FUTURE OF HR

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THE TALENT SHORTAGE IS A MYTH
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organizations can engage talent in the business environment.”

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The changing expectations of a multigenerational workforce, that values transparency and meaningful work, is expected to become trickier still. Even before the Covid crisis, many employers have struggled to maintain the best performance out of their teams who may be feeling overwhelmed.

The imperative of maintaining a psychologically safe environment that makes people feel empowered, supported and valued is paramount. In the eyes of managers, this is by supporting soft skills development, which they are training line managers to support their project teams, and project managers they work under, project teams they work in, and the career development notes Ecotone’s HR director, Ann Chambers. It’s also important to give them time for their own wellbeing. This is one way HR can help line managers to support their teams.

Another challenge for line managers is in supporting the health and wellbeing of an increasingly diverse and complex working and operating in testing circumstances.

Some of its managers have trained for free as part of a scheme for all middle managers, which they are using in their teams and project teams. Some of their teams are operating in a range of different environments.

Elastic band: how to relieve the strain on line managers

Feeling stretched even before the pandemic, many line managers are struggling to cope with the new set of problems presented by hybrid working. What more can HR do help them deliver, which means that how and when things are done is more important. Action HR is the research report published by the Institute of People Management, which has been rendered more pronounced by the Covid crisis, are presenting novel challenges to line managers.

Line managers are often under considerable pressure. Even before the pandemic, a research report published by the Institute of People Management, the Aptitude Multiflex 360 Approach to Team Management, revealed that line managers are under considerable pressure.

The upshots of hybrid working, for example, the increasing amounts of line managers’ roles, which have been expanded in recent years, are starting to burn out – and feel overwhelmed.

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Companies perceiving talent shortages in their local market must rethink their workforce models and talent acquisition strategies. Hiring global remote teams is a vital role in business strategy explained by Richard Medved, vice president of talent recruiting at Globalization Partners.

**The talent shortage is a myth**

Companies that are thriving in the talent market — and there are plenty out there — are those that have completely embodied remote work. For them, the talent pool has significantly expanded.

Talent-focused companies have found that remote work is the way to go. For example, Globalization Partners is seeing increases in the total cost of compensation and statutory benefits? If this approach works for you, then so have thousands of other companies.

For more information, visit globalizationpartners.com

**The companies that are thriving in the talent market**

The talent shortage is not a myth.
Remunerate, liberate, celebrate: going beyond pay to retain talent

Salary increases are becoming an increasingly blunt retention tool. Flexibility is now crucial to many workers - for whom a simple ‘thank you’ from their employer wouldn’t go amiss either.

**Andy Jones**

[with an undescribed quote]

**RACONTEUR.NET\**

**FUTURE OF HR**

If you have a client that’s paying for your employees’ time, it doesn’t want to buy the time when they are knackered. Sometimes intensity, sometimes unlimited sick leave, some unlimited parental leave, some unlimited vacation. That includes a range of things, from pay and benefits and bonuses and allowing employees to share vacation days in a kind of we’re a family in Scotland where we can’t have two days off on the same weekend, but we can have three.

- The policy that Kowalski proposes would be consistent with her earlier observations about the need to change the nature of the office. That’s the view of Eric Kowalski, a chief happiness officer. The incum.
FE lifting: how to stop companies from being snobbish about further education

Many UK employers still consider apprenticeships and vocational learning generally as the poor relations of academic qualifications. What can be done to change this unhelpful attitude?

Josh Sims

In fact in people with an apprenticeship are quite different from those with academic qualifications, says the report from Frobisher, Johnson, Yusuf Appreciations of the Worlds' Future of HR and the Sector Council, a government agency that funds research in fields such as physics and astronomy.

Some employers have long used the way in which vocational qualifications have changed, especially older managers who have spent time in 1980s. “They don’t understand what they are teaching and what they are not teaching,” says Johnson, who is also chair of the Institute for Learning and Work.

That can be a hindrance to higher education, while an academic qualifications aren’t known for their accessibility. “They are not as easy to understand and as easy to access as vocational qualifications,” says Johnson, who believes that “job snobbery” applies even to jobs that are not considered to be “professional”.

But that’s hard to change. The task of redefining vocational qualifications typically requires a charitable donation.

Williams insists in the leader of the UK’s Creative Industries Sector Council, which is planning to publish an education policy paper that will encourage the redefining of academic qualifications and vocational training. He agrees with Wyman that dual vocational and academic qualifications are often treated as second-class qualifications by employers who are not aware of or give little weight to them.

A fifth of employers who are taking part in the survey agreed that these are low-status qualifications. A fifth of employers who are taking part in the survey agreed that these are low-status qualifications.

As organisations feel the effects of the Great Resignation, a robust workplace training strategy can tackle employee burnout, improve retention and productivity, and create a culture of innovation to attract new talent. A new kind of learning journey on day one.

Invest in L&D to reverse the post-pandemic talent drain

As organisations feel the effects of the Great Resignation, a robust workplace training strategy can tackle employee burnout, improve retention and productivity, and create a culture of innovation to attract new talent. A new kind of learning journey on day one.

Leds, lights, camera, action! Apprenticeships in the arts

The creative industries make up one of the UK’s most successful industries, but the sector’s reputation as a place where people can learn new skills for potential careers, getting into the first rung of the artistic ladder, is not so well known among industry professionals.

But that’s a fact that needs to be changed. The Department for Digital, Culture, Media and Sport embeds L&D into organisational culture. “The cultural shift in the workplace to value learning as an integral part of development,” he says. “We’re looking at attracting talent, but we’re not doing it by paying the highest salary.”

“Does that leave employers behind and, if so, what can they do to catch up?” asks Layton. “The world has changed. We have to adapt. We need a workforce that is digital literate, that can work with data, that can work with artificial intelligence, that can work with robotics.”

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EMPLOYERS IN NEW YORK CITY will soon have to advertise their salaries, setting a new standard for clarity and openness.

By Sam Forsdick

Have you been looking for a job in New York City? If so, you might have noticed something unusual about the job listings you’re seeing. Many are now including information about the salary range for the position.

This is a change that could have a significant impact on how people apply for jobs. Some experts believe that this new transparency could make it easier for job seekers to make informed decisions, while others worry that it could lead to an overemphasis on salary as the sole factor in job decisions.

One company that has pioneered this approach is Vodafone’s Virtual Onboarding Experience. They have developed a platform that incorporates a salary calculator and career framework, allowing applicants to see how their skills and experience align with potential roles.

“People want clarity from employers, and this is a way to provide it,” says Nabila Salem, the company’s head of talent acquisition. “It’s very much an applicant’s market, and we need to make sure that we’re presenting ourselves in the best possible light.”

The new system also helps to address the issue of gender pay gaps. By making salary information transparent, employers can see where they might be overpaying or underpaying staff, and take steps to address this.

But there are challenges to overcome. One of the biggest is the fact that many employers are still hesitant to share salary information, even if they are committed to promoting transparency.

“It’s an approach that technology can support, but it’s not a one-size-fits-all solution,” says Jones. “The technology can help streamline the process and make it more efficient, but it’s ultimately up to the employer to decide whether they want to make this kind of information available.”

For more information, visit enboarder.com
**THE WELLBEING AGENDA**

With burnout levels high among employees and the great resignation still causing problems for employers, could the right wellbeing strategy make work better for everyone? And, more crucially, do employers and employees have the same ideas when it comes to wellbeing?

**WHAT EMPLOYEES SEE AS A PRIORITY**

Percentage of US employees who say the following are their top wellbeing priorities. 

- Managing my stress: 52%
- Saving enough for retirement: 49%
- Developing new skills and/or advancing my career: 35%
- Finding better accommodations/leaving a home: 32%
- Getting routine medical checks/managing a health condition: 28%
- Developing relationships: 25%
- Reducing my debts: 24%
- Saving for a large purchase: 21%
- Living within my means: 16%
- Maintaining a healthy diet: 13%
- Achieving an acceptable work-life balance: 7%

**HR'S TOP PRIORITIES**

Percentage of global HR leaders who say the following are their chief concerns for 2022. Wellbeing does not make the top five.

- Building essential skills: 59%
- Succession management: 48%
- The future of work: 45%
- Organisational design and change management: 42%
- Diversity, equity and inclusion: 35%

**HOW THE COVID CRISIS HAS AFFECTED EMPLOYEE WELLBEING**

Percentage of senior HR professionals who say the pandemic has made the following better or worse.

- Living within my means: 60%
- Maintaining a healthy diet: 55%
- Achieving an acceptable work-life balance: 52%
- Saving for a large purchase: 49%
- Saving more time to leisure and my interests: 45%
- Managing my stress: 40%
- Getting routine medical checks/managing a health condition: 36%

**WELLBEING IS MOVING UP THE AGENDA**

Percentage of senior HR professionals in the UK who say the following is the case in their organisations.

- We have a standalone wellbeing strategy in support of our wider organisational strategy: 2018 - 35%, 2019 - 46%, 2020 - 50%, 2021 - 56%
- We don’t have a formal strategy. We act flexibly on an ad hoc basis according to the needs of employees: 2018 - 13%, 2019 - 16%, 2020 - 19%, 2021 - 27%
- Our organisation is far more reactive (taking action when people are off sick) than proactive (promoting good wellbeing): 2018 - 47%, 2019 - 44%, 2020 - 41%, 2021 - 27%
- We have not been doing anything to improve employees’ health and wellbeing: 2018 - 55%, 2019 - 61%, 2020 - 61%, 2021 - 75%
- Employee wellbeing is on leaders’ agendas: 2018 - 64%, 2019 - 59%, 2020 - 66%, 2021 - 67%
- Line managers have accepted that importance of wellbeing: 2018 - 40%, 2019 - 40%, 2020 - 44%, 2021 - 50%
- Employees are keen to engage with health and wellbeing initiatives: 2018 - 47%, 2019 - 55%, 2020 - 56%, 2021 - 67%
Companies have long monitored customer interactions. They’re now using similar technology to track the employee experience—better relationships in the process using similar technology to track customer interactions. They’re now customers, reports Neena Potenza, to achievement both, employers are also why they might be dissatisfied.

Ikea is testing several platforms to create career opportunities for people and catalyse diversity. Ingka Group.

HR leaders face some stiff challenges post pandemic. Pragnesh Karthic, demand generation manager, Qntrl, explains how they can respond with better recruitment, onboarding and offboarding.

Entering a largely new background. make it easier to find employees from diverse backgrounds and regions. And people from various backgrounds have different expectations and feeling about the HR role.

For example, I previously worked for a Danish company, but now the MD, US resident, see more recruitment. So, industry, is making a subjective what to expect and required next adapt to the Danish job hunting culture. We're asking the employee experience—good recruitment experience was completely different to how the DB.

HR processes drive diversity.

The six processes drive diversity and help companies need to stand out. If they are 

The three processes set to revolutionise the HR role.

HR leaders face some stiff challenges post pandemic.

Pragnesh Karthic, demand generation manager, Qntrl, explains how they can respond with better recruitment, onboarding and offboarding.

Commercial feature

Qntrl (previously known as Recognize) is a workforce management platform that streamlines onboarding and offboarding processes across different departments.
Grab a seat: can we learn to live with hot-desking?

It was an inflammatory practice in many offices before the pandemic. As hybrid workers return to HQ in greater numbers, the daily scramble for limited space is easier than ever before.

Tackling talent currency through ESG commitments

To succeed in a difficult talent market, companies need to rethink their commitments to the environment, their society, and in particular employees to remain more strongly with prospective and current employees.

Commercial feature

Talent Solutions

“Tackling talent currency through ESG commitments”

Our purpose is clear: we believe meaningful, sustainable employment has the power to change the world.

We believe...
Breaking good: the sabbatical finds itself as an effective retention tool

Firms that offer employees the opportunity to take an extended leave of absence as a loyalty reward could be giving themselves a crucial competitive edge in an overheating market for talent.

In an overheating jobs market, firms have started to consider offering increased flexibility at work as a way to improve retention. While employers are thinking more broadly about the importance of workplace balance, employees are introducing solutions as ways to support their colleagues in this

Following the wellbeing situation during the pandemic, people are thinking quite differently about their careers and the importance of workplace balance,” reports Claire Analburd, senior research associate at the Chartered Institute of Personnel and Development. “It therefore makes sense that employers are introducing solutions as ways to support people in this

In February, online hotel booking site announced that it would be offering employees a three-month paid sabbatical after four years’ service for Tripsfindr, during which Freeland worked to develop workplace balance. The hotel is in the

The mundane experience of working within the industry is something we’ve been focusing on the past couple of years but it has to be a better way to balance out work and life and work, rather than being stuck at a desk for 10 hours a day on

Looking to join Veriff, as well

Opportunities to take on projects outside my remit

Career development opportunities

An inclusive working culture

Flexible working

If you are looking for people to invest a significant proportion of their time off. If you are looking for people to invest a significant proportion of their

With more employees seeking a flexible working arrangement, the need to introduce sabbatical policies is increasing. It is important to have a clear policy in place and to think carefully about how this will be implemented. There are a number of factors to consider when planning to introduce a sabbatical policy, including the level of disruption for the business and the organisation would need to

The company adds that it is open to considering all requests for flexibility from employees on a case-by-case basis and frequently adapts its flexible working arrangements to meet the needs of its workforce.

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Are boomers the solution to the great resignation?

Employers need to recruit and retain more older workers to overcome a skills shortage that’s threatening to hamper the recovery when applying for jobs, while 6% report direct experience of age discrimination in the hiring process.

“This sense of hostility in the labour market is a key factor in keeping older workers away from work,” Andrews says. Knowledgeable employees often actively pursue this age group and to tackle age bias in recruitment, where employers take five permanent and current older workers. Some companies are moving towards flexible working arrangements will be critical to the great resignation form. “Older workers”, Briggs says, “are key part of the solution.”

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Paramounts’ parameters: establishing the rules of workplace attraction

The recent resignation of Jeff Zucker as president of CNN Worldwide highlights the problems that secret office romance can cause. How should HR handle such delicate matters?

The changing face of talent acquisition

In a tough, candidate-led jobs market, the traditional approach to talent acquisition is over. Companies must switch to a candidate-centric model, and HR leaders must forge a strong focus on their employer brand.

Organisations need a policy on relationships at work to set boundaries for their people.

This case is just one of many examples of the importance of establishing clear boundaries in the workplace. To prevent conflicts of interest and ethical issues, organisations should have policies in place that clearly outline what is and is not acceptable in the workplace. This will help to create a positive and productive work environment for all employees.
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