



FROM SURVIVING TO THRIVING

How HR can take the lead on real organizational transformation

Digital transformation doesn't end when organizations go paperless. After modernizing processes and systems, truly empowered Human Resources departments are spending less time on paperwork and more time impacting every aspect of the employee experience.

Once teams have access to the tools and information they need to work from anywhere, HR leaders have an opportunity to set the tone for changing priorities and influence the productivity, engagement and health of their remote workforces.

REMOTE WORK

For better or worse, most organizations will continue to offer remote and hybrid options to employees after pandemic restrictions have lifted. Embracing this new model lowers overhead costs, but brings with it a new set of concerns over maintaining productivity and company culture.

How HR can reimagine remote work:

- Create a remote culture initiative, including appropriate team communication tools
- Use surveys to keep tabs on priorities, attitudes, needs and preferences
- Set remote work expectations and communicate them clearly
- Reset norms around flexibility — not just where employees work, but when
- Organize remote team-building opportunities

BENEFITS

Once HR leaders tackle the tasks of streamlining benefits systems and taking processes online, it's time to look beyond the usual health, vision, dental and 401(k) benefits offerings. According to the American Institute of Stress, more than 70 percent of stress is caused by work-related issues, which means employers can directly impact employees' productivity by investing in their overall health and wellbeing.

How HR can lighten the load for employees:

- Research better health plan design based on choice, flexibility and cost certainty
- Offer wellness reimbursements for fitness and nutrition classes and equipment
- Consult mental health professionals to establish resources and virtual support
- Offer virtual learning networks for training and career development
- Provide hardware and high-speed internet allowances

RECRUITING

It's easy to focus on the negative when it comes to recruiting in a virtual work environment. But, when they look closer, HR teams will see plenty of opportunities to work with leaders across the organization to determine future skill needs and retool how they attract the right candidates. According to Gartner's *Top 3 Priorities for HR Leaders in 2021*, hiring remotely means recruiters can cast a wider net for qualified workers.

How HR can take a more modern approach to recruiting:

- Audit recruitment processes to identify gaps and opportunities
- Update the employer brand — and corresponding web presence — to evolve with candidates
- Partner with social media teams to engage a broader pool
- Prioritize skills instead of hiring profiles
- Look to new recruitment sources and opportunities, not just known talent pools

DIVERSITY, EQUITY AND INCLUSION

Going beyond the usual recruitment methods and resources is only the beginning. Employees now expect their employer to take a stance on issues of diversity, and take actionable steps to improve equity. In fact, in a recent McKinsey survey, *Understanding organizational barriers to a more inclusive workplace*, 39 percent of all respondents said they have turned down or decided not to pursue a job because of a perceived lack of inclusion at an organization.

How HR can champion meaningful equity and diversity:

- Introduce virtual education opportunities
- Sponsor employee-led resource groups and provide a platform for remote connection
- Set clear goals for practicing equitable behavior and encourage leadership to communicate them
- Create opportunities for employees to examine products, services and processes for ways to improve equity and inclusion
- Ensure performance evaluations are conducted fairly and are based on merit

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