

The Future of HR: What's Next for the Profession?

Scott D. Ferrin, SPHR, PMP

Field Service Director

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@SHRMScott



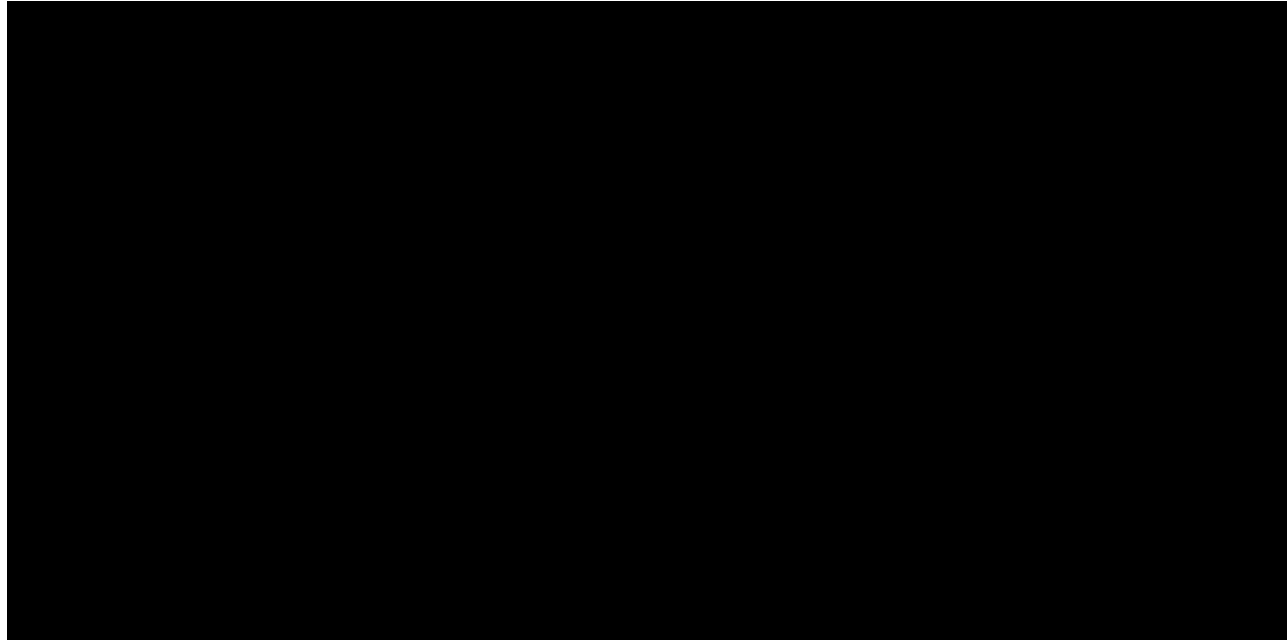
Howard Schultz on the Role of HR

New York Times, Oct. 11, 2010:

"People ask me what's the most important function when you're starting an organization or setting up the kind of culture and values that are going to endure. The discipline I believe so strongly in is HR..."



Video: “we know next”



Knowing what's next



Because people drive change, no one is a better expert on what's next than HR leaders

Today's Agenda

1. Where we stand today, five years after the recession
2. Key HR challenges at many organizations
 - Low Employee Engagement
 - Stressed, Distrustful Workers
 - Reduced Resources for HR Initiatives
 - Employer Brands in Need of Rebuilding
3. Two-part strategy for turning challenges into opportunities
 - Plan for and Develop Your in-House Talent
 - Build or Rebuild Your Employer brand
4. Best Practices Case study of Deloitte LLP

Where We Stand Today

US Hiring and the economy are slowly picking up



JUNE 2014

288,000 New Jobs

6.1% Unemployment

5 straight months of job gains of 200,000+, longest streak since 1990s

GDP - Q1 minus growth, and 2014 total growth of only 2.3%

HR - Continue to focus on retaining and developing talent

Outlook for HR Professionals

Things are starting to look better



Job openings posted on SHRM's HR Jobs web site in 2013 increased by 45% compared to 2009

Also, the U.S. BLS projects an increase of 22% in HR employment by 2018 – compared to a 10.7% increase for all occupations

Challenge #1-- Employee Engagement

30%



18%

\$450
BILLION

Challenge #2 - Stressed Employees

33%



39%

50%

Challenge #3 - Reduced HR Resources



Challenge #4 - Employer Brands



Where do we go from here?



Turning Challenges into Opportunities

Two-part Strategy

**#1:
Grow
from Within**

Conduct strategic workforce planning and develop talented employees from within to meet your post-recession and long-term workforce needs

**#2:
Build/Rebuild
Your Brand**

Build or rebuild your employer brand to retain and engage your high-performing employees and attract new talent from outside

Strategy #1 - Grow from Within

Strategic Workforce Planning



HR must make the ROI business case to top management for strategic workforce planning

Turnover Costs - Really Cost!

Replacing employees from the outside is expensive



Strategy #1 - Grow from within

Example

If a company with 1,000 employees and an average base salary of \$50,000 lays off 100 employees -- or 10% of its workforce -- it will spend \$7.5 million in addition to their salaries to replace them

$$\begin{array}{c} \boxed{100 \text{ Employees}} \end{array} \times \begin{array}{c} \boxed{\$75,000} \end{array} = \begin{array}{c} \boxed{\$7,500,000} \end{array}$$

These costs include severance payouts, lost productivity, recruitment and new hire costs, and training

Strategy #1 - Grow from Within

Strategic Workforce Planning: SHRM-AARP 2012 Poll

72%



29%

Strategy #1 - Grow from Within

- **AARP-SHRM free online Workforce Assessment Tool**



This free, confidential tool can help your organization assess your current and future workforce needs.

The Workforce Assessment Tool is a resource for HR managers to:

- Assess how retiring workers will affect their organization
- Address skill shortage challenges due to staff attrition
- Create a work environment that attracts qualified workers of all ages
- Manage a multi-generational workforce
- Build an employer brand that attracts and retains top talent

The Workforce Assessment Tool takes about 30 minutes to complete. Once you complete the Tool, a customized Summary Report will automatically be generated based on your responses.

Getting started

To create a new account and access the assessment tool, please click here to [Register](#). Already have an existing account? **Log in above**. You will have the ability to save any data entered and return to your account to change or complete the Workforce Assessment Tool.

Sign In

Email Address

Password

[Forgot password?](#)

Log in

New to the site?

Register!

Strategy #1 - Grow from Within

Develop Your Talent



Career and leadership development programs can provide enriching opportunities to improve skills and knowledge

Strategy #1 - Grow from Within

“We must change the structure of our workplaces... they must be flexible enough to give workers the ability to be productive.”

President Obama

Fortune Magazine's
2010 Most Powerful Women Summit



Next.

With the demands of work as complex as the lives of employees, a flexible workplace is the next business imperative. HR professionals are helping business redefine where, when, and how people do their best work. From innovative environments that focus on results rather than hours worked, to flexible schedules that encourage greater autonomy, HR is helping employers and employees achieve greater success, productivity, and balance. See how HR helps organizations and their people adapt to what's next at weknownext.com.

The advertisement for 'Next.' is a vertical graphic. At the top, it shows a man in a light blue shirt and dark jacket sitting at a wooden table in a bright, modern office or cafe, looking at a laptop. Below the photo, the word 'Next.' is written in a large, orange, sans-serif font. Underneath that, there is a block of text in a smaller, black, sans-serif font. At the bottom of the text block is the SHRM logo, which includes the text 'we know next' in a smaller font. The bottom half of the advertisement features a black and white dog lying on a dark rug on the floor, surrounded by colorful children's toys like stacking rings and blocks.

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Strategy #1 - Grow from Within

SHRM Workplace Flexibility in the 21st Century Survey

The Top Five Positive Effects of Formal Flexible Work Arrangements



Strategy #1 - Grow from Within

SHRM / FWI Partnership on Workplace Flexibility

“Moving Work Forward”



SOCIETY FOR HUMAN
RESOURCE MANAGEMENT



Families and Work Institute

Flexible work arrangements

Fit the 21st century workforce

Create new competitive advantages

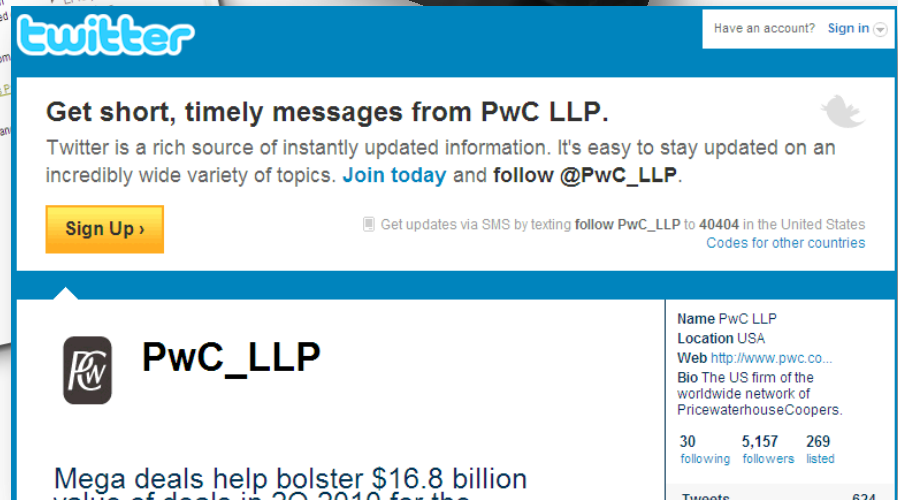
Strategy #2 - Build Your Employer Brand

Create a Great Place to Work!



Strategy #2 - Build Your Employer Brand

Communicate your company story and brand via:



Case Study: Deloitte LLP

Women's Initiative - Culture of Flexibility



Deloitte on “Fortune 100 Best Companies to Work For” list 15 times

20 years ago, It began WIN, its initiative for the advancement and retention of women

The creation of WIN marked the beginning of a culture of flexibility at Deloitte. View the Win video at: www.deloitte.com

Case Study: Deloitte LLP

Talent Strategy Based on Strong Corporate Culture



Case Study: Deloitte LLP

Brand Building through Social and Online Media

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Summary -- Takeaways

As the economy grows slowly, HR leaders need to shift their focus to strategies for long-term sustainability

HR leaders face four key challenges going forward:

- Low employee engagement
- Stressed and distrustful employees
- Reduced budgets for HR initiatives
- Employer brands in need of rebuilding

A two-part strategy can turn these challenges into opportunities

- Plan and grow in-house capabilities for future workforce needs
- Build or rebuild your employer brand

Emulate Deloitte and seek to make your organization a “Great Place to Work”

Final Takeaway - Innovation is Crucial

The Future: Personalized products, services for any hand-held device



Final Takeaway - Innovation is Crucial

Meet Anna and the Workplace of 2020



Going Forward Look to SHRM for Support



We Need Your Passion and Innovation





Thank You !



Scott D. Ferrin
Field Service Director

scott.ferrin@shrm.org

703-535-6453

Twitter: [@SHRMScott](https://twitter.com/SHRMScott)