

The background is a collage of nine portraits of diverse professionals, including men and women of various ethnicities and ages, all smiling or looking directly at the camera. The portraits are arranged in a 3x3 grid. The entire image has a magenta/pink overlay.

**isolved™**

# Transforming Employee Experience:

500 HR Leaders Talk Talent,  
Tech, Tactics & Threats

# Today's Challenges & Tomorrow's Opportunities

**The 2020s have been a whirlwind – and we're only two years in.**

The start of the new decade forced business leaders to pivot established processes and proven workflows to survive the pandemic and accommodate unprecedented changes. Soon after, focuses shifted to employee experience (EX), as leaders were reminded that people are in fact their business's most important asset. Despite that focus, recruitment and retention challenges made headlines across industries, making it difficult for human resources (HR) departments to maintain a full staff at every level of the organization.

While some challenges are still being solved for, there are many opportunities on the horizon. Businesses now have years of experience of how to survive – and thrive – during unexpected disruption. In many cases, digital transformation projects were accelerated to help organizations manage dispersed workforces. This resulted in better efficiency, with disparate technology systems being swapped for intelligently connected solutions to remove manual processes and streamline responsibilities. The digital maturity of HR departments advanced, playing an essential role in changing the perception of HR from a cost center to a strategic business partner that can provide invaluable insights to the entire executive team.

In this research paper, we're looking at the current state of people management – highlighting survey data from 500 HR business leaders. Their responses paint a picture of what today's top HR challenges are as well as what opportunities lie ahead for tomorrow. These are four themes shaping the industry that will be discussed in detail:



**Building the Workforce  
of the Future**



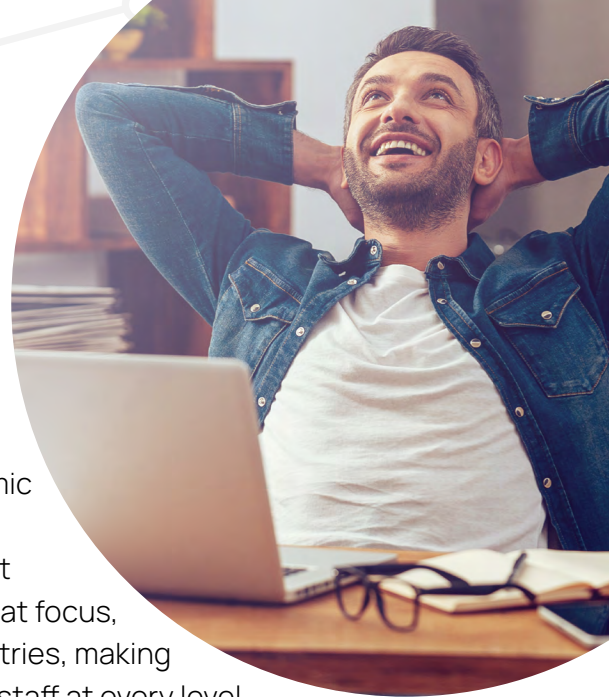
**Enabling Strategic HR  
with Technology**



**Engaging Employees  
in a Hybrid Model**



**Managing Complexity  
& Achieving Compliance**





# Building the Workforce of the Future

## Assessing the Employment Landscape

Recruitment and retention have been among the biggest HR challenges of the past year, and just about half of HR leaders we surveyed attribute those challenges to “The Great Resignation,” which is defined as an economic trend in which employees resigned from their jobs at unprecedented levels. But who is responsible for the significant shift in the employment landscape?

On the surface, it can be difficult to identify the culprit for today’s staffing challenges. While some place the blame on employers for not catering to new employee needs, others suggest people have simply reprioritized what’s important in their personal and professional lives. Most of our survey respondents, however, say the cause of The Great Resignation is purely an evolving job market – which is likely a combination of both aforementioned reasons. In fact, some have even started referring to the change in the employment landscape as “The Great Reevaluation” for this very reason.

## The Pandemic’s Impact on HR

Before solving the challenges of today’s employment landscape, we need to assess the pandemic’s lasting impression on HR departments – particularly its influence on the roles and responsibilities of HR leaders. Our research shows the main shift has been to how they work – with 26 percent of our survey respondents now working in a remote or hybrid capacity. In fact, this was the top response from HR leaders across seniority levels.

Is your company being negatively impacted by The Great Resignation?

**Yes: 49%**

**No: 46%**

**Unsure: 4%**



Who is most to blame for The Great Resignation?

**Companies**

**Employees Left: 31%**

**Managers Employees Left: 13%**

**Neither (It's a Sign of an Evolving Job Market): 56%**



# What's the top way your HR role changed due to the pandemic?

Manager/  
Sr. Manager

26%

I'm Working Remote/Hybrid

22%

I'm Responsible for  
Employee Engagement

10%

I've Contributed to Our Digital  
Transformation Initiative

8%

I've Had to Lay Off Employees

14%

I Have More Safety/  
Compliance Issues to Sort Out

20%

There Hasn't Been  
Much Change

1%

Other

Director/  
Sr. Director

27%

I'm Working Remote/Hybrid

18%

I'm Responsible for  
Employee Engagement

18%

I've Contributed to Our Digital  
Transformation Initiative

9%

I've Had to Lay Off Employees

16%

I Have More Safety/  
Compliance Issues to Sort Out

13%

There Hasn't Been  
Much Change

0%

Other

Vice President/  
Sr. Vice President

31%

I'm Working Remote/Hybrid

15%

I'm Responsible for  
Employee Engagement

10%

I've Contributed to Our Digital  
Transformation Initiative

6%

I've Had to Lay Off Employees

15%

I Have More Safety/  
Compliance Issues to Sort Out

21%

There Hasn't Been  
Much Change

2%

Other

Chief People Officer/  
HR Officer

24%

I'm Working Remote/Hybrid

12%

I'm Responsible for  
Employee Engagement

13%

I've Contributed to Our Digital  
Transformation Initiative

5%

I've Had to Lay Off Employees

8%

I Have More Safety/  
Compliance Issues to Sort Out

37%

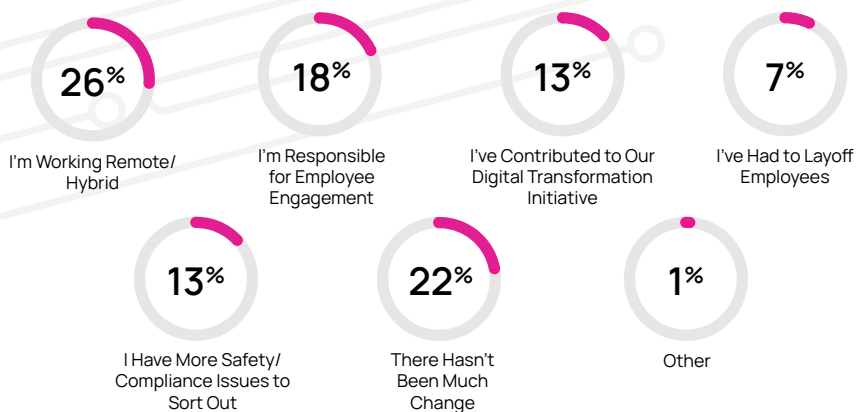
There Hasn't Been  
Much Change

0%

Other



## HR Role Changes Across Titles



In addition to changing responsibilities, we asked about HR leaders' plans for their futures – after all, they might be reassessing their employers too. The good news is just 17 percent plan to look for a new job in 2022. Those who are most likely to search for new opportunities have a manager title, and the least likely to switch positions are within the C-suite. There's likely to be continuity within most people management teams, which could make a huge difference as HR departments work to build the workforce of the future within their organizations.

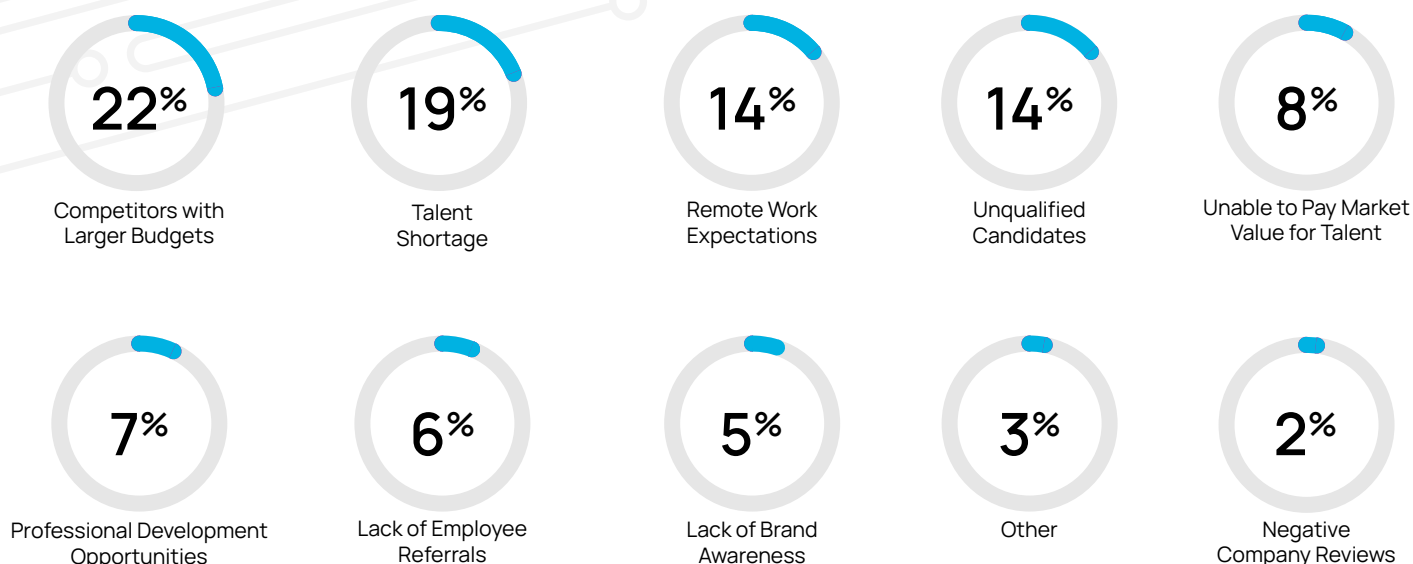
### Preparing for 2022's Challenges

The Great Resignation certainly influenced outlooks for the year ahead, with 48 percent of HR leaders saying they expect recruiting to be more difficult and just 16 percent thinking it will become less difficult. Comparatively, 36 percent say they expect recruitment challenges to be similar to those they faced in 2021.

It's important to note, however, that recruiting isn't the top threat to most organizations' talent acquisition efforts (although it's still high on the list). Our survey found the top concern is competitors with larger budgets. Competitors may have more resources for recruiting initiatives (advertising, software, etc.) as well as for compensation. The latter concern is valid, as [research shows salary is the top motivator](#) for employees when deciding to accept a new job.

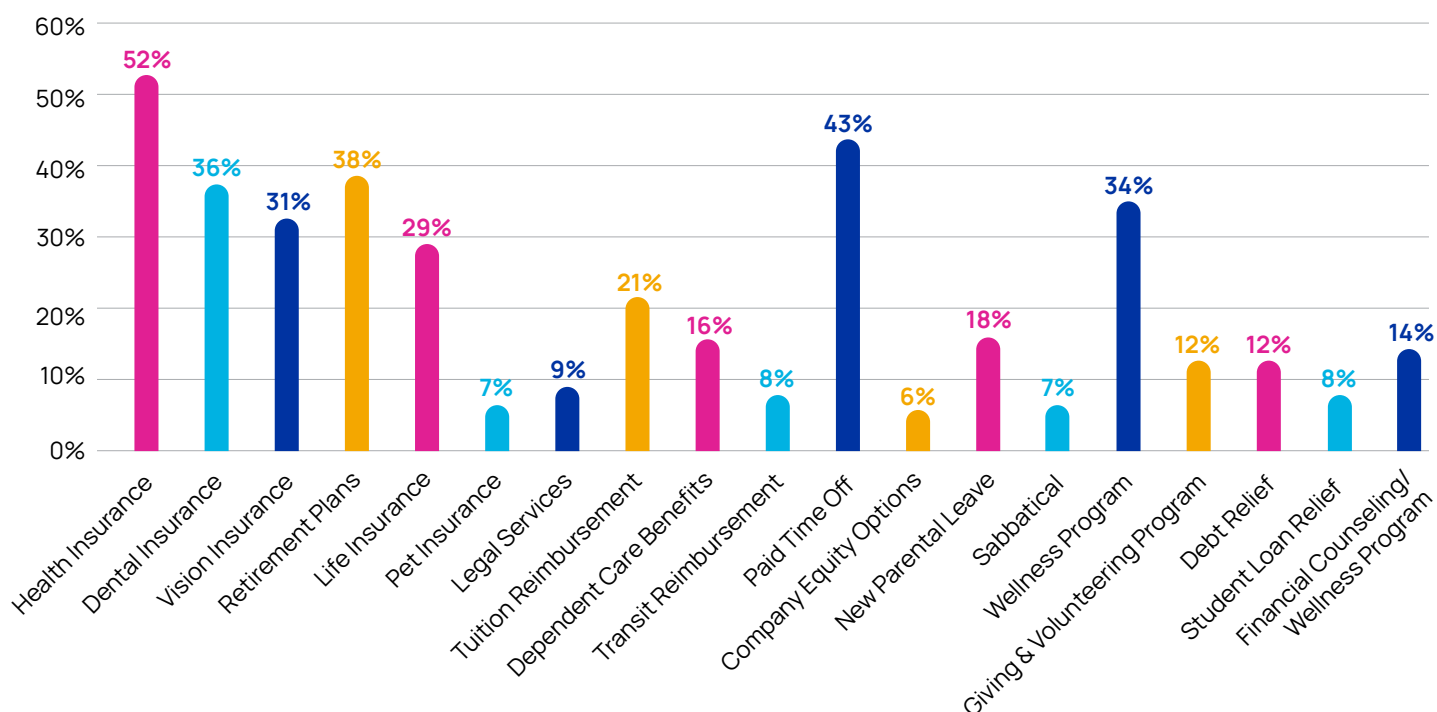


## What is the top threat facing talent acquisition at your company?



Competitors are also establishing recruitment advantages with benefits. More than half of HR leaders say their organization needs to improve its health insurance offering to keep up with the market. This is significant – especially during a pandemic. Paid time off (PTO) and retirement plans also ranked high as benefits that may need adjustments to stay competitive.

## What benefits should your company improve upon to stay competitive in the market?







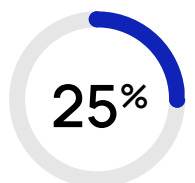
Outside of keeping up with competitors, it's also critical for business leaders to understand how the expectation for remote work is impacting talent acquisition efforts. Previous research shows **65 percent of employees prefer remote or hybrid work models**. Although the ability to accommodate those preferences depends on individual business needs, being aware of what applicants are looking for can be useful when refining recruitment initiatives. For example, prominently labeling work environment within a job description may lead to better quality candidates for the position.

### Leveraging What Works

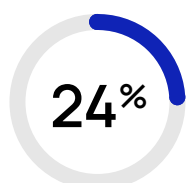
One way HR leaders have long understood the employment landscape is through internal surveys but what is the right cadence? Our research found 45 percent of employers are seeking out employee feedback quarterly, while 32 percent are doing so monthly, and 14 percent are using internal surveys just once a year - with 9 percent of employers not actively seeking out feedback at all. But feedback is only valuable if it is being processed and addressed properly.

Gathering our own feedback, we asked about the most valuable recruiting tools. Most HR leaders believe it is employee referrals.

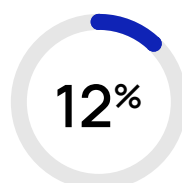
## What is your most valuable recruiting tool?



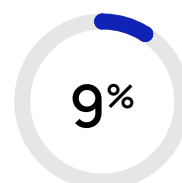
Employee Referrals



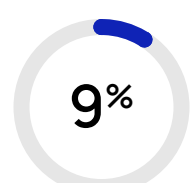
Employee Review Sites



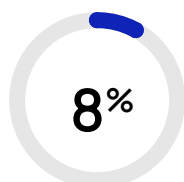
Social Media



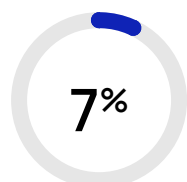
Our Recruiting  
& Hiring Software



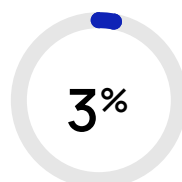
Our Talent Team



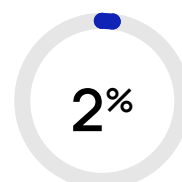
Our Benefits



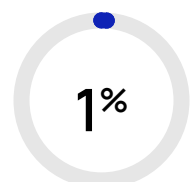
Our Website



Our Brand



Other

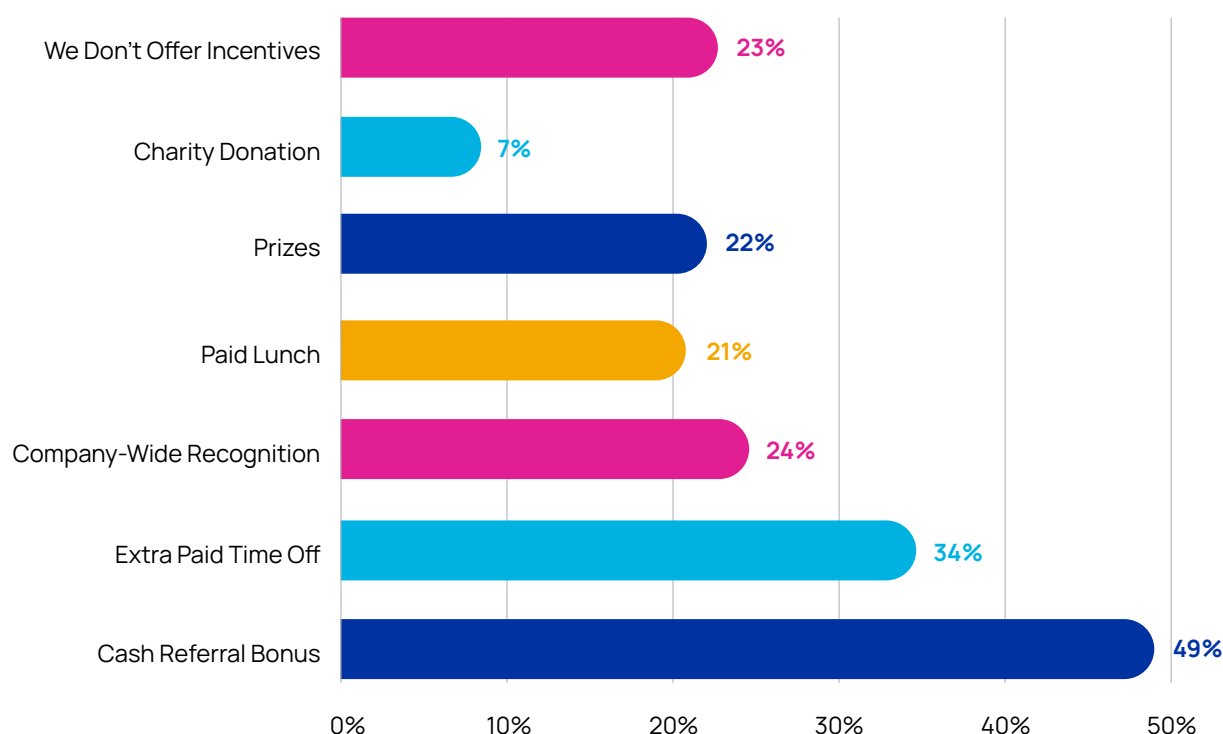


Corporate Social  
Responsibility Program

Despite referrals topping the list, 23 percent of employers aren't offering referral incentives to their workforce. This is low risk and high reward for recruitment teams, as referrals can speed up the hiring process. For employers who are offering referral incentives, most are doing so with cash bonuses, followed by extra PTO and company-wide recognition – all of which are strong motivators for employees to spread the word.

The least-offered incentive for referrals is the promise of a donation to a charity of the employee's choice. This survey result, along with corporate social responsibility (CSR) coming in last when we asked about HR teams' top recruiting tools, suggests organizations may still be lacking formal CSR programs for their workforces. This is another area of opportunity for 2022, as research supports the notion that [employees look favorably at companies that are philanthropic](#) and empower their workforces to give back.

## What type of incentives do you offer for employee referrals?



Another source for candidates is former employees who left on positive terms. Our research shows 38 percent of organizations have seen an increase in “boomerang employees” over the last year – which is defined as employees who left but then returned to an organization. There are many reasons why someone may decide to return to a former employer. For instance, they may have developed their skillset at a different organization before returning for a new opportunity, or they may now be offered compensation they think is more aligned with market value. Regardless of why, the potential return of a previously valued employee solidifies the importance of positive offboarding experiences.

While building the workforce of the future will likely require some fine tuning of recruitment strategies to overcome new challenges, there are still many opportunities to find top talent to fill open positions. Once that talent is found, the focus needs to shift to retention – which has become increasingly difficult for employers with dispersed workforces.

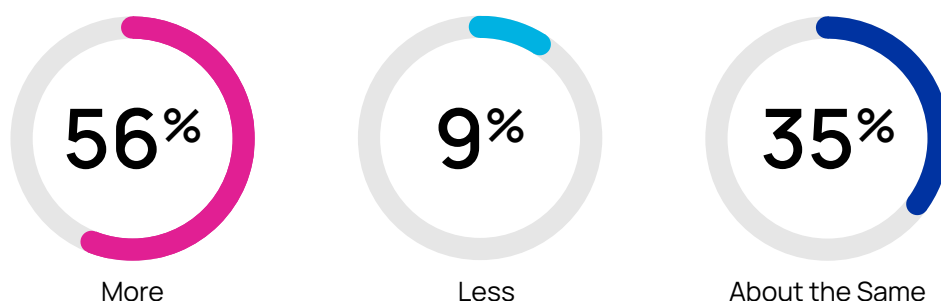


# Engaging Employees in a Hybrid Work Model

## EX's Impact on Retention

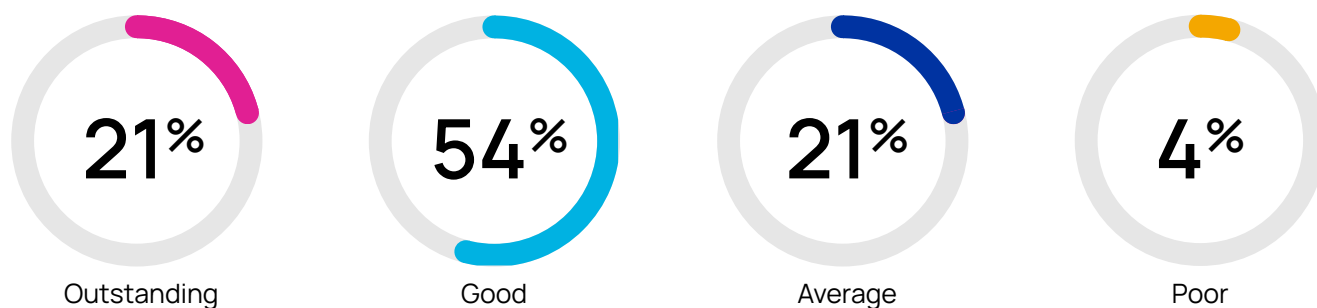
Most HR leaders say retaining employees was more difficult over the last year, which aligns with our findings on The Great Resignation and its impact on talent acquisition.

## Was retaining talent more or less difficult over the last year?



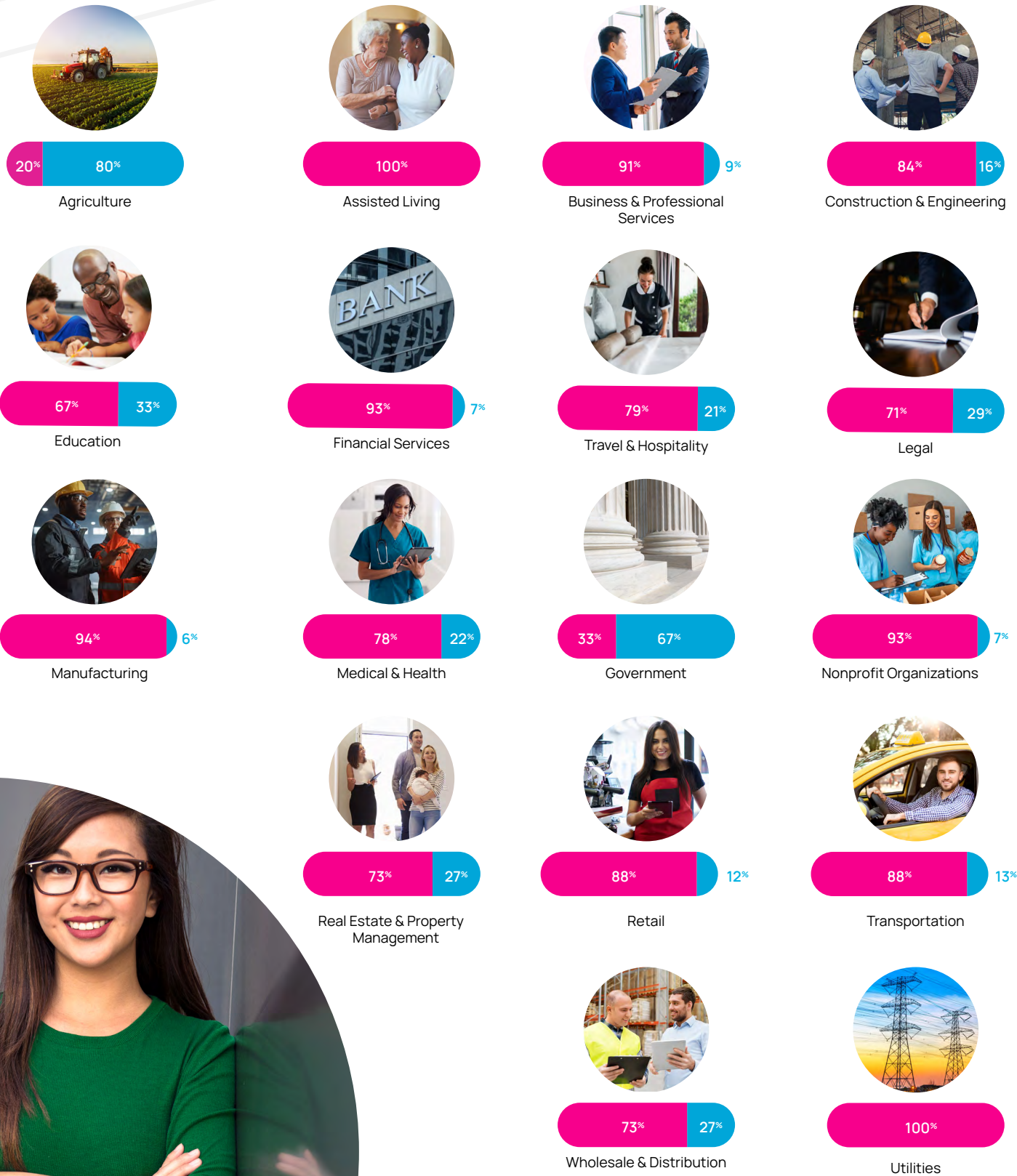
Although EX has been in the spotlight, it seems as if there is still work to be done in this area to prevent employees from moving on to outside opportunities. According to our research, 75 percent of HR leaders rate their organization's current EX as good or outstanding, and 83 percent are making it a priority in the year ahead. The latter stat is a bit surprising given current talent challenges, especially because 92 percent of HR leaders said EX was a priority for their enterprise in 2021.

## How do you rate your company's EX?



# Is employee experience a top priority this year?

Yes No

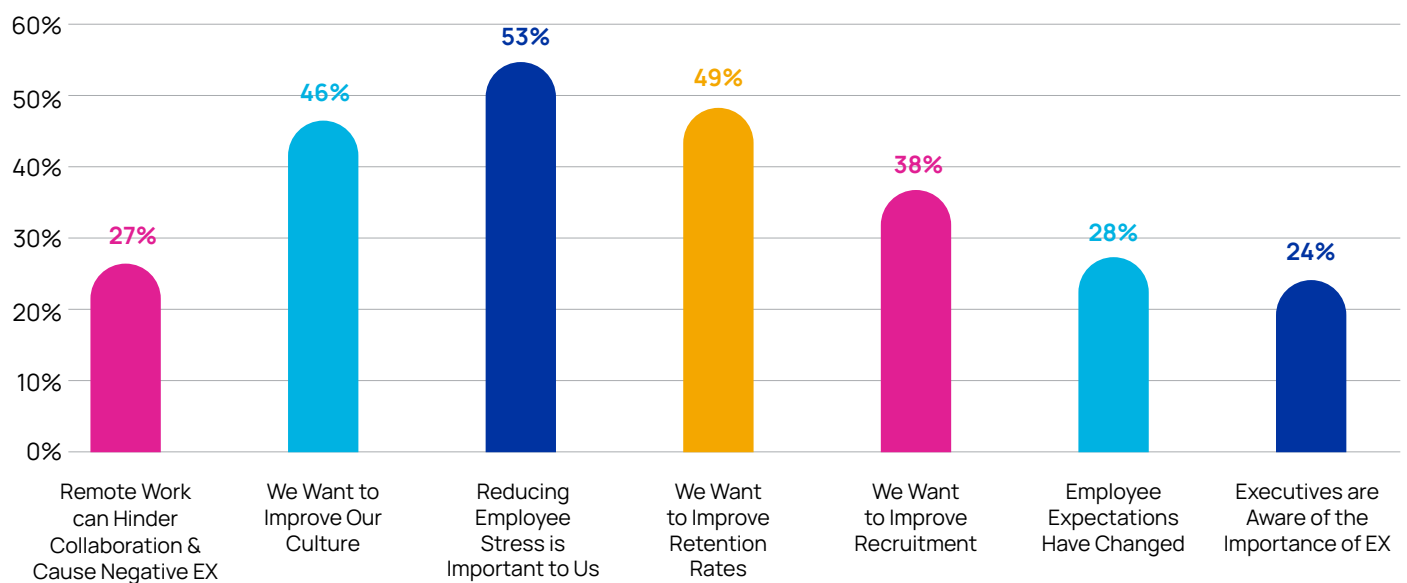






We dug a little further to find out why HR leaders are prioritizing EX – and the top reason was to reduce employee stress. This is particularly important in today’s climate, as the pandemic has affected every individual in different ways. Since it’s difficult to gauge how employees are dealing with stress in remote and hybrid work environments, employers should consider being more proactive with their workforce. Many employers offer virtual wellness classes and more progressive employers are providing benefit marketplaces for employees to choose what will help them reduce stress – like credits to grocery delivery services.

## Why is employee experience a top priority?



## All Hands on Deck for EX

For most organizations – 75 percent to be exact – EX has become a broader company initiative, which shows the power employees have. As a result, everyone seems to want to be involved.

## How has EX become a broader company initiative within your organization?



57%

We're Concerned About Employee Wellness



47%

It's a Bigger Priority for Executive Leadership



47%

We're Seeking Employee Feedback More Frequently



39%

We're Training Managers How to Foster Better Experiences



31%

Marketing is Involved to Showcase Positive EX for Recruitment



15%

We've Hired Individuals to Improve Engagement

There is some debate, however, on “who owns EX.” Marketing, IT and HR are the usual suspects, but how does HR feel about it? In total, 65 percent of HR leaders say they want their marketing team involved with EX. Fifty-two percent are seeking marketing’s involvement because the department plays an important role in how the company is perceived in the market, however 40 percent want to leverage the marketing department’s creative ability. For eight percent of HR leaders, looping in marketing comes down to money – as these respondents are looking to split costs since marketing departments typically have larger budgets.

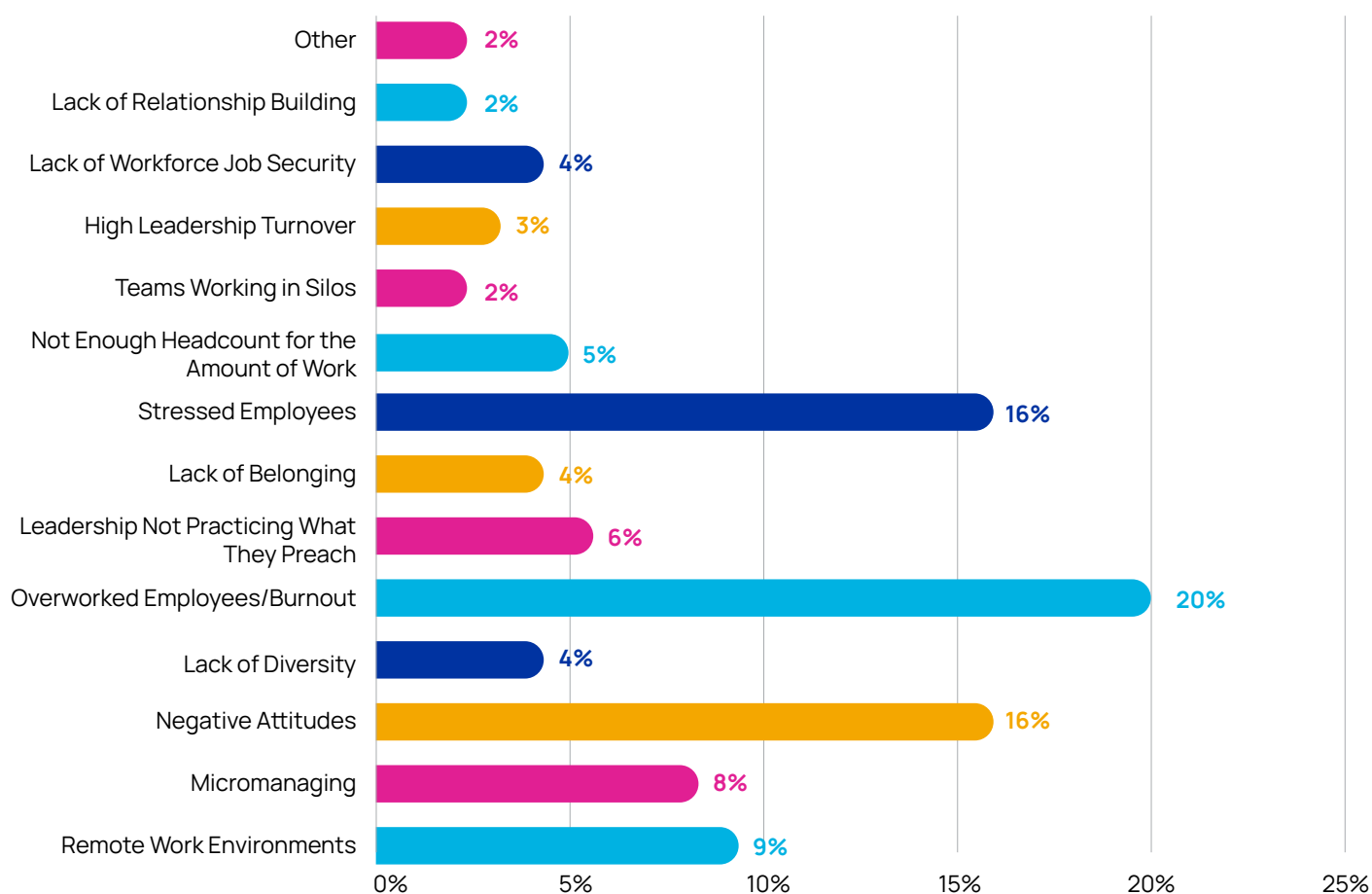
For the 35 percent of HR leaders who don’t want marketing involved with EX, the top reason for hesitation is having too many people involved. Another reason is because some HR leaders want EX to be owned by their department. Some organizations are taking a hybrid approach by launching a Center of Excellence for EX that may be owned by HR, but also brings in those from marketing and IT in a structured way.



## EX's Correlation to Culture

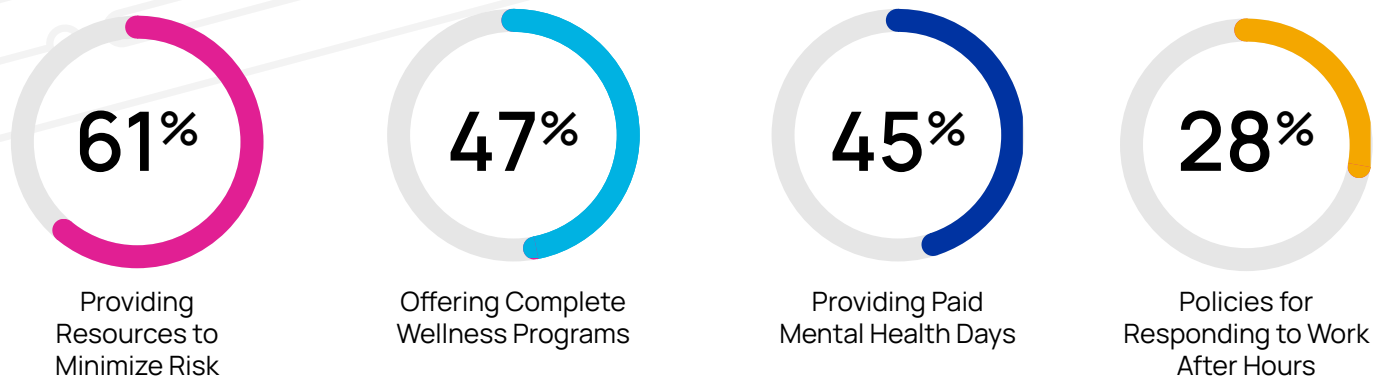
While most organizations are looking for more involvement from departments outside of HR for improving EX, poor EX can be a sign of a broader culture problem. Culture, which represents the sum of values and beliefs that a company promotes and performs, certainly sets the tone for EX within an enterprise. Looking at 2022, the top concerns for company culture include overworked employees/burnout, stressed employees and negative attitudes.

## What's the top threat to company culture?



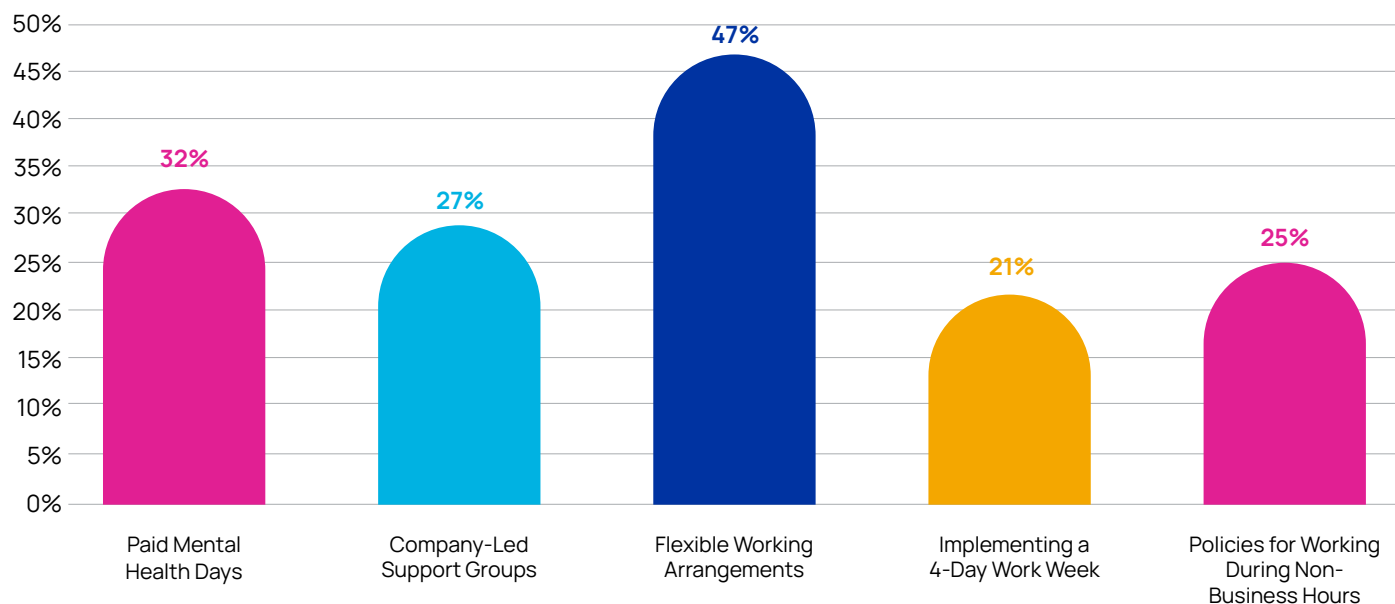
Overworked employees and burnout – which is often caused by prolonged periods of stress – have been big topics of conversation throughout the pandemic. While some industries are facing these issues because of employees on the frontlines (like healthcare and retail), others are dealing with these challenges from a different perspective. For instance, the line between work and home life has been blurred for many employees working remotely or in a hybrid capacity. Yet just 60 percent of employers are addressing burnout. This can, of course, impact employees' performance and willingness to stay. For those deciding to address burnout, most are providing resources on how to minimize risk or turning to wellness programs that address physical, emotional, social, spiritual and financial well-being.

## How is your organization addressing burnout?



Since burnout can have an impact on employees' mental well-being, it's essential to look at how employers are providing support. Although 17 percent of HR leaders say their organization isn't doing anything to support their employees' mental health, most employers are acting by offering flexible working arrangements – including remote work, which can be especially helpful for those with lengthy commutes, compromised immune systems and/or neurodiversity or physical disabilities.

## How do you support the mental health of your workforce?



### Shifting Focus to Opportunities

Focusing on opportunities within the HR department can go a long way in improving EX. This year most employers are concentrating on boosting engagement.



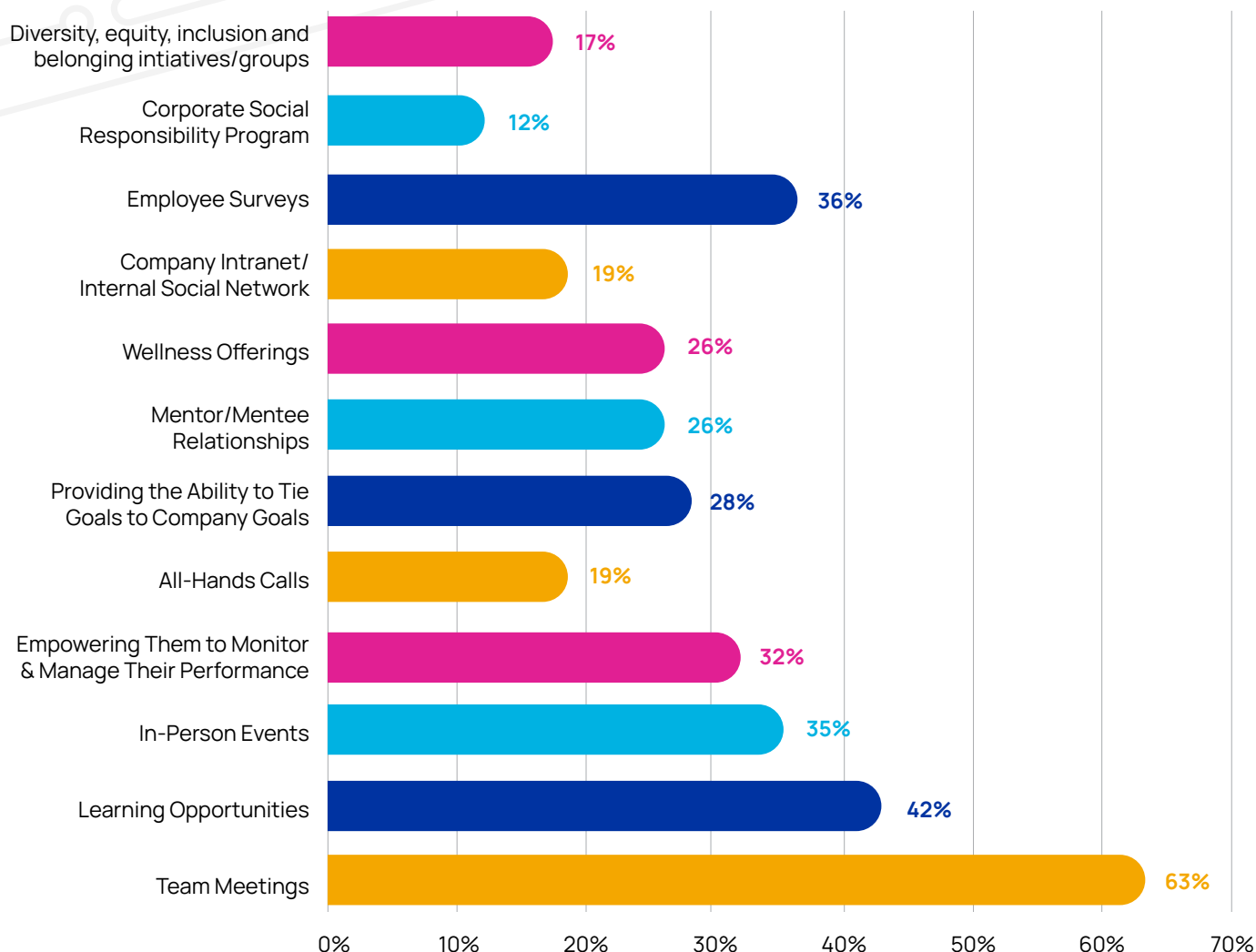
## What is your company's biggest opportunity to improve HR this year?



There are many ways to boost employee engagement but doing so within a hybrid work model comes with a particular set of challenges. While some employees can collaborate in person, others are depending on technology to bridge the gap. Naturally, we asked what's being done to keep employees engaged at work. The top response is good old-fashioned team meetings. Regular team meetings – whether virtual or in-person – are necessary to make sure everyone is on the same page, but HR leaders should also consider other tactics when looking to lift engagement.



# How do you keep employees engaged at work?



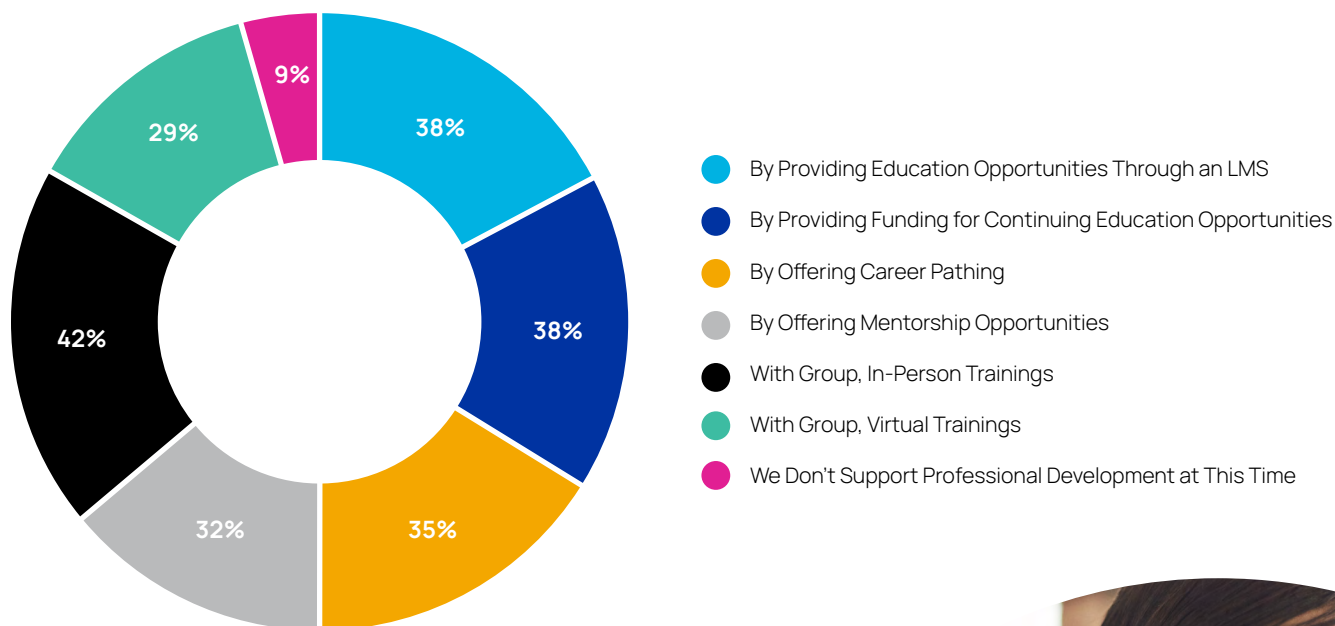
## Engagement Through Learning

Learning opportunities were identified as the second top way HR leaders are keeping employees engaged, so if leaders haven't audited the courses they are offering within their learning management system (LMS) or aren't catering to both in-person and remote employees, it's time. In fact, previous research found learning opportunities through an LMS is the [top way employees want to be engaged](#).

That being said, there are many ways for employers to support the professional development of their workforces – so we decided to get insight into which methods are being most leveraged. Our survey found the majority of organizations are supporting professional development with in-person trainings. With the rise in remote workers, it's critical to offer in-person, virtual and hybrid development opportunities.

Providing educational opportunities through an LMS as well as funding for continuing education also ranked high on ways HR teams are offering professional development support. We already discussed the benefits of an LMS, but offering funding to improve skillsets is something that would be well-received by nearly every employee – even if they don't take advantage of it.

## How do you support the professional development of your workforce?



### Engagement Through Employee-Led Support

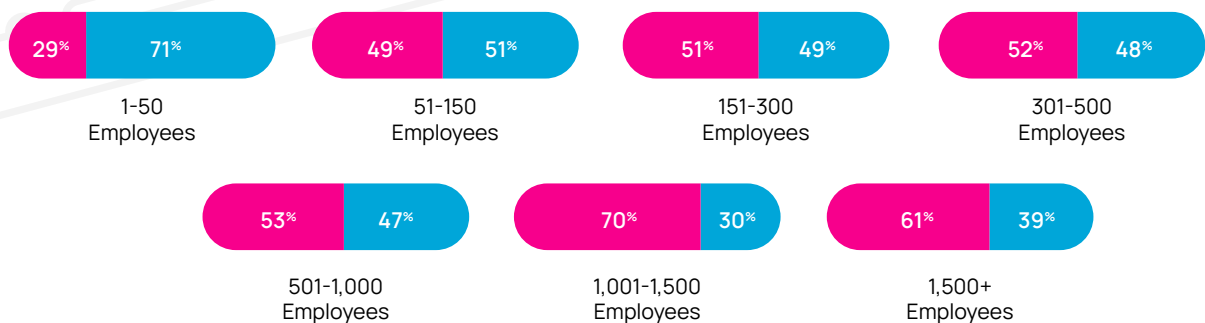
Although just 17 percent of HR leaders say they're keeping employees engaged with diversity, equity, inclusion and belonging (DEI&B) resource groups, the importance of these groups cannot be overlooked – especially because employee resource groups (ERGs) can be used to support all populations of a workforce. With ERGs, employees are given a safe space to share experiences and generate ideas. The right technology also makes it easy for employees to connect within these groups regardless of where they are located.

Our survey found just 47 percent of organizations currently support ERGs. Most that offer these groups are larger businesses with 1,000 or more employees, while small businesses with 50 employees or fewer are the least likely to provide ERG support.



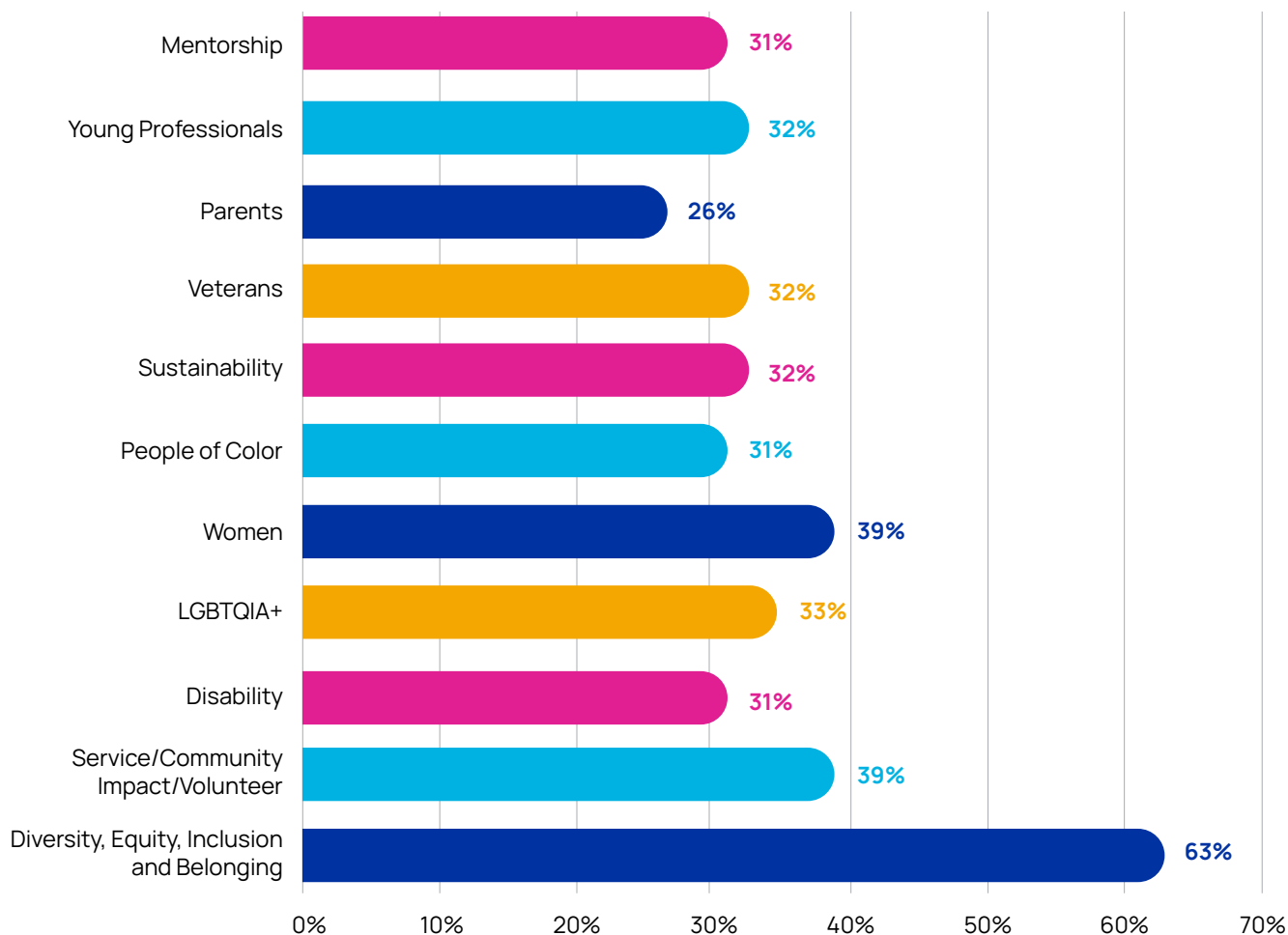
# Do you offer employee resource groups?

Yes No



For the employers who are offering ERGs, DEI&B groups are the most common groups available, followed by service/community impact/volunteer groups and groups for women in the workplace. These are popular group options as they get more people engaged and help to provide employees with a sense of purpose and belonging within the organization.

# Which employee resource groups do you support?





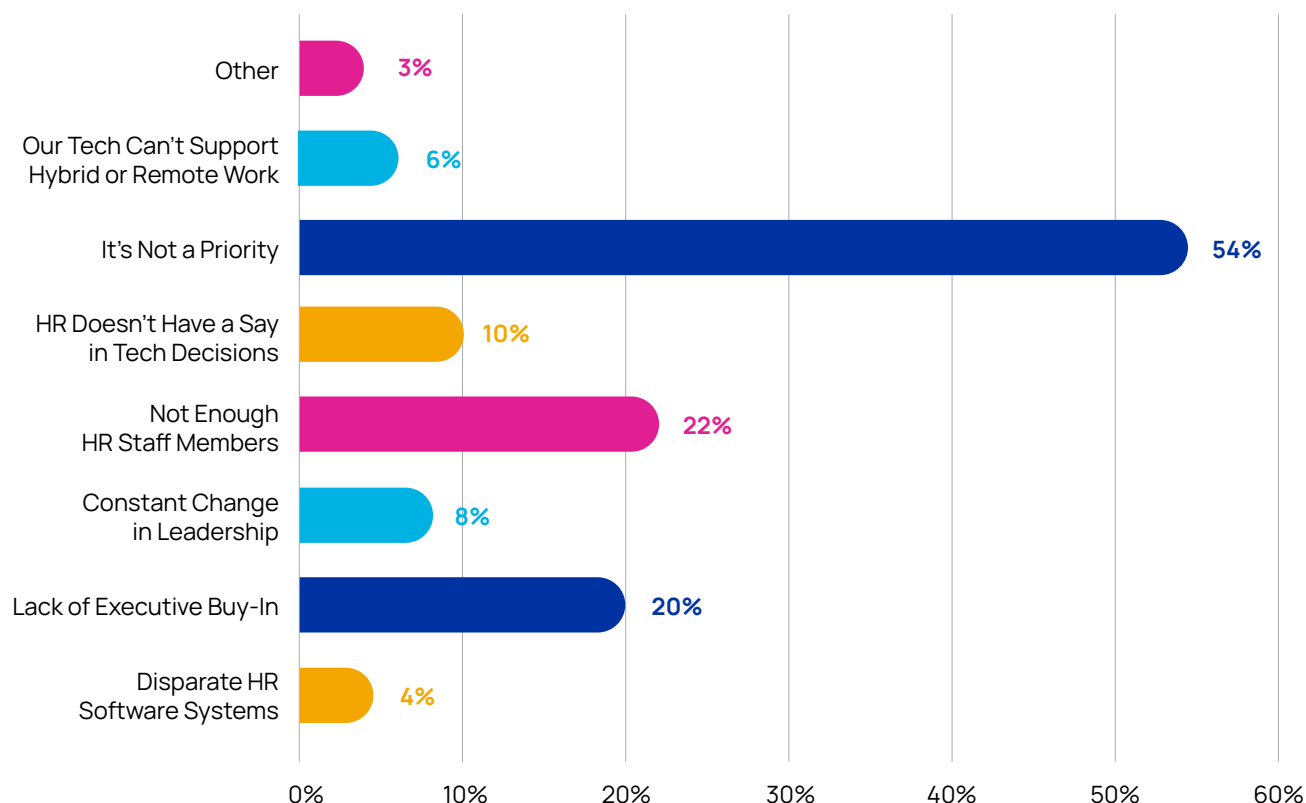
# Enabling Strategic HR Through Technology Maximization

## Prioritization of HR's Digital Maturity

Prior to the pandemic, HR departments were often at the bottom of the list when it came to priority for digital transformation projects. The need to cater to dispersed workforces, however, changed that almost instantaneously. Over the last two years, more organizations have invested in people management, moving toward technology that can be used anywhere and at any time, as well as technology that intelligently connects the entire employee journey.

In 2022, 71 percent of HR leaders believe their organization is digitally mature. This means they've invested time and resources into a digital-first approach to HR. For those who don't believe their organization has achieved digital maturity, the biggest factor holding them back is it simply not being a priority.

## What is holding back your HR department from being digitally mature?

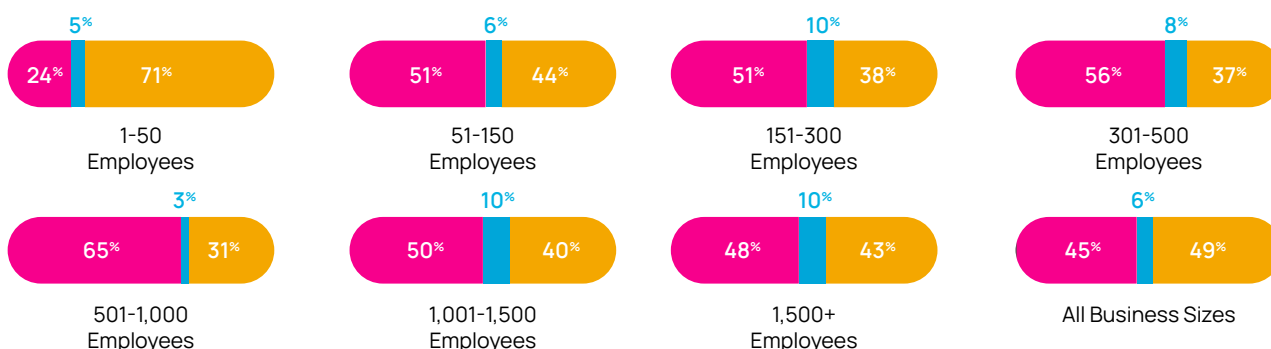


## Investments in People Management

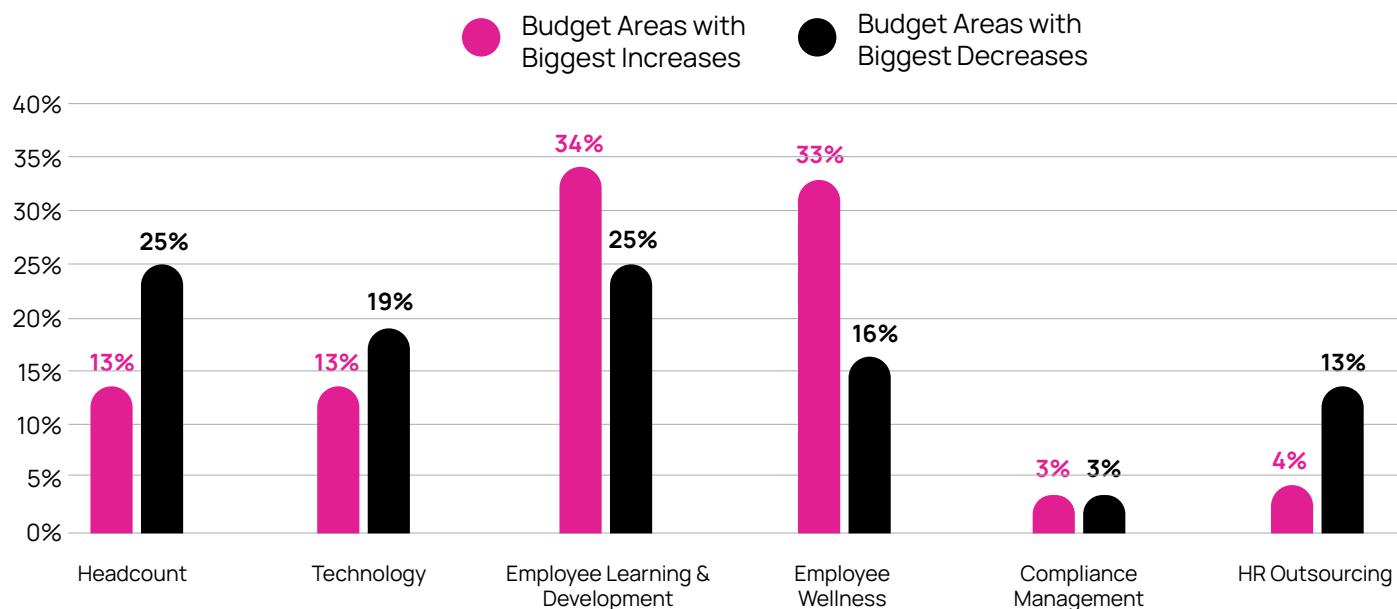
Forty-nine percent of HR leaders looking to improve the digital maturity of their department this year will need to do so with the same budget they had last year, however 45 percent are expecting a budget increase. Of course, budgets vary by business size, with more HR leaders in businesses with 500-1,000 employees expecting budget increases than any other category.

## Will your HR budget increase or decrease in 2022?

● Increase ● Decrease ● Stay the Same

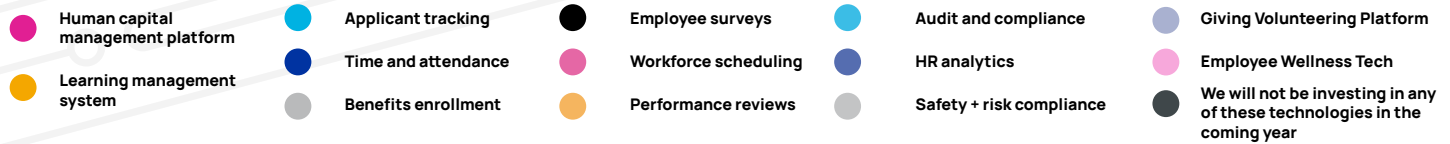


When looking at where investment dollars will fall, 34 percent of HR leaders are planning to increase investments in employee learning and development, while 33 percent are increasing investments in employee wellness. This reconfirms both areas are a priority in 2022 – likely due to the impact these initiatives can have on engagement and EX. Those with decreasing budgets will see the biggest hits within headcount and employee learning spend.



The data also reveals 13 percent of budget increases are going toward new technology, and most of those dollars are being earmarked for employee surveys. When the investments are broken down by industry, however, results vary greatly across the board (see chart).

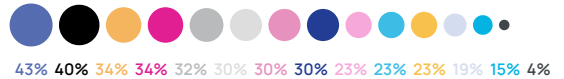
# Which HR technologies will you invest in this year?



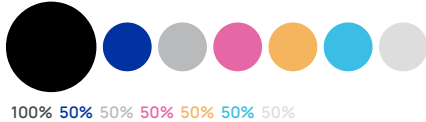
## Agriculture



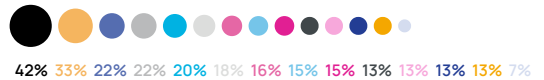
## Manufacturing



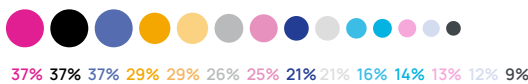
## Assisted Living



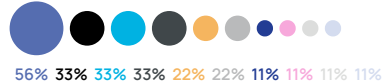
## Medical & Health



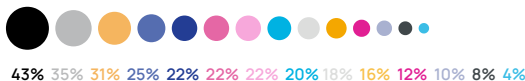
## Business & Professional Services



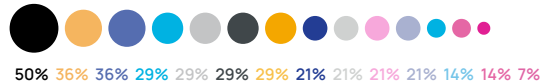
## Government



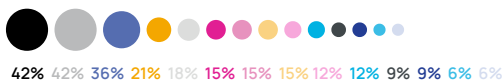
## Construction & Engineering



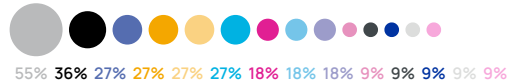
## Nonprofit Organizations



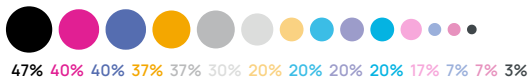
## Education



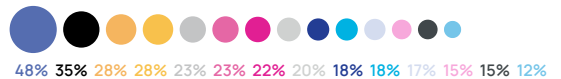
## Real Estate & Property Management



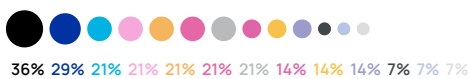
## Financial Services



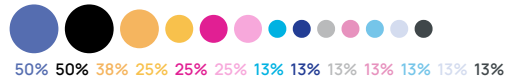
## Retail



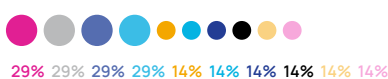
## Travel & Hospitality



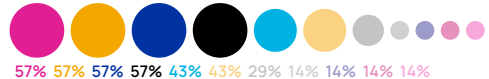
## Transportation



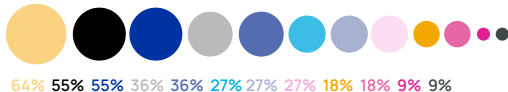
## Legal



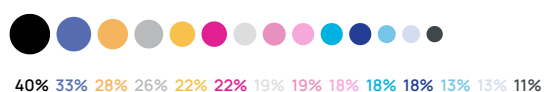
## Utilities



## Wholesale & Distribution



## All Industry Totals



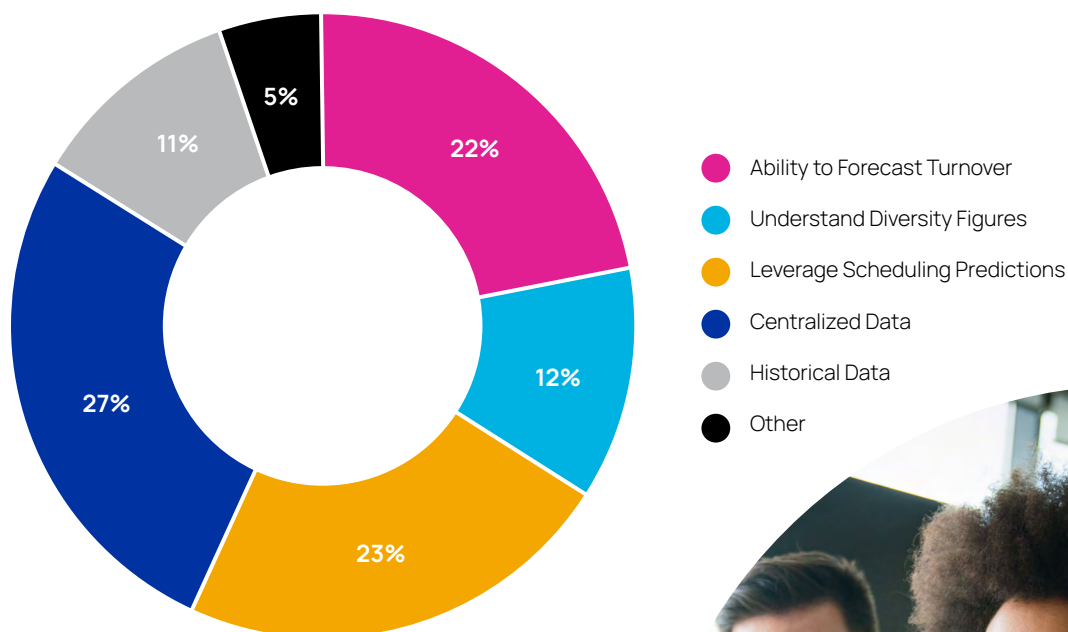


## HR Analytics in the Spotlight

HR analytics came in second place in terms of technology investments for the year across all industries, signifying more leaders are looking to leverage data to make strategic decisions for their enterprise. Despite this area of investment ranking high, 76 percent of organizations say they currently have access to the HR and workforce analytics they need. However, when it comes to making strategic choices with these analytics, just 53 percent say they are able to make quick and informed decisions. Comparatively, 40 percent say they have access to the data they need, but it's not always readily available. This suggests there's still friction within the current analytics tools being leveraged, as deriving insights and making predictions should be seamless – especially when artificial intelligence (AI) is part of the analytics equation.

For the 24 percent of HR leaders who don't have access to the right analytics to perform their jobs properly, centralized data and the ability to predict schedules are what's most missing.

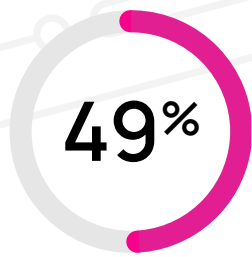
## If you don't have access to the analytics and insights you need, what are you most lacking?



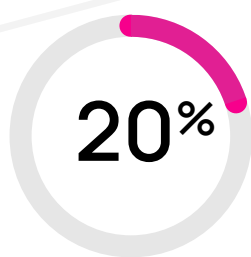
Our research found 52 percent of HR leaders are using their analytics tools frequently, meaning more than twice a month. For those who aren't using their tools as often, the biggest reasons are 1) due to lack of investment; and 2) analytics being siloed. When analytics are siloed, it's likely the systems being used to manage the employee journey are not intelligently connected.



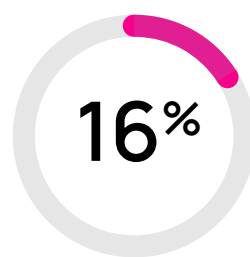
## Why aren't you leveraging HR analytics frequently?



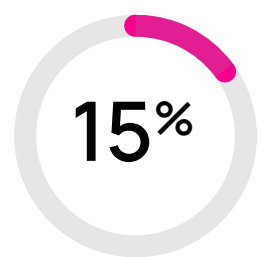
We Haven't  
Invested in HR/  
People Analytics



Our Analytics are Siloed  
and Not Intelligently  
Connected



Our Analytics  
Don't Provide the  
Information We Need

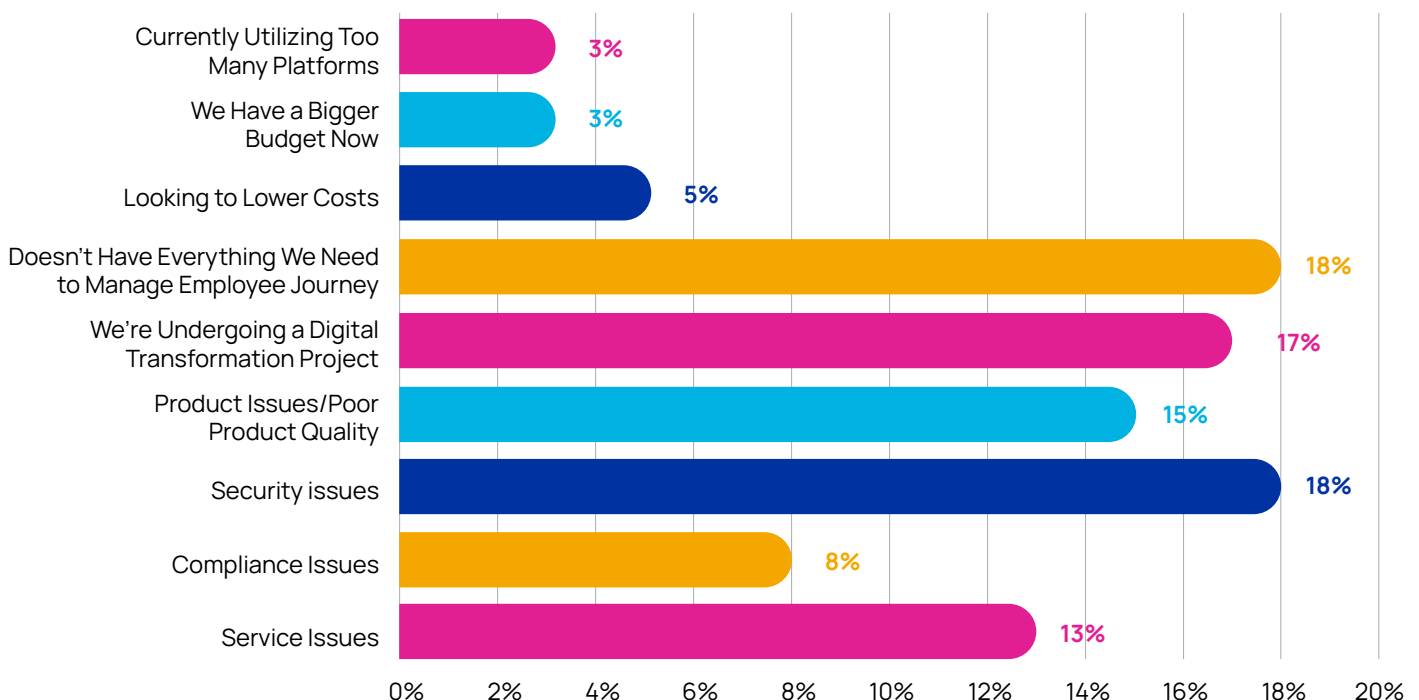


Our Analytics Aren't  
User Friendly &  
Difficult to Glean  
Insights From

### Managing the Employee Lifecycle with Comprehensive HCM

A comprehensive human capital management (HCM) platform can oftentimes provide organizations with the people analytics they need – especially if the platform connects all aspects of the employment lifecycle and leverages AI to analyze trends and forecast the future. Yet our research found only 22 percent of HR leaders are planning to invest in an HCM platform this year, and just 48 percent are currently leveraging one within their tech stack. Of those whose departments are equipped with an HCM platform, 44 percent are considering switching their provider within the next year. The top reasons for changing their core people management technology? Because their current system has security issues or isn't robust enough to manage the entire employee journey.

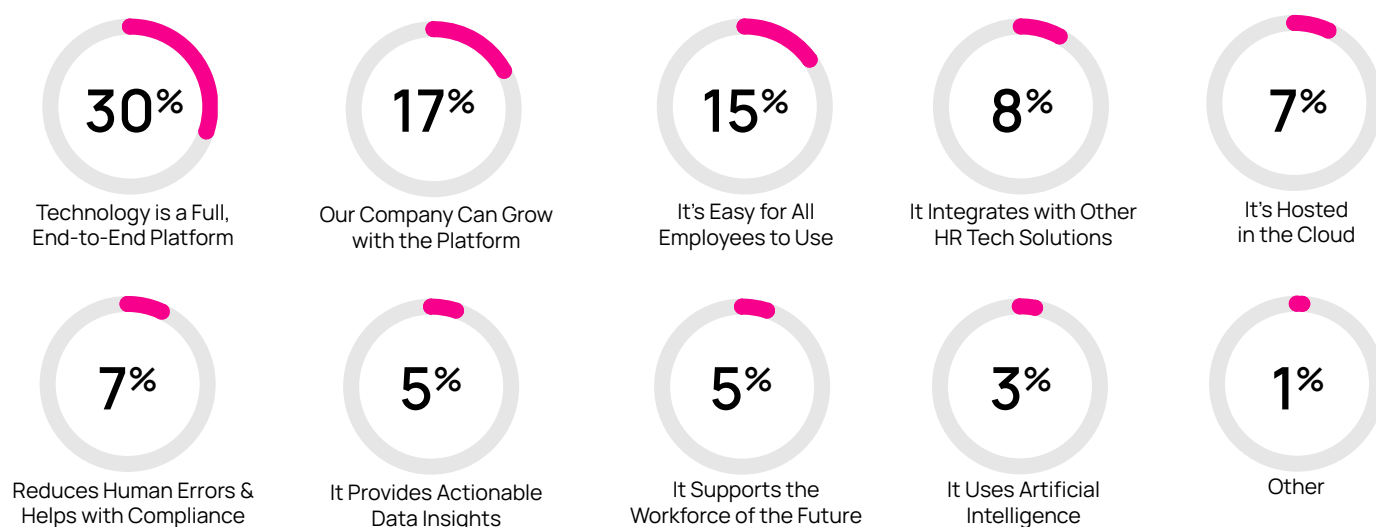
## What's your top reason for switching your HCM platform?





Both reasons make sense – not only is it critical to keep sensitive employee information safe, but technology that connects the employee journey from hire to retire is a sign of digital maturity. In fact, the top expectation for an HCM platform is that it's a full, end-to-end platform that connects everything, including hiring, onboarding, benefits, payroll, engagement and offboarding.

## What's your top expectation for an HCM solution?



### Leveraging Tech to Improve EX

Technology plays an essential role in improving EX too – from keeping remote workforces connected, to empowering employees to elect benefits independently and even take control of their earnings. On-demand pay, for example, is a rising technology that enables employees to access earned wages before their employer's traditional pay day. Despite the benefits, 72 percent of HR leaders say their organization isn't offering on-demand pay at this time. Of those respondents, 44 percent are not considering offering the option, while 39 percent are unsure and just 17 percent are thinking about implementing it in the future.

Regardless of on-demand pay offerings, the data is clear that HR has become a valued voice in EX and business decisions. In fact, 70 percent of respondents say leadership thinks of HR as an important part of the strategic planning for their organization, while just 30 percent say their department is still looked at as an operational/support function.



# Managing Complexity and Achieving Compliance

## Insight into Vaccine Compliance

The last theme on our list is compliance, and it may just be the most important – especially during a time when new employer legislation seems to be emerging on a regular basis.

The hot compliance topic for many organizations has been COVID-19 vaccine mandates and will likely set precedence for future legislation. Although the Occupational Safety and Health Administration (OSHA) withdrew its emergency temporary standard (ETS) in January 2022 requiring certain employers to adopt a mandatory vaccine-or-test program, some industries (and individual organizations) still moved forward with vaccine policies for their workforces. Forty-seven percent of our HR leaders say their organization has mandated the COVID-19 vaccine for employees, and 75 percent of those organizations are planning to require booster shots as well. Of the 53 percent that haven't put vaccine policies in place, only 10 percent plan on changing that decision in 2022.

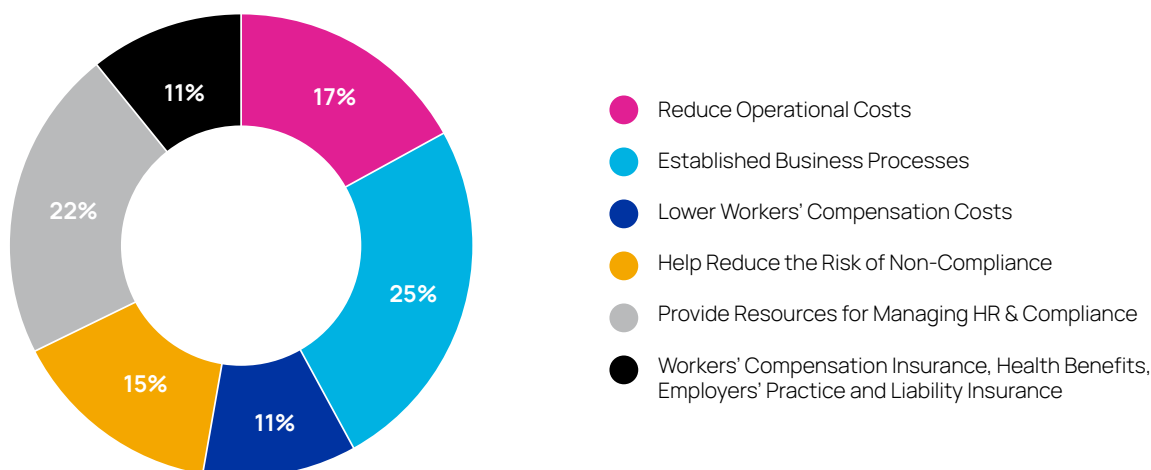
One of the challenges with mandating vaccines is how employers will securely manage and store documentation in a compliant manner. Although there are various approaches that can be taken, the right technology can certainly make the process a bit easier – enabling employers to store vaccination records, policy attestation forms and other important documents within an employee record.

## Turning to Partners to Manage HR Complexities

Another way HR leaders ensure they are properly managing compliance and other complexities is by leveraging the expertise of partners, such as professional employer organizations (PEOs), administrative service organizations (ASOs), payroll providers, brokers and consultants.

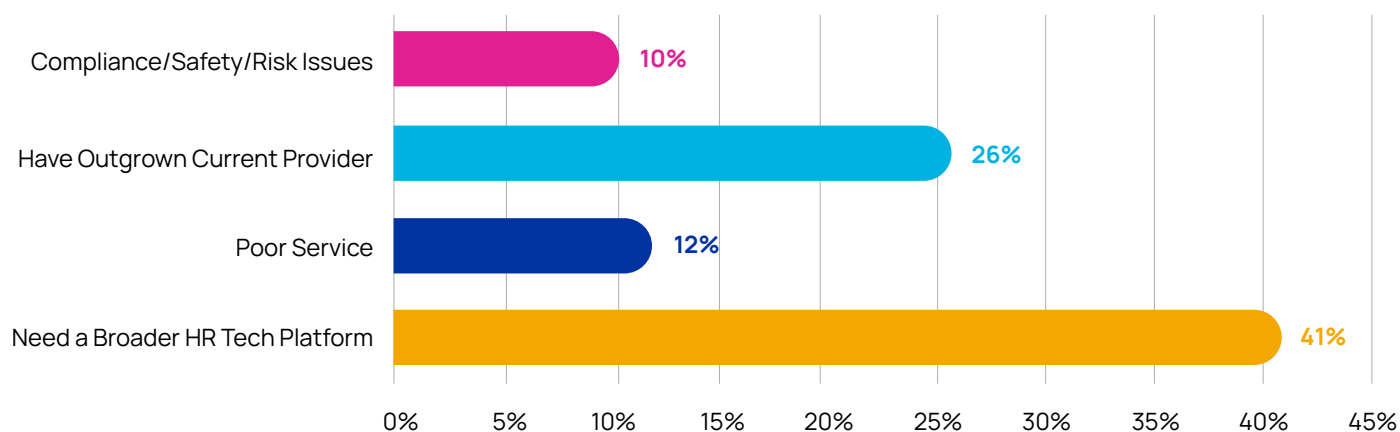
Thirty-two percent of our respondents work with a PEO. The top drivers for this decision include the PEO's established business processes as well as access to resources for managing HR and compliance.

## What's the top driver for working with a PEO?



Although 57 percent of HR leaders don't plan on switching to another PEO in the next 12 months, most that do plan on switching are doing so because they need a broader technology platform or because they have outgrown their current provider. This emphasizes just how important comprehensive technology is in today's people management landscape – even when leveraging a partner to take on some of the burden. In fact, 87 percent of those who aren't switching PEOs say that they are happy with the technology their partner is using.

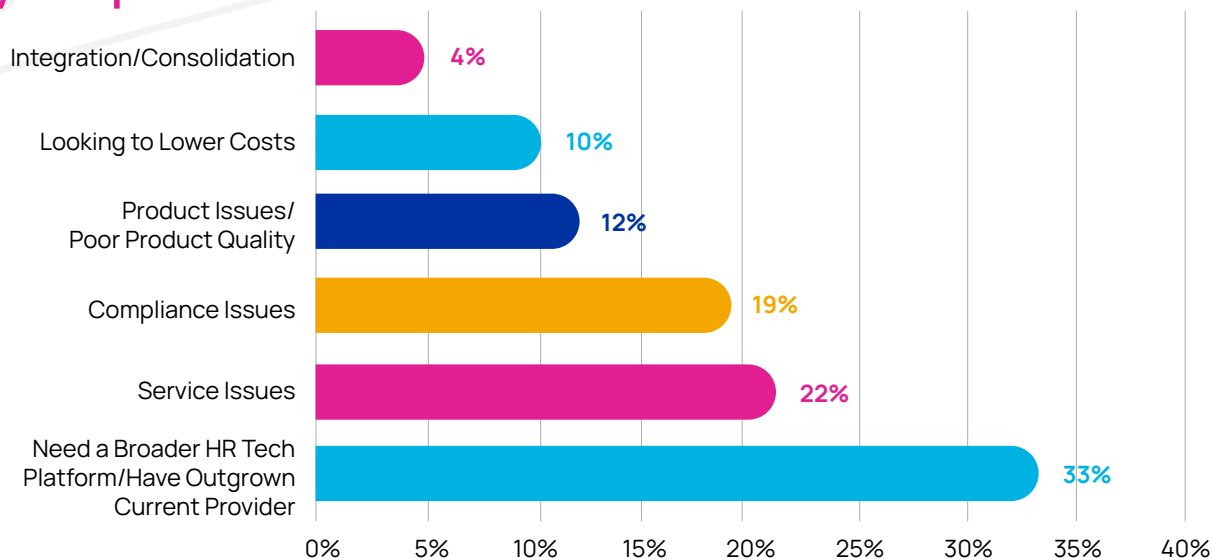
## What is the top reason you are changing PEOs?



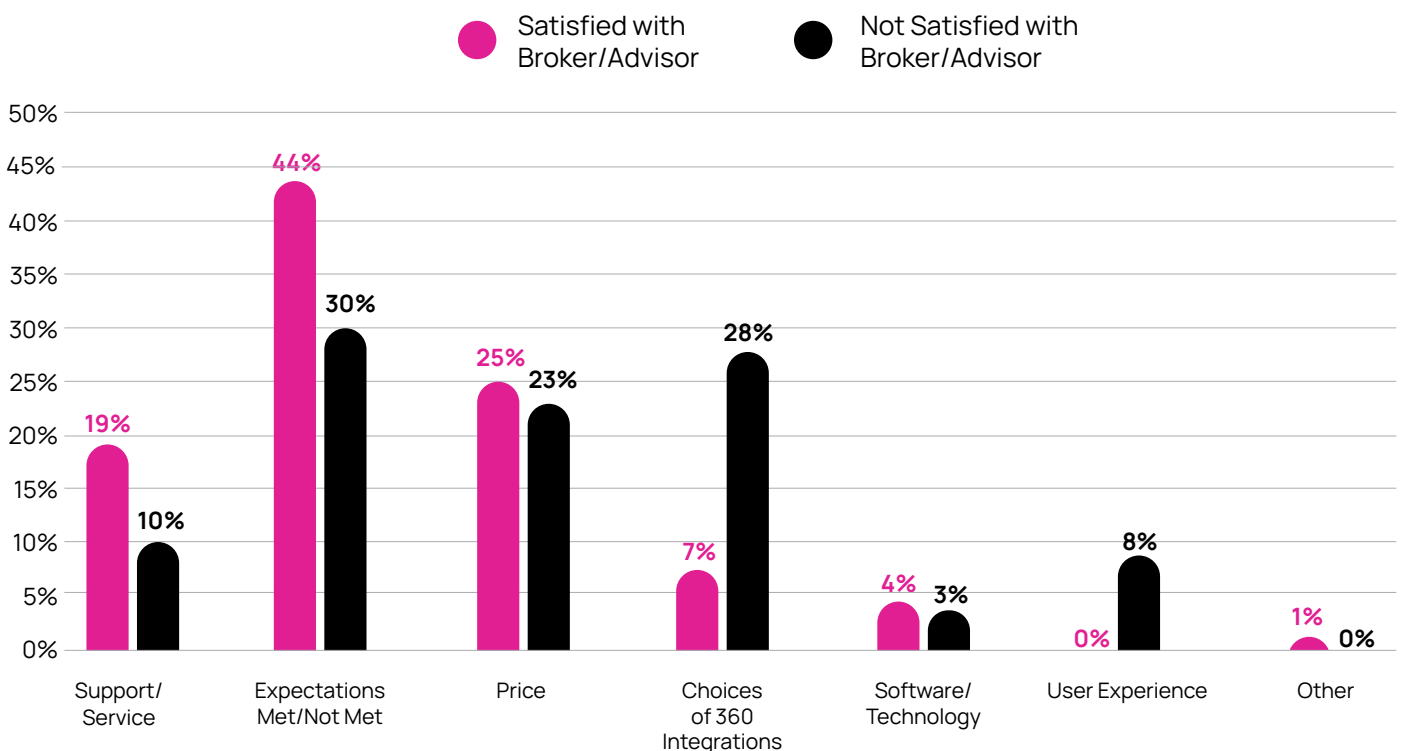
There are other types of service bureaus that can be leveraged to help with HR needs as well. For instance, 54 percent of the HR leaders we surveyed work with an ASO or payroll provider – of those respondents, 94 percent are happy with the technology their provider is offering. Of the HR leaders who aren't satisfied, 41 percent say the main reason is due to outgrowing the technology being offered, while 29 percent attribute their dissatisfaction with a poor user experience and 18 percent say poor service is to blame. Lastly, 12 percent say their ASO or payroll provider is simply too expensive.

Despite most HR leaders being happy with their current ASO or payroll provider, a quarter of respondents are still considering switching their partner within the next year. Similar to our PEO respondents, the need for a broader HR technology platform topped the list of reasons why they are planning a switch.

## What is the top reason for switching your ASO or payroll provider?



Yet another option for HR leaders looking for outside guidance is to work with an HR or financial broker or advisor. In fact, 66 percent of our respondents are doing just that and are happy with who they are working with – and only 8 percent are less than satisfied. For both groups, satisfaction all comes down to expectations – and whether they are being met.

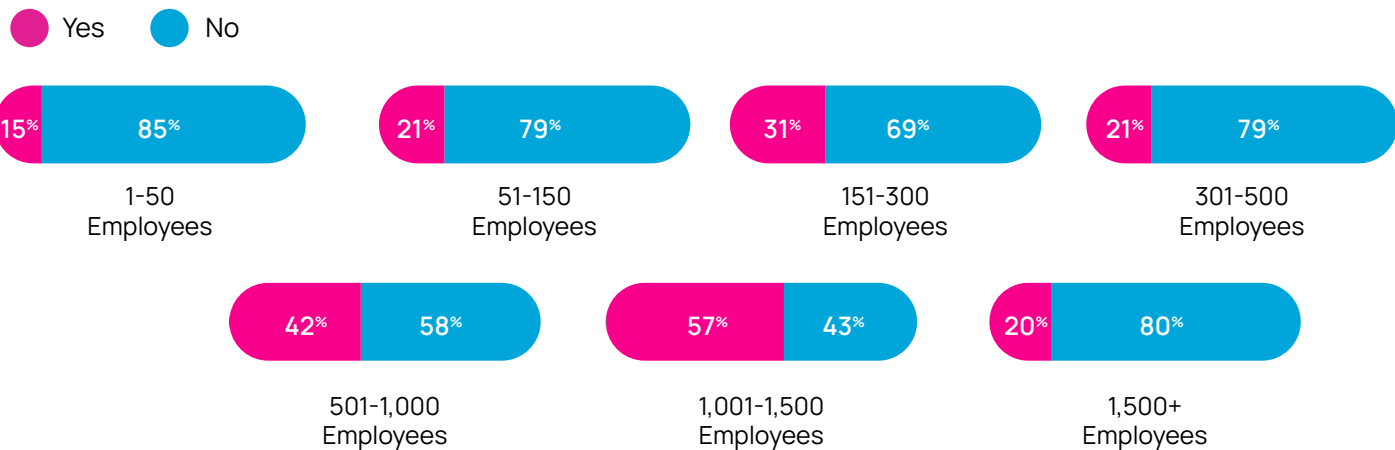




# HR Outsourcing Plans for 2022

Outside of working with trusted business partners, we asked HR leaders if they plan to outsource any tasks this year to third parties like HR augmentation services, and 25 percent said yes. Those that are planning to outsource overwhelming fell into the mid-size business category, with anywhere from 501 – 1,500 employees.

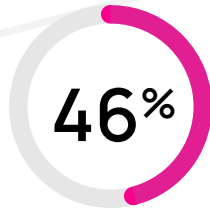
## Will you outsource any HR management tasks this year?



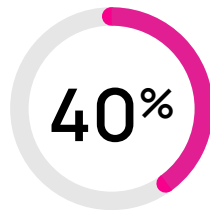
Most HR leaders planning to outsource are looking for assistance with benefits support as well as HR compliance and efficiency analysis. The task least likely to be outsourced is position description templates.



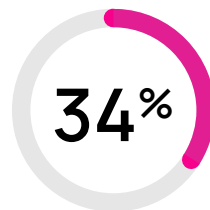
## What HR tasks would your organization be most likely to outsource?



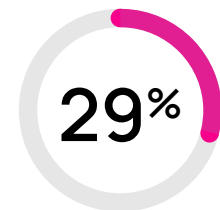
Benefits Support



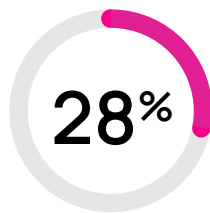
HR Compliance & Efficiency Analysis



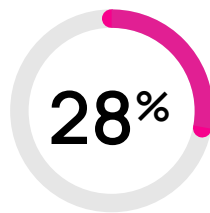
Employee Relations Support



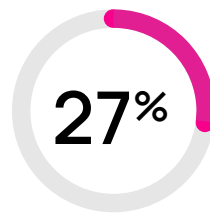
Development of Policies



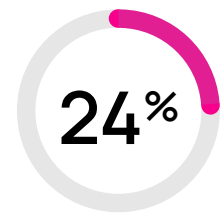
Employee Handbook Support



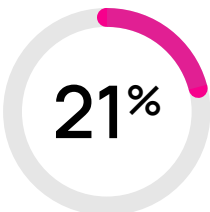
Strategic Review for HR Best Practices



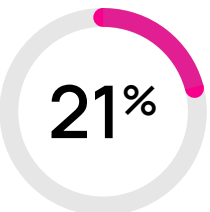
Development of HR Forms



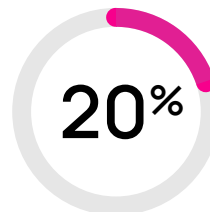
Manager or Employee Web-Based Training



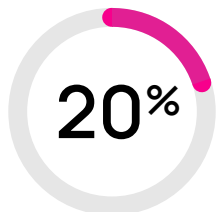
HR Compliance Checklist



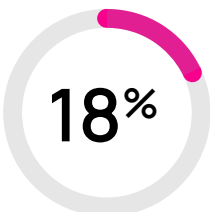
Compensation Analytics & Wage Banding



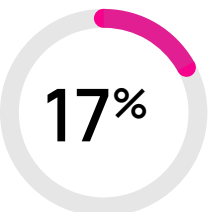
Compensation Reports & Position Descriptions



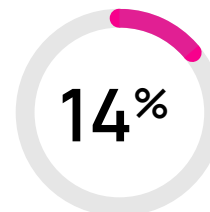
Advisement of Mandatory Government Reporting



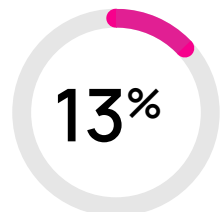
HR Gap Review



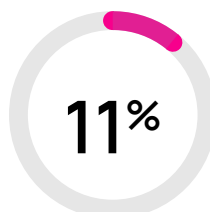
Payroll Garnishment Assistance



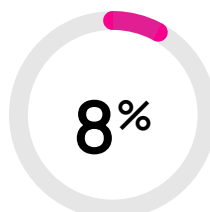
Leave Administration Guidance



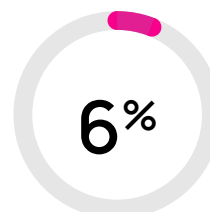
Federal HR Requirements Annual Calendar



Electronic Personnel File Retention & Naming Convention Recommendations



Labor Law Poster Service Subscription



Position Description Template



# Evolving Toward Full Employee Empowerment

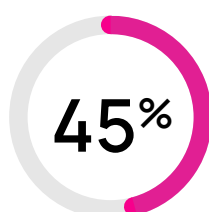
## Employee Monitoring, Enablement and Keeping a Pulse

The data derived from our survey certainly sheds light on the current state of HR departments, as well as outlooks for the future. A future which, by most accounts, includes more flexibility, evolving expectations and prioritization of the entire employee journey.

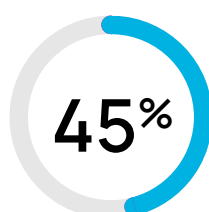
One of the shifts already happening in HR is discussions around employee monitoring and surveillance – particularly for organizations leveraging hybrid and remote work models. Time will tell how employee autonomy will be balanced with employee surveillance, but 45 percent of HR leaders say they currently aren't using extensive monitoring technology.

What's interesting is that 60 percent of HR leaders who aren't extensively monitoring employees don't expect major changes in that area of their organization – signifying a good amount of trust between the employer/employee relationship even with an increase in remote work, which is also a positive sign for employee empowerment.

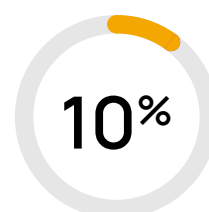
## How extensive is your employee monitoring/surveillance?



Not Extensive



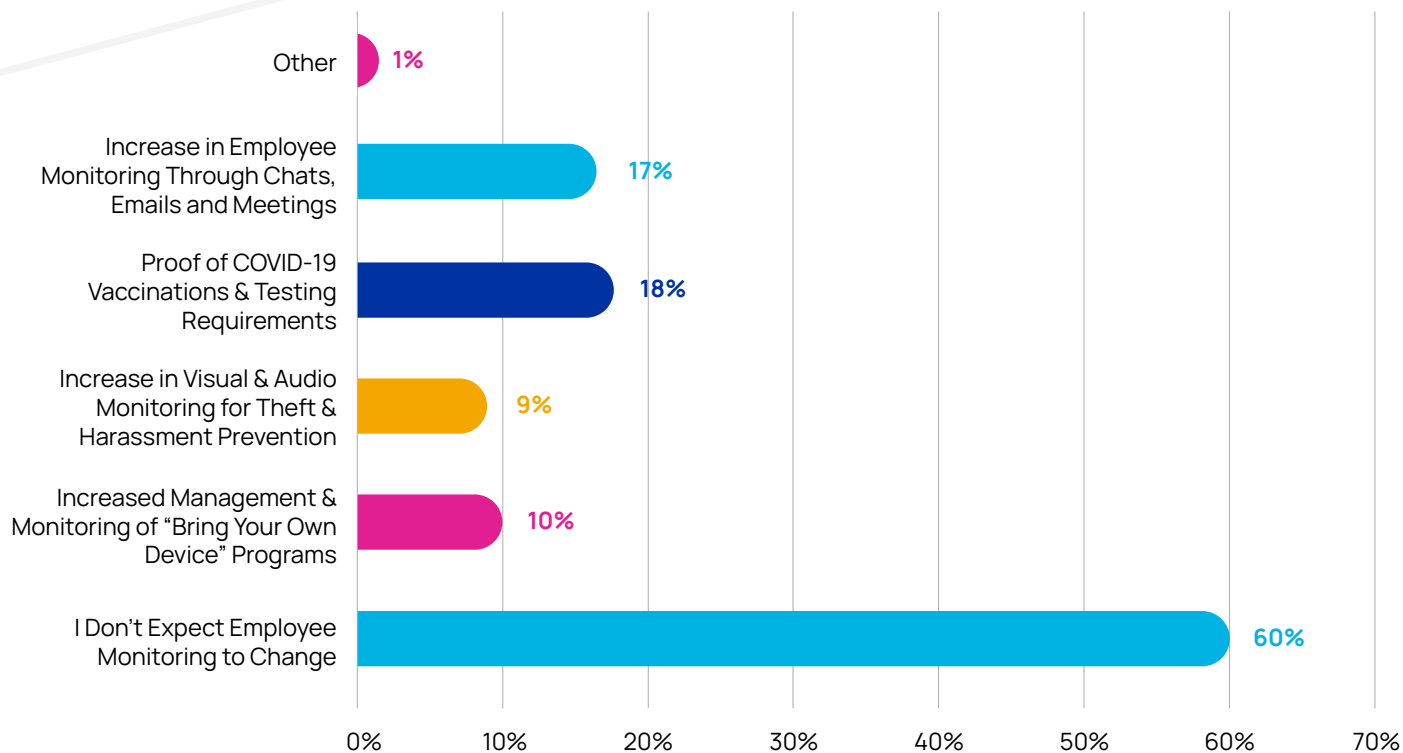
Extensive



Very Extensive



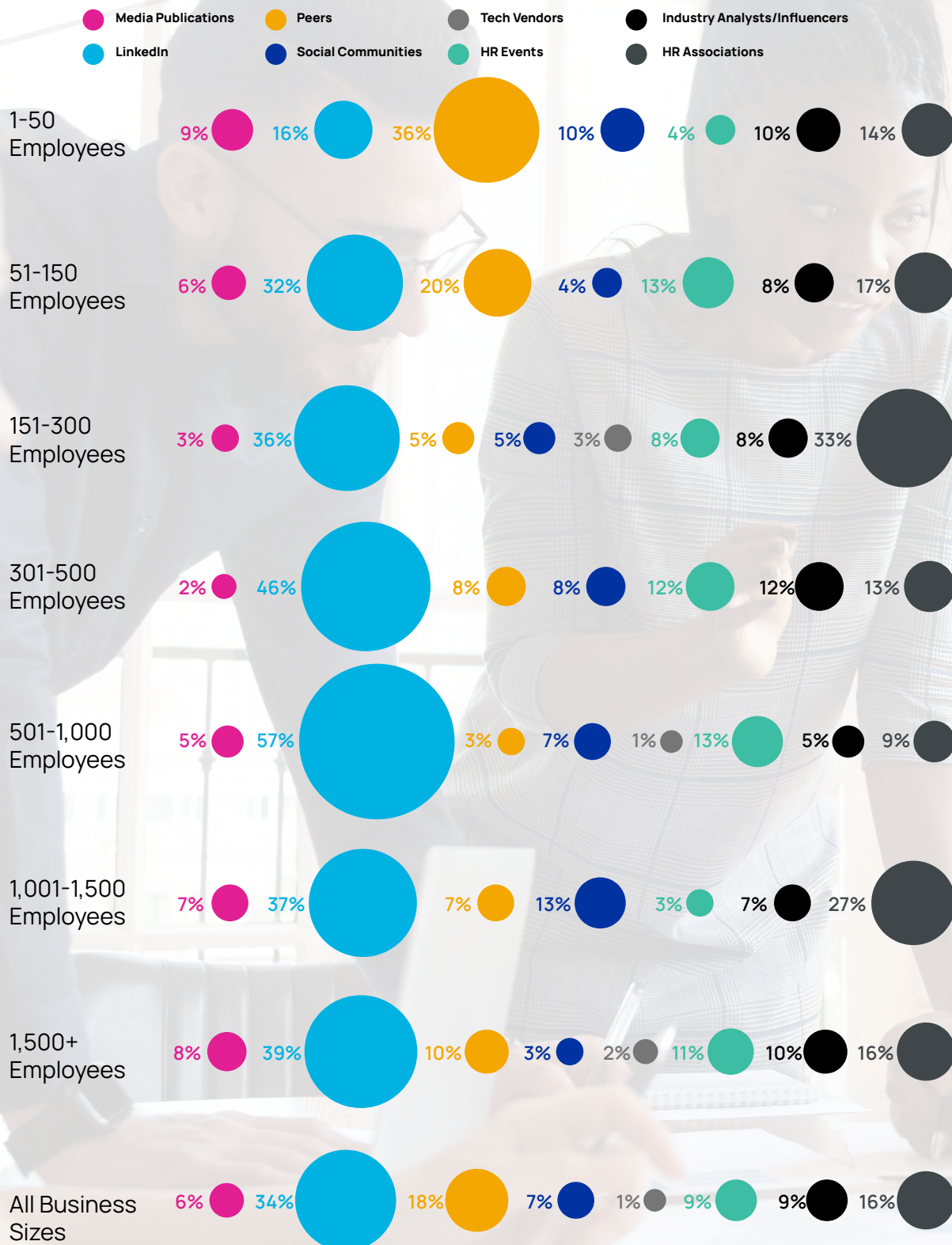
## If not extensively monitoring employees, how do you expect that to change?



As HR leaders look at the data within this report to prepare for the year ahead, it's also important to consider other tools at their disposal. While we already discussed the strategic value of employee surveys, leveraging HR news sources and social networks to keep a pulse can also be beneficial. Most HR leaders turn to LinkedIn to stay up to date with the latest trends, but those in smaller organizations are leaning on feedback from their peers.



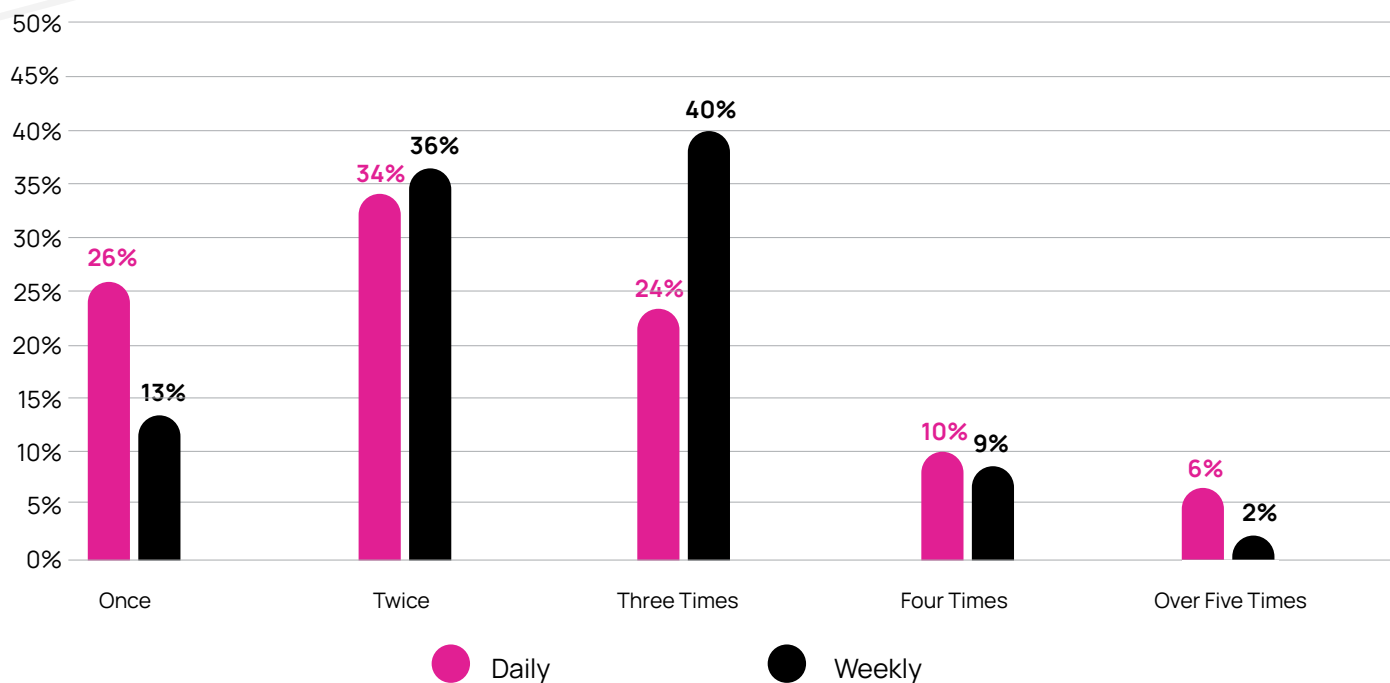
# Where do you get most of your HR advice, news and recommendations?





When it comes to LinkedIn, 44 percent of HR leaders are logging in on a weekly basis, while 24 percent are doing so daily – a good sign most are taking a proactive approach to staying updated with their employees and industry. However, 15 percent are only checking the social network monthly (and 16 percent don't log in at all).

## How many times a day/week are you logging into LinkedIn?



## Today's Trends and Tomorrow's Strategies

Moving forward, it's essential for HR leaders to do their best to stay aligned with the trending topics of their industry. After all, in many cases today's trends are playing an important role in shaping tomorrow's strategies. Transforming the employee experience is ongoing. Knowing peer outlooks on talent, tech, tactics and threats ensures organizations can be leaders in the next wave of disruption, not laggards.



## Methodology

isolved's 2022 HR leaders report surveyed 500 HR leaders, with seniority level of manager and higher, based in the United States. Respondents range across industries and business sizes. For any questions about the survey or our findings, please contact Allie Howen at [ahowen@isolvedhcm.com](mailto:ahowen@isolvedhcm.com). The survey was conducted online in January 2022, with demographics broken down as follows:\*

### Seniority

- Manager: 42%
- Director: 28%
- Vice President: 10%
- C-Suite: 19%

### Industry

- Agriculture: 1%
- Assisted Living: >1%
- Business and Professional Services: 15%
- Construction and Engineering: 10%
- Education: 7%
- Financial: 6%
- Travel and Hospitality: 3%
- Legal: 1%
- Manufacturing: 9%
- Medical and Health: 11%
- Government: 2%
- Nonprofit Organization: 3%
- Real Estate and Property Management: 2%
- Retail: 12%
- Transportation: 2%
- Utilities: 1%
- Wholesale and Distribution: 2%
- Other: 12%

\* Percentages throughout the report may not add up to 100 percent due to rounding to whole figures.





## About isolved

isolved is an employee experience leader, providing intuitive, people-first HCM technology. Our solutions are delivered directly or through our partner network to more than five million employees and 145,000 employers – who use them every day to boost performance, increase productivity, and accelerate results while reducing risk. Our HCM platform, isolved People Cloud, intelligently connects and manages the employee journey across talent management, HR & payroll, benefits, workforce management and engagement management functions. No matter the industry, we help high-growth organizations employ, enable and empower their workforce by transforming employee experience for a better today and a better tomorrow.

**The most challenging business  
is the business of people.  
Make it easier with isolved.**

**Learn more about how  
we can help you employ,  
enable and empower your  
workforce today.**

**isolvedhcm.com  
800-733-8839**

**·isolved™**

