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The GattiHR 2017 HR Leadership Survey
In late 2016, GattiHR surveyed more than 30,000 HR leaders across the US. We wanted to gather their views on human capital priorities for 2017. Here’s what they told us...
The Headlines for 2017

Priorities
Employee Health & Wellness was a surprise top priority for HR leaders in 2017.

Challenges
HR leaders saw cross-generational challenges as a key impact area for organizational effectiveness in 2017.

Social Media
Corporate social media use is still mainly for brand-building & recruiting. Leveraging social media for employee communications and engagement was far less prevalent.

Technology
Implementing or upgrading HR technology in 2017 was in the plan for more than half of all survey participants (55%). Employee Engagement and Rewards/Recognition were tied as the #1 technology initiative.
We asked respondents to rank order 5 key priorities for 2017. Workforce Health & Wellness was the top priority by a wide margin. Interestingly, respondents found the “seat at the table” question to be largely resolved. Getting better strategic alignment between HR and the business as the lowest priority response.

**2017 Priorities**

- Workforce Health & Wellness
- Retaining top Talent
- Recruiting Top Talent
- Employee engagement
- HR's strategic alignment

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**Gatti Point of View:** The “seat at the table” debate is over. Our energy needs to be elsewhere... On employee engagement and other areas that make organizations thrive.
Respondents saw cross-generational issues as the most significant impact area on organizational effectiveness in 2017. Generally though, the concerns were more related to managing talent, not costs. Talent loss and building a great place to work were the next two most important impact areas, with compensation pressures seen as least impactful.

We’ve clearly moved away from thinking of pay as the universal motivator. The challenge is to drill into more complex, harder-to-define issues like cross-gen and employer branding.
We asked respondents what they were doing to address cross-generational workforce challenges, and the majority reported three areas:

- Greater workplace flexibility
- Increased transparency
- More Mentoring & Development programs
- Org & Workflow re-design
- Happy Hours
- Multi-generational workforce policies

Check out the next slide for the surprise.....
The “happy hours” question...

We were half-kidding when we added this as a response option on managing cross-generational issues. While its prevalence was limited (logically), we were surprised at how effective respondents considered it to be, and how ineffective the most prevalent action workplace flexibility was considered to be (Workforce flexibility).

The “silly stuff” like happy hours do matter. But so does organizational alignment, new ways of managing careers and increasingly flexibility of how and where work gets done.
Social Media

We asked respondents about their use of social media as a way to make key HR processes more effective. More than 9 out of 10 respondents’ organizations leverage social media for recruiting, but only about 4 in 10 build social media into their employee engagement efforts.

We’re moving in the right direction, but we have communication vehicles/engagement tools available that we could be using much more robustly.
Another surprise was the number of respondents who indicated they would implement or improve their HR technology in 2017. More than half said implementing or improving Employee Engagement and/or Rewards & Recognition platforms was a priority. More than 40% also said their Recruiting and HRIS/HCM platforms would priorities in 2017.

Too often, HR tech is an afterthought, focused on compliance and payroll. We’re coming around now, and looking at these tools to help solve complex Human Capital problems.
The “Write-In” Votes

We gave respondents the opportunity to write in their views on a few important Human Capital issues.

- How can you hire more effectively?
- How do you retain your best people?
- What tools do you need to build a stronger organization?

Here’s what respondents told us...
How Can We Hire More Effectively?

Here were the top 5 answers...

- More reliance on employee referrals and hiring incentives: 15%
- Better talent acquisition business processes: 14%
- Improved manager interviewing & selection skills: 10%
- More effective branding: 10%
- More effective use of social media: 10%

There’s no “silver bullet” in talent acquisition. In fact, it’s more fragmented than ever. As HR leaders, we have to go after every source of competitive advantage.
How Do You Retain Your Best People?

Here were the top 5 answers:

Better career development programs 26%
Competitive employee benefits programs 18%
Open and transparent employee communications 13%
Effective employee engagement programs 11%
Building a stronger company culture 9%

Effective career development strategies and programs are a core component of managing a multi-gen workforce. Life-long learning is an absolute imperative.
What Tools Do You Need to Build a Stronger Organization?

Here were the top 5 answers:

- New or upgraded HRIS/HCM platforms 40%
- Better HR data 38%
- More effective training & career education 19%
- Recruiting and Developing Stronger performers 6%

Just as the rest of the world has become data-driven, so has HR, and we’re behind the curve. Tools that used to be an afterthought have become vital.
Thanks for your interest in the survey and to all those who participated.

Look for more observations from GattiHR about the HR discipline and its evolution. If there’s something of particular interest to you, we’d love to hear about it.

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