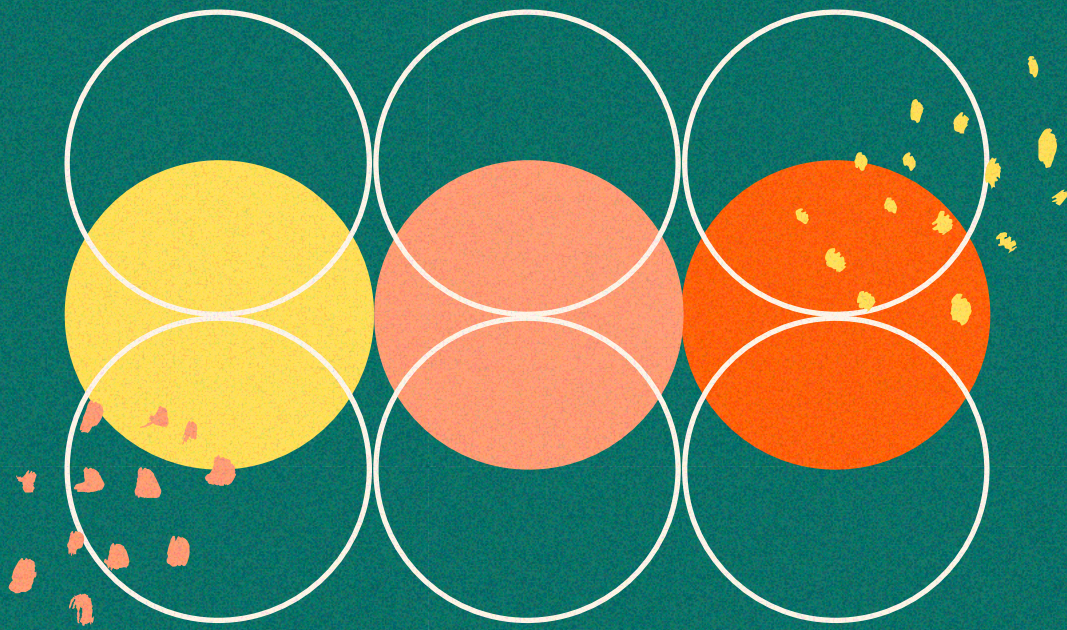


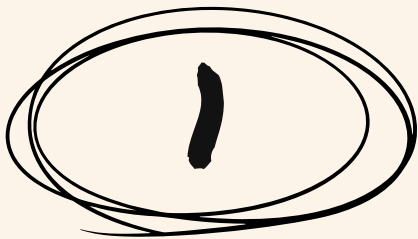
The Talent Revolution 2022



The latest HR trends, surviving the
great resignation, and thriving in the
post-pandemic era

Contents

Introduction	3
Welcome	4
HR trends fueling the Talent Revolution	5
Overworked and under-rewarded	6
Talent challenges	7
From pandemic projects to long-term change	9
Challenges of the Talent Revolution	11
Employee engagement, retention and The Great Resignation	13
Standing out and attracting talent	17
How HR can thrive in a post-pandemic era	19
The role of video for HR	21
Video-first HR	23
Case Study: Showcasing the day-to-day life at Amazon	25
Conclusion	26



Introduction⁺





It's no secret that the last two years have been challenging - and especially so for HR leaders. The pandemic has driven change and upheaval in businesses across the globe at breakneck speed, and more often than not, it's been the unsung heroics of the HR function that has helped keep everything together.

We've seen HR leaders respond to dramatic accelerations in digital transformation, adapt to and facilitate new ways of working, and navigate continually shifting rules and regulations to ensure legal compliance and employee safety.

However, it's the 'Talent Revolution' currently taking place that now presents the biggest challenge to HR. Driven by myriad factors including the growing demand for new skills, shrinking talent pools, reactive responses to overnight financial difficulties, and a generational workforce re-evaluation of what exactly matters when it comes to work.

It's this last factor that makes the 'Talent Revolution' feel different, unique even. Now more than ever, companies must listen, care, and support their people. They must challenge their culture, brand, and values to best support their most

important assets - their people. With more pressure than ever to attract, engage and retain talent, HR leaders have had to rise to the challenge - but are they succeeding?

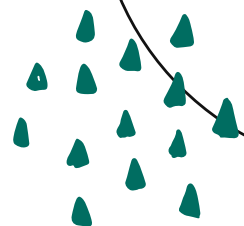
In this report, **we've surveyed 400 HR professionals** to identify the most pressing challenges facing HR leaders in the wake of the 'Talent Revolution'. We'll also share some top tips on how best to overcome them.

At Seenit, people leaders are our kind of people, and we believe that organisations have a responsibility to look after the people who look after their people. It's our mission to support people leaders and empower your initiatives, so I hope that our insights and advice prove beneficial to you.

If you would like to discuss our findings or the topics within this report in more detail, please feel free to reach out to our team.



Emily Forbes
Founder, Seenit





2

HR trends
fueling
the Talent
Revolution



Across the board, our research reaffirms what many in HR may have already experienced first-hand – that the role is more **challenging than ever.**



Overworked and under-rewarded

It likely comes as no surprise that **89% of HR professionals feel that their role has evolved since the start of the pandemic.** In Paychex's recent 'Pulse of HR'¹ report, 98% of HR leaders say the pandemic has transformed their role, and our research echoes this with **70% saying this has been one of the most challenging times in their career.**

With greater responsibility thrust upon them, we've seen people teams look to enable new ways of working and meet

evolving employee demands, with **74% of HR professionals helping to deliver pandemic-related projects** since March 2020. Almost half of the respondents (46%) helped deliver five or more projects in this time.

Despite this increase in workload, two-thirds of HR professionals say they haven't seen a pay increase since the start of the pandemic, **with pay staying the same (51%) or falling (15%).** As such, many in the HR function feel overworked (74%) and have even moved jobs in search of greater balance, with **47% having started a new role** since March 2020.

¹ https://www.paychex.com/sites/default/files/2021-07/pulse_of_hr_2021.pdf



51%

HR professionals say they **haven't seen a pay increase** since the start of the pandemic

15%

HR professionals say **their pay has decreased** since the start of the pandemic

“We need to spot the signs and understand why our HR teams are being overworked and facing burnout,” concludes Sophie McAdam-Clark, director of people at Digital Theatre, an online educational platform. “People teams are often the ones writing out a wellbeing manifesto, hosting a mental health forum, ‘leading’ on culture; but they need to make sure they are setting boundaries to actually do this for themselves too.”

✦ Talent challenges ✦

It's not just HR professionals who have been resigning though - employees have been too and in record numbers. It comes as no shock then that the two biggest challenges currently facing HR professionals are **staff retention (39%) and hiring top talent (33%)**.

A further side-effect of the pandemic has been many lay-offs, with more than half of respondents (51%) stating that their company has initiated redundancies due to COVID-19. Of these, **75% said that they had re-hired employees let go during the pandemic**.

With the war for talent raging, it's clear that HR professionals are under pressure to ensure teams have the talent they need. Yet such practises should be “avoided” according to the head of public policy at the CIPD, Ben Willmott, who in a recent interview¹ with People Management, noted the “reputational damage and...adverse effect on employee relations” that firing-and-rehiring can have.

2 <https://www.peoplemanagement.co.uk/news/articles/one-in-10-firms-that-changed-staff-contracts-during-covid-used-fire-and-rehire-research-finds#gref>

“

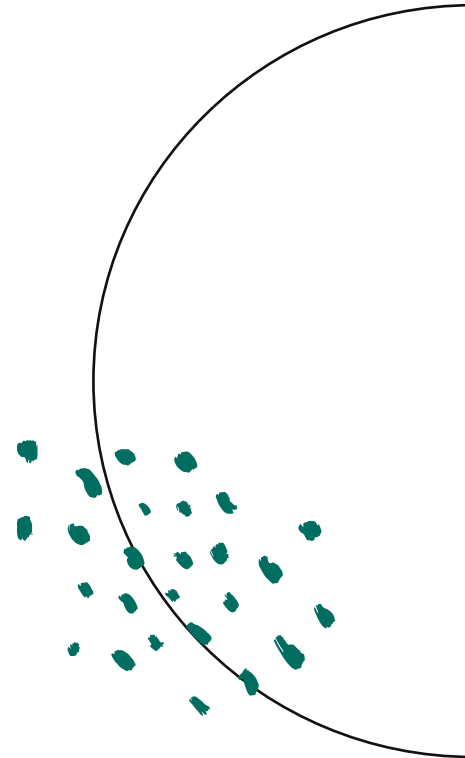
We need to spot the signs and understand **why** our HR teams are being overworked and facing burnout

Sophie McAdam-Clark, Director
of People, Digital Theatre

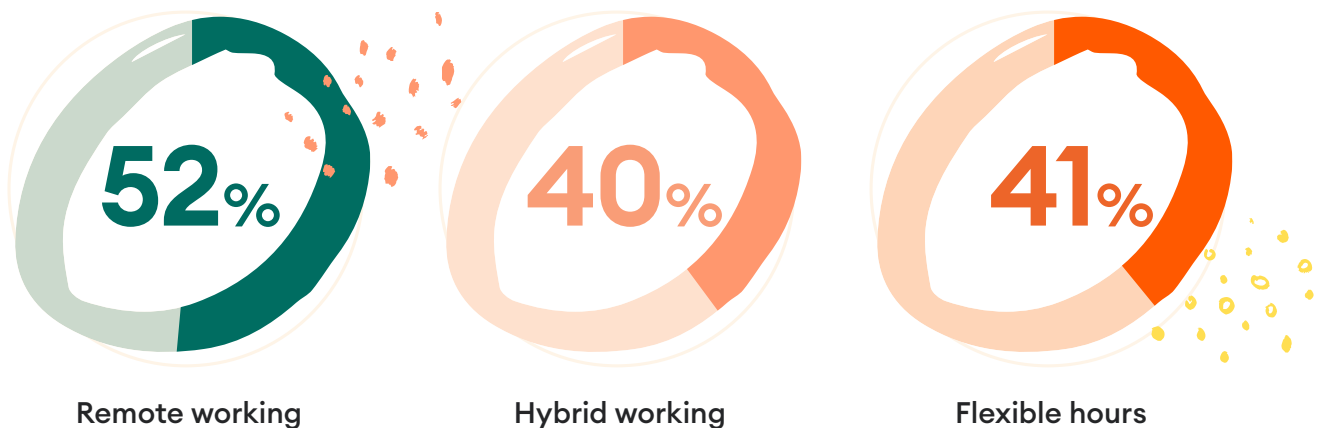
✦ From pandemic projects to long-term change ✦


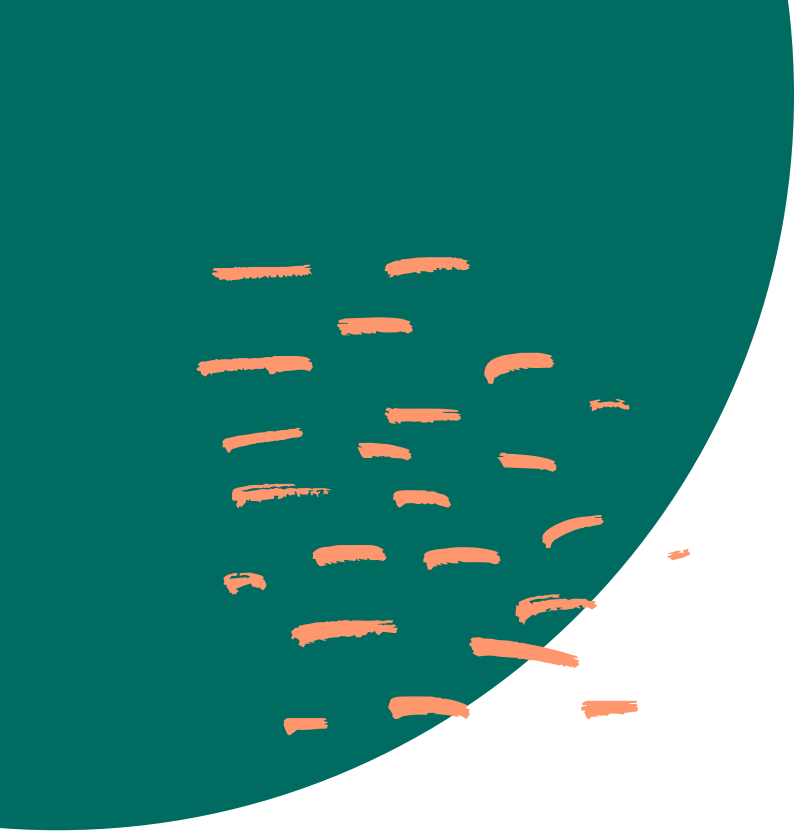
One of the most significant changes we've seen in the last two years is an ingraining of the remote working movement. While initially a pragmatic solution in the face of lockdowns, employee sentiment has shifted to such a degree that remote, flexible, and hybrid working are now critical factors in the war for talent. Accordingly, the most prevalent initiatives introduced by HR teams since March 2020 have been **remote working (52%), hybrid working (40%), and flexible hours (41%)**.

With Gen Z digital natives now entering the workforce, HR teams have also had to adapt their recruitment methods. To meet the demands of younger workers, we've seen employer brand, culture and employee sentiment all grow to play bigger roles in talent attraction. It's now more important than ever to openly communicate such values as 7-in-10 employees say they've checked company reviews before applying to jobs, with **58% saying a negative review has deterred them from applying to a role**.



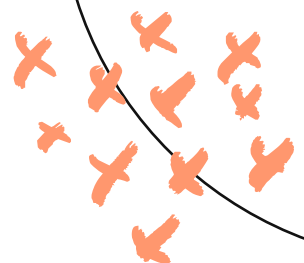
The top 3 initiatives introduced by HR professionals since the start of the pandemic





With the ‘Talent Revolution’ intensifying, leaders must acknowledge and understand HR’s transformation to best identify how to empower their people teams.

Understanding the most significant challenges and emerging HR trends is crucial for HR teams to hire the best talent, engage employees, and build a positive culture and Employer Brand.





3

Challenges⁺ of the Talent Revolution^o



Without a doubt, over the last two years we have seen a seismic shift in what ‘work’ could and arguably should look like. As the emphasis on holistic working practices grows, people teams are ideally placed to drive practical, cultural, and employee-centric change throughout their organisation. However, as HR’s responsibilities grow, so do the challenges they face.

Our research findings suggest that HR professionals’ most significant challenges are intrinsically linked to the ongoing ‘Talent Revolution,’ with the top four being: **employee retention (39%), employee engagement (34%), employee sickness (34%) and hiring top talent (33%).**

Yet, while these challenges have been exacerbated by two years of uncertainty, they also present positive opportunities for change - **and HR now holds the keys to enact this change.**

The **biggest** challenges HR professionals say they currently face in their role





Employee engagement, retention, and The Great Resignation

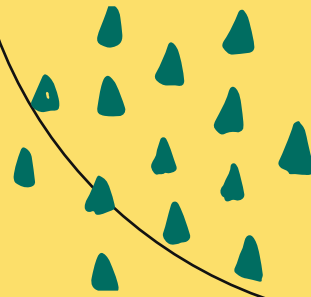
In a recent Harvard Business Review article, Frank Breitling, Julia Dhar, Ruth Ebeling and Deborah Lovich note that “there is a widening mismatch between the job environment employees want – and now expect – and the one their organisations have. This may explain why so many workers have been quitting their jobs...”

With analysts at Microsoft¹ predicting that up to **41% of the global workforce could leave their jobs in 2022** and the executive search firm Heidrick & Struggles reporting a **65% spike in searches for senior HR personnel** in 2021, employee engagement and retention has never been more challenging.

“We’re seeing a lot of movement,” notes Anthony Klotz, Associate Professor of Management at Texas A&M University, in an interview with the BBC². “There is now a greater ability for people to fit work into their lives, instead of having lives that squeeze into their work,”

1 <https://www.microsoft.com/en-us/worklab/work-trend-index>

2 <https://www.bbc.com/worklife/article/20211214-great-resignation-into-great-reshuffle>



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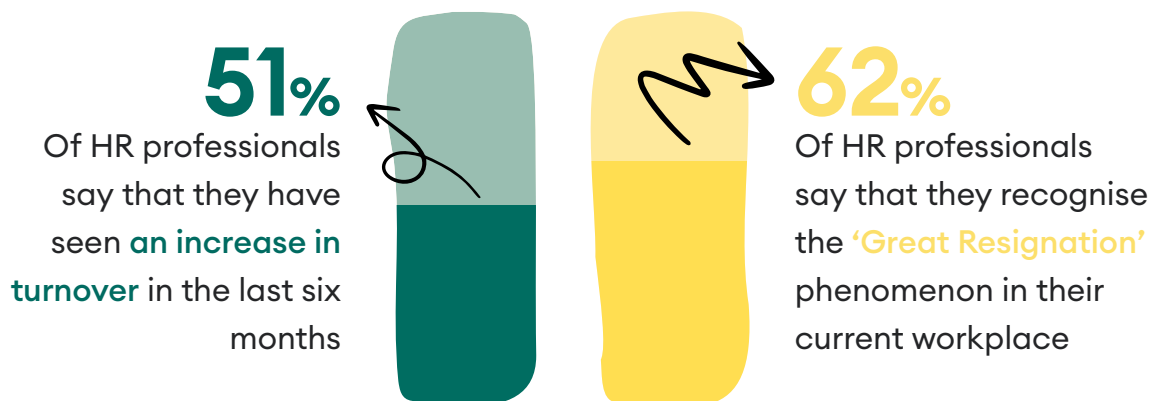
Anthony Klotz, Associate Professor of
Management, Texas A&M University

Pandemic epiphanies

Such “pandemic epiphanies” - a term coined by Klotz - are granting workers the agency to look for new opportunities. In turn, **51% of HR professionals have seen increased employee turnover** in the last six months, and **62% say they recognise the ‘Great Resignation’** phenomenon in their organisation.

In the face of unprecedented levels of employee churn, it’s more important than ever for HR to keep employees engaged and motivated - or risk losing them. With **35% of US employees and just 11% of UK employees engaged in their current role**, according to Gallup¹, it’s clear that HR has an uphill battle ahead.

Key strategies that HR can look to implement to build engagement and improve retention include:



¹ <https://www.gallup.com/workplace/352949/employee-engagement-holds-steady-first-half-2021.aspx>

Key strategies that HR can look to implement to build engagement and improve retention include:

Promote culture first and foremost

Just as it's a critical factor in attracting talent, culture is ultimately responsible for retention, too, with **70% of employees saying they are more engaged in their role when engaged with their company's culture**. But while a positive, inclusive, and diverse culture is strategic and needs to be driven from the top-down, HR must help vocalise and promote it to employees across the business.

Encourage the use of SMART goals

Measurable and achievable goals help give employees clear targets to aim for and can be aligned to broader business goals. This helps employees better visualise their impact while helping to shape progression paths that keep them motivated.

Show that the company cares

Encouraging leadership to be transparent and display human vulnerability, promoting greater cross-business communication, implementing clear D&I and ESG policies, and developing soft skills across the workforce are all great methods of helping employees better relate to each other.

Improve your employee health and wellbeing offering

Following two years of upheaval, implementing a clear and effective health and wellbeing offering is a no brainer, yet can still fall by the wayside. "The failure to quickly launch employee health and wellness initiatives in response to pandemic working conditions within the company has contributed to burnout," notes one survey respondent. Implementing a health and wellbeing program not only shows employees that you care but can proactively mitigate challenges that may otherwise go undetected, such as employee mental health issues.

Standing out and attracting talent


With the growing exodus of employees, HR teams now need to double-down on the hunt for talent. But in a marketplace where there are **1.5 jobs available per person**, many employees have a greater degree of choice and power than they have previously enjoyed. As such, **47% of HR professionals say it has been challenging to find top talent over the past year.**

Younger generations are also bringing new demands to the workplace that HR must address if they hope to win the war for talent. According to The Undercover Recruiter, culture is now a critical consideration, with **88% of millennials naming it a deciding factor** in choosing a job. Clear initiatives around diversity, inclusion, and social responsibility also makes a company **more attractive to 70% of employees**, according to findings in our recent 'State of Employer Brand' report.

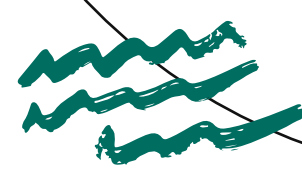
Sharing things like remote work status, diversity statements, and opportunities for learning - these are the things that... [amplify] talent attraction

Joey Price, CEO & Founder at Jumpstart:HR





Communicating these holistic factors during the recruitment process has never been more important, especially as Gen Z treats their job search the same way they might shop for a product online - doing research, reading reviews, and trying to get a sense of the whole before committing. Our research shows that **71% of full-time employees have checked review sites before applying to jobs**, and **58% have been deterred from applying to a role due to a negative review**.



So how can HR help organisations stand out to prospective talent? Key areas of focus should include:

Benefits packages

What tech and equipment are employees offered? Is there a work from home budget, and what does it cover? What perks do you offer? Are there clear wellbeing initiatives in place?

Showcase your culture

Are you highlighting your organisational purpose openly to prospective talent? Is there a clear Employer Brand in place that individuals can buy into? Employees don't just want a job, they want to work somewhere that aligns with their values.

Progression paths

Do employees have a clear career path outlined in the company? Will employees benefit from a training budget? What development opportunities are available?

Digital nativeness

Do you collect data on employee engagement and sentiment to inform recruitment and retention? Do you leverage innovative solutions to stand out, such as social-friendly video testimonials?



How HR can thrive in a post- pandemic era

How do we thrive in the 'new normal'?

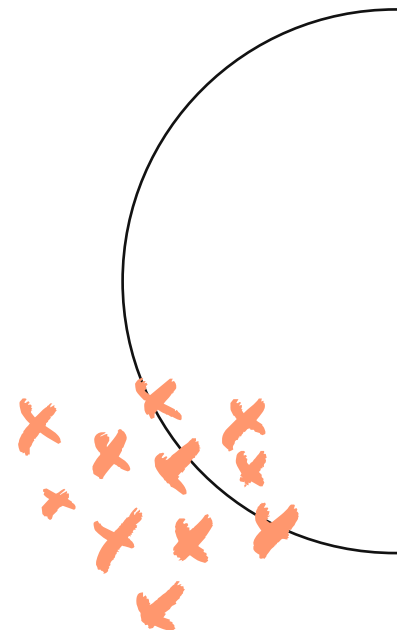


New challenges require innovative solutions, so as it gets harder to source, attract and retain business-critical talent, HR leaders have a problem to solve: how do we thrive in the 'new normal'?

We've mentioned the importance of establishing a strong and inclusive Employer Brand already in this report, and leaders must ensure that every employee can feel their best when at work. When people can bring their whole selves to work, this can have a huge impact - which, according to a report by HMRC¹, could lead to a £24bn benefit to the UK economy alone!

It's clear that a strong Employer Brand can work wonders when showcasing your organisation to prospective talent. The catch-22 though is that this only works if you've already implemented the cultural changes necessary to establish a legitimate and authentic Employer Brand proposition.

So, now's the time for HR leaders to seize the opportunity and be truly innovative. Now, more than ever, we need to make room for people to be human and then showcase this people-first approach. And what better way of seizing a competitive advantage than with video?



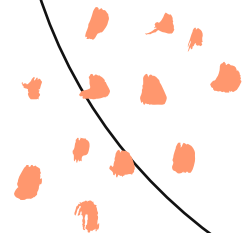
¹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/594336/race-in-workplace-mcgregor-smith-review.pdf



The role of video for HR

From TikTok to online advertising, and from YouTube to on-demand streaming platforms, video truly is the go-to medium of the 21st century. Yet while HR have been quick to implement numerous technological innovations over the past two years - from simple things like e-signature software to simplify contract signing and digital comms tools like Slack and MS Teams, to more sophisticated data-driven employee sentiment software like Percyptyx - they've been much slower to adopt video as a tool in and of itself.

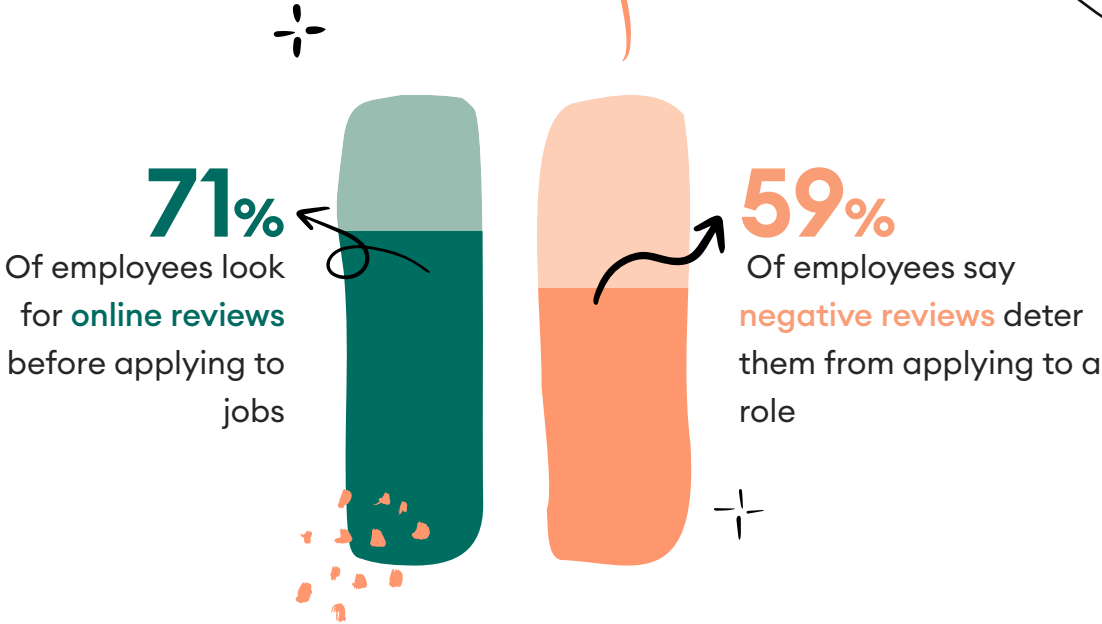
But why? Video consumption is a central means of accessing information for the new generations of talent entering the workforce. Data from Statista shows that **62% of Gen Z and Millennials prefer watching very short (one minute or less) mobile videos several times a day.** In fact, with the rise of platforms like TikTok, arguably a majority of those now entering the workforce are video content creators themselves - so it makes sense to speak to them in a way they can relate too, which means making the most of video!



It's no surprise then that more than **1-in-4 employees (26%) say they look for videos to see what a company's culture is like before applying to job roles.** Findings from Talent Works suggest that **job posts accompanied by a video get 36% more applications,** while Firefish Software notes that recruitment agencies see **8x more engagement if a video is embedded.**

With **71% of employees looking for online reviews before applying to jobs** and **59% saying negative reviews deter them from applying to a role,** video offers a legitimate method of showcasing your organisation in a transparent and engaging manner that will resonate with tomorrow's workforce.

So why not capitalise on this?





Video-first HR⁺

Video can be a powerful tool for people teams - both as a validator of internal achievements and a facilitator of external success. Your employees hold the key to showing off your workplace culture and are your de-facto A-listers when it comes to video in the modern workplace, so you need to make the most of them!

First-person, employee-driven story-telling and insights can be powerful tools in showcasing what the business is like to prospective talent. Such user-generated content (UGC) can be a game-changing way to stand out in a crowded marketplace - just ask Microsoft:

“We invited thousands of employees to send us their own videos of user-generated content - clips of what your life is like - and we ended up with more footage than we could have ever imagined and used,” says Steve Clayton, Chief of Storytelling at Microsoft. “The plan was to create a three minute video but it didn’t do justice to all the footage we got, so we created a mini-film that was 8 minutes long!”

As evidenced by Microsoft, utilising video and UGC video is a fantastic way of quickly generating a lot of content that can be used across recruitment, social channels, internal channels, and beyond. Considering that **86% of HR professionals believe recruitment is becoming more like marketing** (via Glassdoor), having access to a potentially untapped pipeline of content within the organisation is exceptionally valuable. It cuts out the high costs of using a professional video team.

By putting UGC at the forefront of your recruitment strategy, you can go from “producing one professional video to creating over 40 via crowdsourcing content from [your] employees,” says Helen Durkin, Senior Employer Brand Program Manager at Indeed.com.

Our recent State of Employer Brand report found that **1-in-2 employees would participate in a company video**, so what are you waiting for?



Employees say that they **would participate in a company video**

Showcasing the day-to-day life at Amazon



Amazon uses video content to showcase what a day-in-the-life looks like for future employees, to celebrate their diversity and inclusion, and helps to power their intern programmes.

The video¹ has been watched about twenty thousand times on YouTube [and those viewers] all come from one landing page on our careers site. People are actually engaging with the video and watching it as part of their decision-making process.



Matt Sharpe, Global Employer Brand Lead at Amazon Ads

¹ <https://www.seenit.io/case-studies/amazon-case-study/>



Conclusion





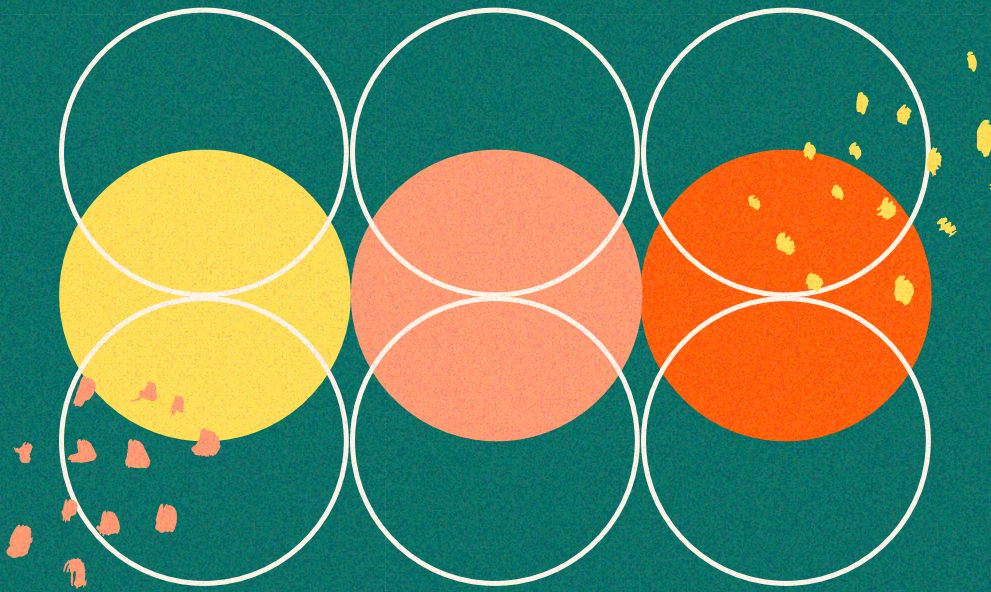
In the face of ongoing disruption and the accelerated pace of change that we've seen over the last two years, it's clear that HR is a more dynamic and necessary function than ever before.

Yet, while HR teams have adapted and pivoted on an almost daily basis since March 2020, challenges persist, especially when it comes to talent. Amidst ongoing, high employee churn and attrition levels, organisations need to fight to keep hold of their people and stand out in a competitive marketplace to attract new talent.

Culture, brand, and values, the foundations of your Employer Brand, have never been more critical. Establishing these internally is key, but so is showcasing them. To that end, HR leaders need to become more comfortable leveraging video to their advantage and making the most of their employees in communicating what the business is like.

One thing is for sure: companies' decisions now will profoundly impact their futures. And with talent in short supply and job roles to fill, it's the employees that currently call the shots, not the business. So it falls to HR to rise to the task and embrace innovative technology, such as video, **to come out on top in the 'Talent Revolution'**.





About Seenit

Seenit is the go-to User-Generated Video platform. It allows anyone to combine employee-generated video with storytelling to showcase your company culture, and increase the quality and relevancy of your applications

Search **seenit** for more.

