

# HR Leaders' Survey Results

## The Context

### Size of organisation

Less than 66: **10%**


66 to 749: **70%**

750+: **20%**



They represent a diverse range of private (70%), public (20%) and third-sector (10%) organisations.

### Sectors

 Manufacturing & Engineering: **22%**

 Financial services: **17%**

 Professional & business services: **15%**

Other sectors include housing, education, energy, distribution and technology.

## Top 3 organisation-wide challenges

Political/economic: **66%**



Digital transformation: **52%**



Future workforce profile: **45%**



By 2020, over half the workforce will be Millennials. Understanding what makes them tick is going to be important for the HR function of the future and, we're guessing, the reason why 45% of our respondents selected workforce profiling as a major organisational factor, this year.

## Top 3 People Challenges

Employee engagement: **86%**

Leadership capability: **76%**

Developing a high-performance organisation: **72%**

\* **33% cite employee engagement as a wider challenge (not just a people challenge), suggesting that HR is becoming a driver across the whole of some organisations**

So what have our HR leaders actually been doing?

## Top 5 tasks for their HR teams in 2019 are:

Talent review/pipeline/lifecycle/succession etc.: **36%**

Training and development: **34%**

Performance management: **29%**

Digital transformation: **21%**

Develop recruitment and retention processes: **14%**

\* **66% focused on developing existing talent v 52% looking for new talent**