

The Changing Face of HR

Five ways HR is changing
and how to get ahead



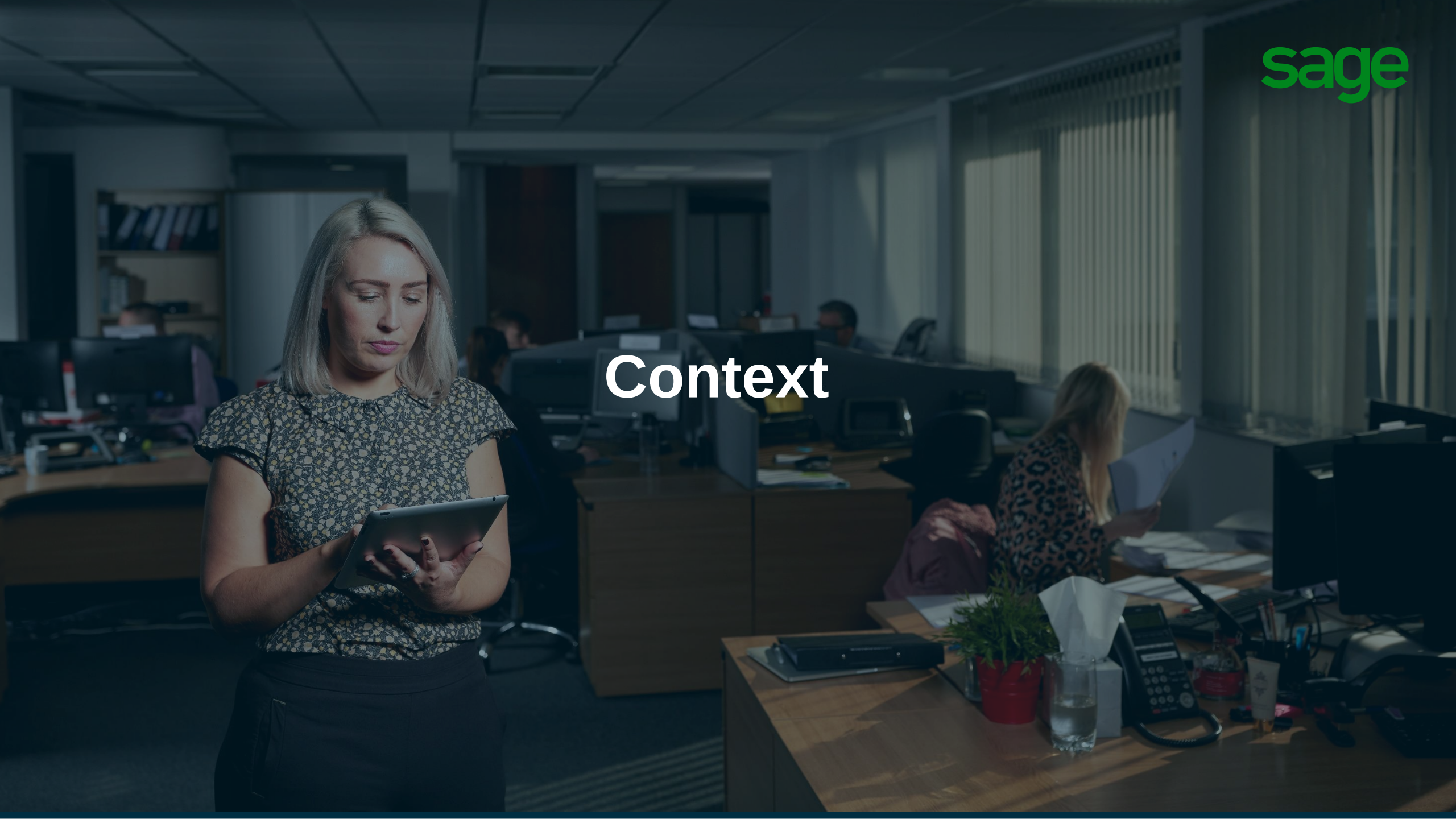
Craig McCoy Biography



- Senior Group HR Director with nearly 35 years experience.
- HR Director roles at 15 businesses (see below) with responsibility for up to 18,000 employees and 45 countries.
- Sector experience includes media, telecoms, technology, property, and health & social care.
- Held NED, Chief Operating Officer and Consultant roles
- Chairman of London HR Connection.
- Fellow of the Chartered Institute of Personnel & Development and holds an MA (Hons) in French & Italian from the University of Cambridge.



- 1. Context**
- 2. Research findings: Five ways HR's changing**
 1. HR is refocusing on People
 2. The way HR operates is evolving
 3. Technology used in HR is changing
 4. There are barriers to change
 5. New skillsets are required
- 3. How to get ahead**

A woman with blonde hair, wearing a patterned short-sleeved top and dark trousers, stands in the foreground of an office, looking down at a tablet computer. The office is dimly lit with natural light coming from large windows in the background. Other employees are visible working at their desks in the background. The word "Context" is overlaid in white text on the right side of the image.

Context

Changes in the worksphere continue



The world of work continues to evolve

- Global skills crisis and talent crunch persists
- Engagement remains stubbornly low
- The contingent and gig workforce is growing
- HR compliance is becoming more demanding
- Technological change and digital transformation is accelerating

Five ways HR is changing



1. HR is refocusing on People

sage

94%

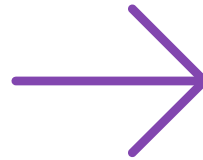
of companies expect HR to People transformation changes over the next 3-5 years, with 47% saying they expect this change to be significant



Whats in a name?



From HR Department (CHRO)



To People Department (CPO)

Is it just the latest fad?

HR's role is changing because employee values are changing

HOW THE MODERN WORKFORCE IS CHANGING....AND HOW HR IS RESPONDING

- Focus on needs of the individual
- Generational differences?
- Values drivers becoming more important
- Business ethics and fair and equal treatment
- Shorter tenure, not 'job for life'

HR's role is changing because employee values are changing

HOW THE MODERN WORKFORCE IS CHANGING....AND HOW HR IS RESPONDING

- Focus on development and investment
- Flexibility of working patterns and contracts
- Regular touch points, not annual cycles
- More tech and digital savvy
- Candidate experience as consumers

2. The way HR operates is evolving

sage

80%

of HR leaders agree that
the way HR operates is
changing

Employee expectations are changing

HR leaders believe employee expectations of HR are changing



Talent acquisition

- Seamless integration of recruiting and onboarding
- Enhanced candidate experiences
- Adoption of AI



Workforce experiences

- Pulse surveys
- Enhancing employee experiences
- Design / adopt new ways of working



Performance management

- Continuous feedback
- Goal transparency
- Holistic rewards management



Learning and development

- Flexible career paths
- Employee driven learning
- Informal micro-learning

Data informed decision making

sage

“We have a single
system of record

“People decisions
are data informed

“HR data is
easily accessible

Now
33% Adopting
48%

Now
42% Adopting
41%

Now
38% Adopting
51%

10% had no plans to adopt data-driven decision-making

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