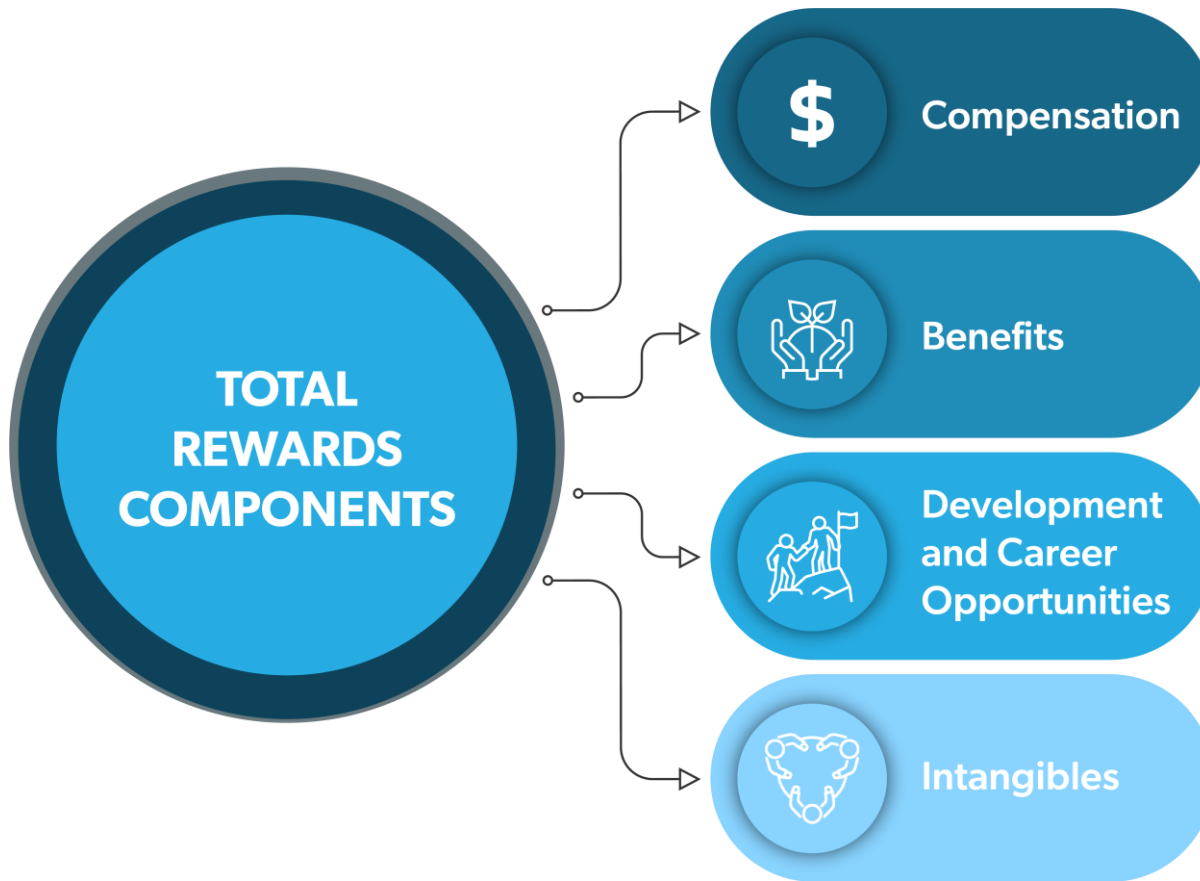


# Understand What's Important to your Employees and How that Ties to your Business Strategy

- Business strategy, along with an understanding of employee preferences, drives total rewards
- Total Rewards embraces everything that employees value in the employment relationship. It is a **holistic approach to reward design and delivery** that ensures all programs are aligned within the business.



# Total Rewards Components



# Total Rewards Strategy Best Practices

1. Start with organization strategy, mission, vision, purpose, and values
2. Assess employee motivators/values
3. Inventory all your total rewards elements and costs
4. Be choiceful – can't be everything to everyone
5. Define role of each element
6. Set competitive pay positioning
7. Evaluate market to assess position
8. Regularly evaluate and adapt, as needed

# HR Trends Survey Results

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51% of HR Trends survey participants state they use Total Rewards Statements to communicate their rewards program to employees.





# Total Rewards Statements



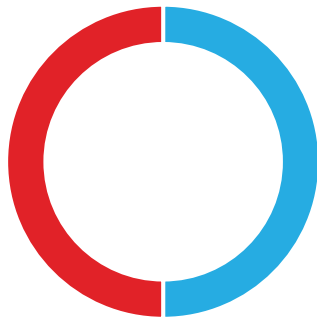
**95%** of employees receiving TRS have a **greater understanding** of their benefits\*

**78%** of employees receiving TRS are **more likely to stay** with their employer\*

*An individualized document that communicates the overall value of an employee's financial rewards such as base pay, incentives, benefits, etc. AND the less tangible benefits such as work/life programs, learning and development, flexible work arrangements, etc.*

*Inflation soared at its fastest pace in 40 years.*

Alter pay Increase budgets  
in response to Inflation (2022)




■ Yes ■ No

## HR Trends Survey Results

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Equal split on altering their  
2022 base pay increase  
budgets in response to  
inflation.





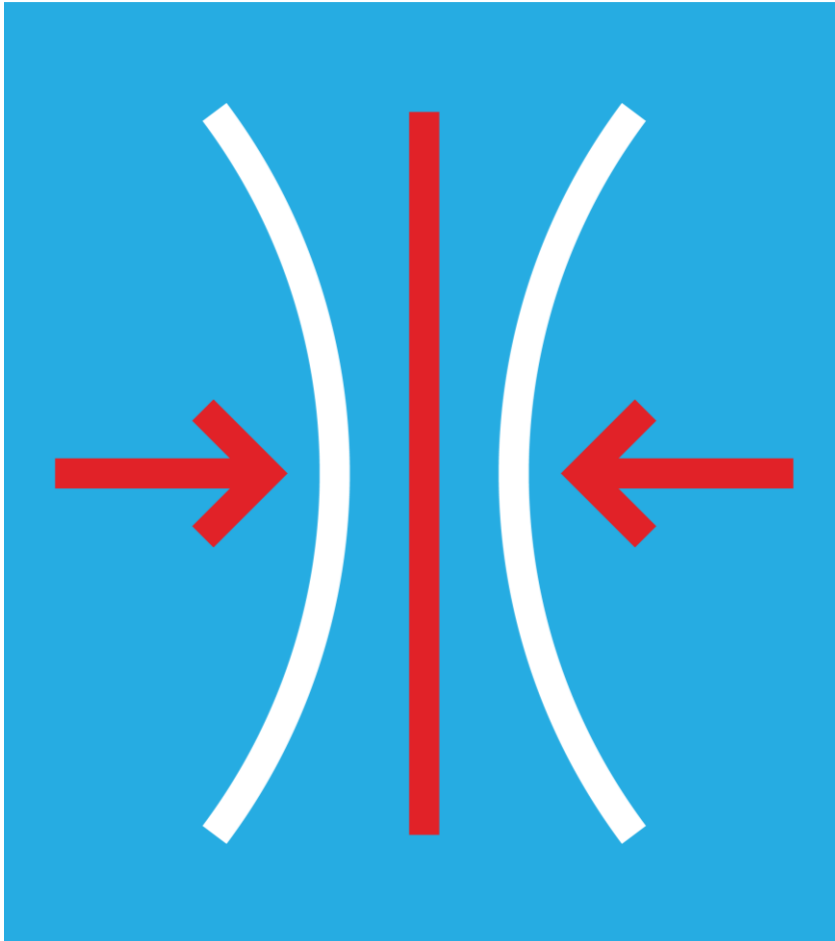
# HR Trends Survey Results

## Planned Base Pay Increases

Year	Overall Median	Overall Average
2023 Planned	3.5%	3.9%
2022 Planned	3%	3.2%
2022 Actual	4.0%	4.5%

*41% of respondents indicated that the 2023 base pay increase is “to be determined.”*

# Pay Compression Between New Hires & Existing Employees Continue To Be Prevalent

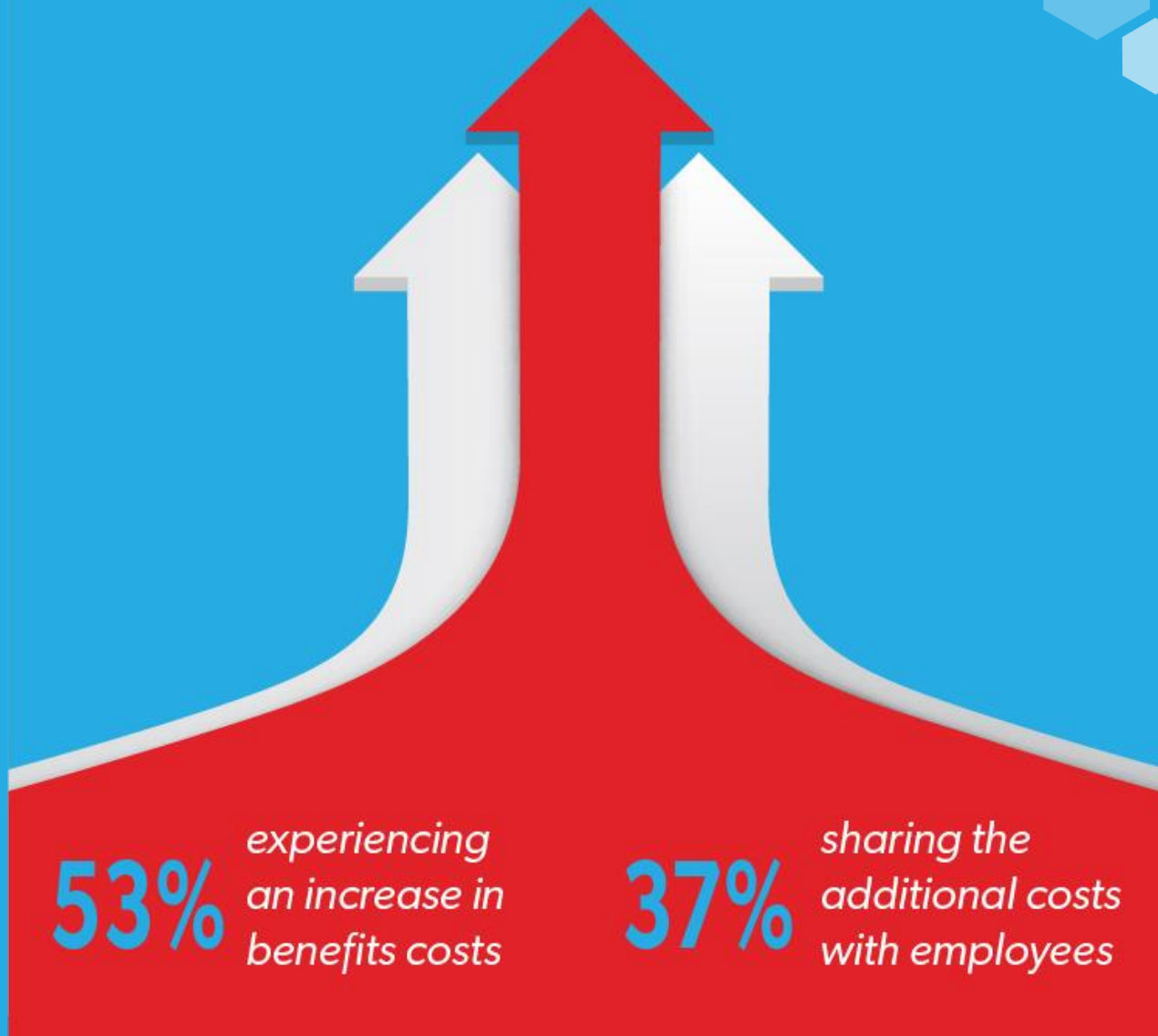


## HR Trends Survey Results

To address these inequities, **51%** of organizations are **granting pay increases** to current employees

# HR Trends Survey Results

## Benefits Cost Increase



# #3 HR Challenge: Retaining Key Talent

◆ Reasons for  
Turnover

◆ Work/Life  
Balance

◆ Career  
Progression

◆ Remote  
Work



# HR Trends Survey Results



10%



*State their workforce  
is **HIGHLY ENGAGED***

41%

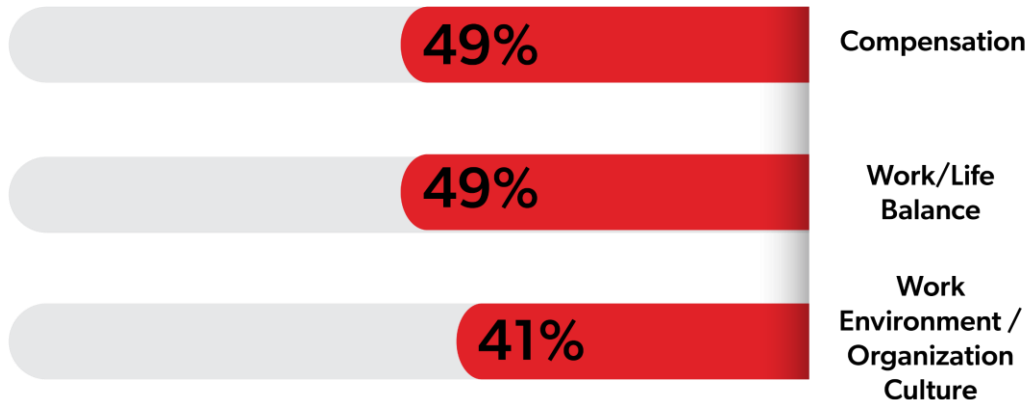


*Experiencing  
**HIGHER TURNOVER**  
than the prior year.*

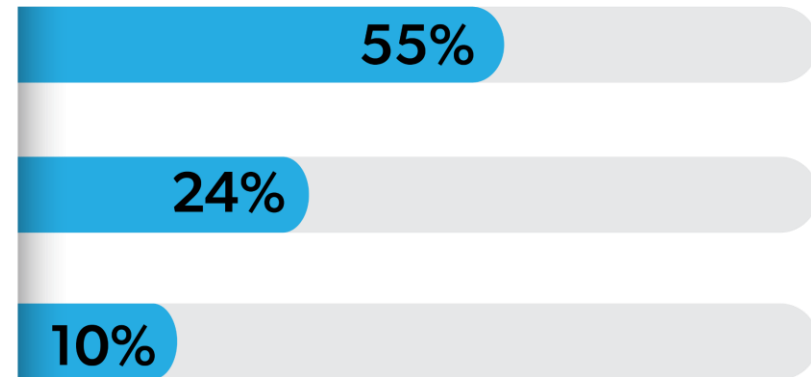


# Resignation Reasons Employee vs. Employer Perspective

## Understanding the Worker Experience Survey



## 2023 HR Trends Survey



- Employee Engagement & Pulse Surveys can help close these gaps in understanding.



## Employee Well Being

- **Differentiate your employer brand** by demonstrating care to your employees through your total rewards offerings
- Offer benefits that enhance an **employee's work and home lives**
- **53%** of employees are more likely to **prioritize health and wellness over work** than before the pandemic\*

### HR Trend Survey Result

27% plan to offer (or offer) paid parental leave, a total rewards differentiator

# HR Trends Survey Results

*Most Prevalent Health & Wellness Offerings*



91%



Employee  
Assistance  
Programs

37%



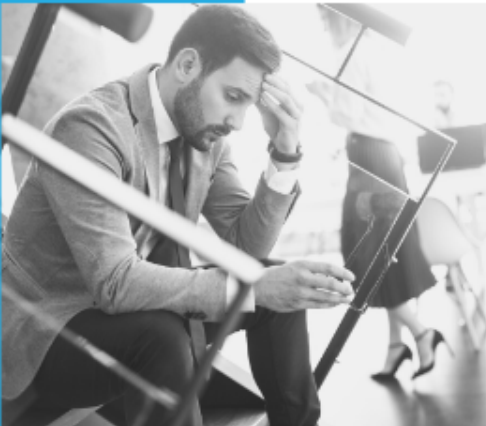
Health Risk  
Assessments

31%



Mental Health  
Education

# Employee Burnout



- 23% of employees report feeling “burnt out” (Gallup)
- Health and wellness programs can help alleviate symptoms of burnout but do not address the root cause
- Employees who are experiencing “burnout” are 2.6 times more likely to be actively seeking a different job
- Common Reasons for Employee Burnout
  1. Overwhelming workload
  2. Unfair treatment
  3. Lack of a clear job description/role
  4. No support or back-up
  5. Time constraints to get their job done

# Career Paths Today are less linear as employees seek jobs that match their interests and values.

- For talent attraction and retention, consider whether you can reskill or upskill.
  - **Reskilling:** teaching new skills which are not directly related to the current position, specifically with the purpose of increasing organizational agility
  - **Upskilling:** defined as teaching new skills directly related to their current position
- Offer new experiences
- Hire for competency & develop



# HR Trends Survey Results



96%



*Support upskilling  
either internally,  
externally or both*

81%



*Support reskilling  
either internally,  
externally or both*



# Remote Work is Here to Stay

- **Maximize remote work offerings** to attract and retain talent
- QTI's Worker Experience Survey
  - **83%** of workers noted a **hybrid work environment** as at least somewhat important
  - **54%** noted **hybrid work environment** as very or extremely important
- **73%** of HR Trends Survey respondents will require employees to be onsite less than a full week (3 days the most prevalent option)



# HR Trends Survey Results

## The Office Space is NOT Dead

- **80%** of organizations have not changed their physical worksite size since the start of the pandemic
  - **<50%** intend to increase space or downsize in the next three years
  - Most common reasons to **maintain a physical work location:**
    - Employee collaboration (67%)
    - Business operations require a physical location (64%)
- 

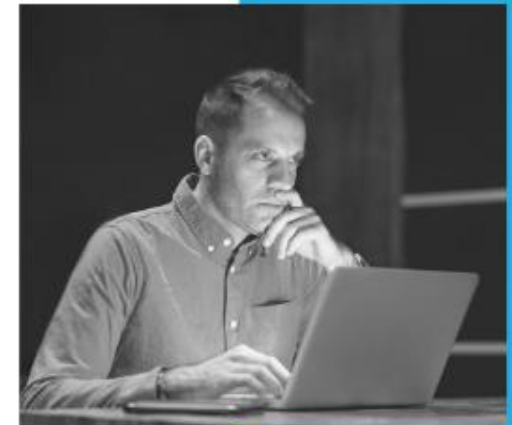


# Employer Hurdle: Convincing Employees Why to Return to the Office

- 38% of hybrid employees say their biggest challenge is knowing when and why to come into the office.
  - Employees experience empty offices and sit at their desks to take zoom calls
- Leaders should set clear guidelines:
  - What does in-person collaboration look like?
  - Facilitate positive, productive in-office days
  - Design workplaces with flexibility to support every employee

# The Hybrid World

- **Loneliness and isolation** in the workplace have been on the rise since remote/hybrid began
  - 55% of hybrid and 50% of remote employees feel lonelier at work than prior to going hybrid or remote
  - Feeling lonely at work is linked to **lower employee engagement**
- Create a **buddy system** to support new employees
- Create more **meaningful in-office time**
- Create a **“virtual water cooler”** through TEAMS or Slack (SHRM) with messages such as:
  1. How are you doing overall?
  2. What’s been interesting in your life recently outside of work?
  3. What’s going on in your work: what’s going well, and what are some challenges?
  4. What is one thing about you that most other team members do not know?



# Top HR Challenges 2023





# Putting a Plan into Action

1. What are the greatest HR challenges that your company is facing as we head into 2023?
2. Are you using your company's purpose and values to connect with prospective employees?
3. What are you doing to ensure your company stands out from the crowd of companies recruiting talent?
4. Do you have an employee value proposition, and if so, are you using it as part of your recruitment process?
5. Are there opportunities to reskill or upskill talent?
6. Are you making appropriate adjustments to your total rewards strategy based on inflation and the evolving needs of your employees?
7. Are you communicating with employees the value of their total rewards through Total Rewards statements?
8. Are you creating an organization where employees want to show up for work as it relates to culture, technology, and physical space?
9. How are you differentiating your employee brand through your total rewards offerings?
10. How are you demonstrating care to your employees?
11. How do you show your commitment to furthering DEI?
12. Are you setting clear expectations with your employees about when and why to return to the office?

# Panel Discussion

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**Jan Kittoe**

*Vice President  
Enterprise Employee  
Experience &  
Effectiveness,  
American Family*



**Tim Hake**

*Director of Human  
Resources, Hayes  
Performance Systems*



**Tara Conger**

*President, Tandem HR*



**David Packard**

*HR Manager, NORD  
Gear*

# Thank You

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- Questions?
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