

isolved's Fourth-Annual HR Leaders Report



# Champions of Change:

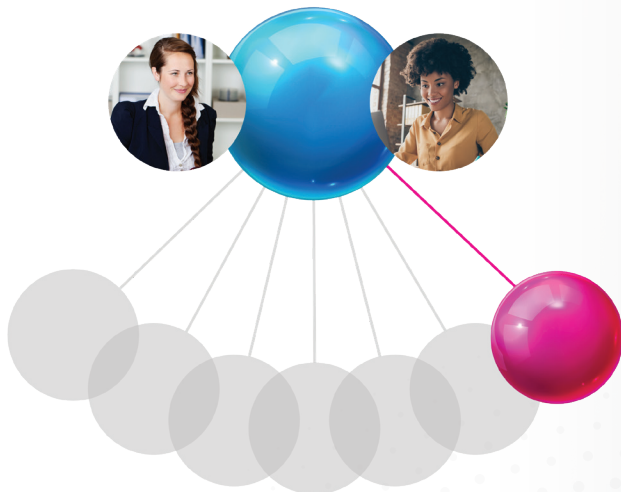
How HR Decision-Makers  
Are Delivering Employee  
Experiences That Matter

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# Closing the Employer-Employee Divide

In today's ever-changing workforce, the most successful human resource (HR) departments are skillfully and strategically striking a balance between people, policies, programs and progress – navigating business needs alongside workforce wants. Many business leaders, however, are noticing a widening gap between employer expectations and those of their employees which is creating organizational challenges.

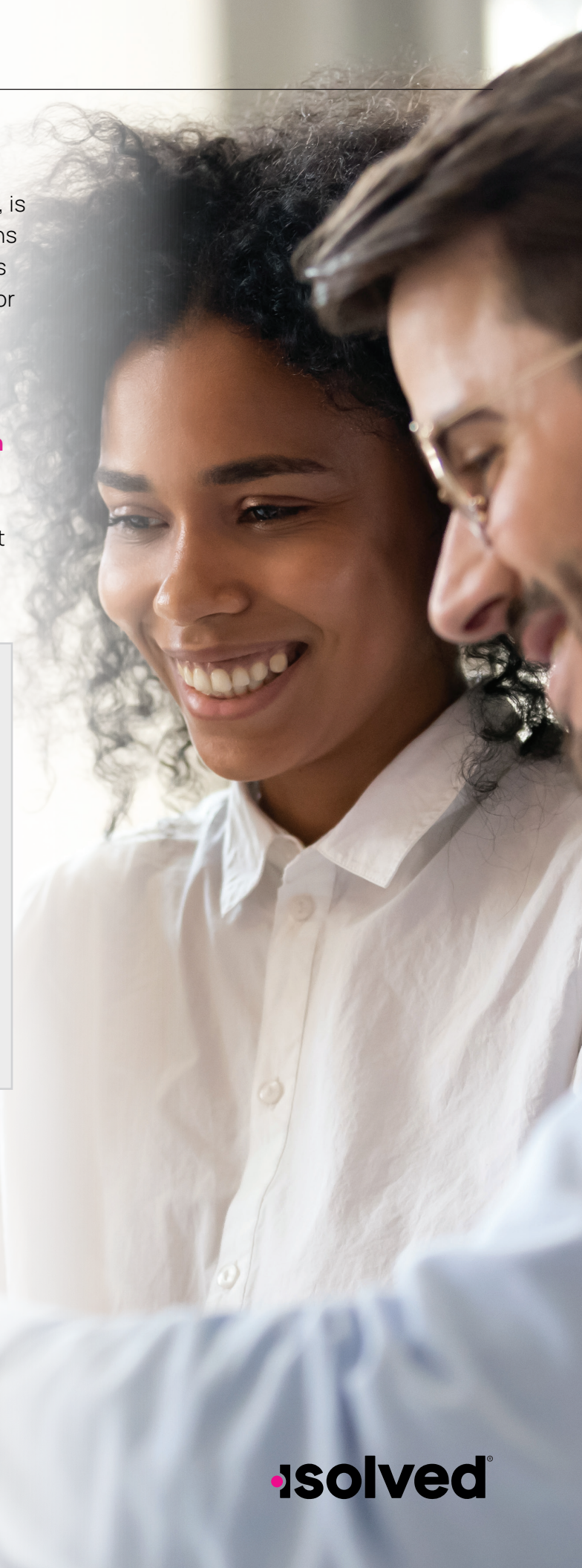
If we think about these workforce dynamics on a pendulum, employers on the left and employees on the right, we can visualize how workforce trends can dynamically set a pendulum swing in motion – at times, favoring one “side” over the other. Staying with this analogy, employee demands for remote work, for example, could swing the pendulum far to one side, while employer-mandated return-to-office policies would force it in the other direction. Hybrid work, on the other hand, would land somewhere in the middle – creating an experience that works well for both the employee (flexible arrangements and reduced commuting costs) and the employer (retention and productivity).



What we're finding in interactions with thousands of HR, benefits and payroll practitioners, the industry's top thought leaders and the research detailed within, is people professionals are becoming change champions to stabilize this dynamic pendulum. They're doing this by creating employee experiences (EX) that matter for all stakeholders.

To identify how HR departments are serving as a stabilizing and strategic force, **we surveyed more than 1,000 business leaders in HR decision-making roles to evaluate their current people strategies**, plans to enhance processes and opportunities to extend impact across eight categories.

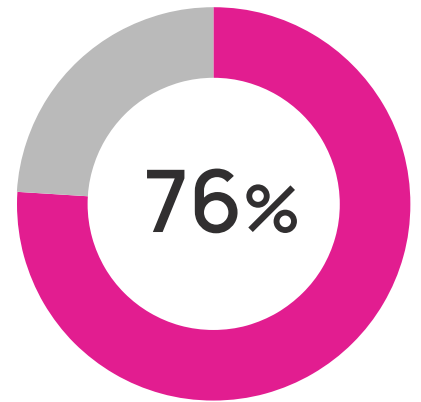
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Before we dive into those categories, we wanted to establish a baseline for how business leaders currently view EX, so we asked:

Do you think employees' expectations for the experience they have at work have gotten out of control?

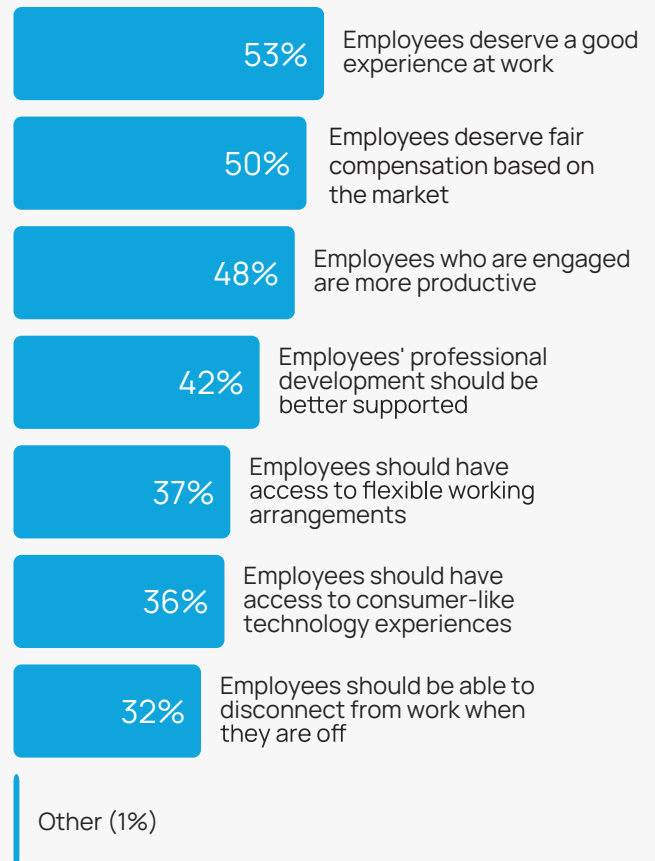
Seventy-six percent said no, and the main reason why is because they think employees deserve a good experience at work. When we think back to workforce dynamics on a pendulum, you might be surprised by this finding – we were.



### Why have employees' expectations for the experience they have at work gotten out of control?



### Why haven't employees' expectations for the experience they have at work gotten out of control?



So often conversations center around rising employee expectations – benefits, compensation, flexible work arrangements – but detailed within the pages here, you will learn how your peers are balancing the pendulum to satisfy the needs of their employer and the employees.

For example, employers want a skilled workforce, employees want to learn. Employers want to retain top talent, employees want to stay in meaningful jobs. As you read through your peers' responses to questions raising some of the top challenges and opportunities in the field, we're confident you'll find helpful insights that shed light on how investments are turning into innovation and challenges are turning into change.

Let's get started.



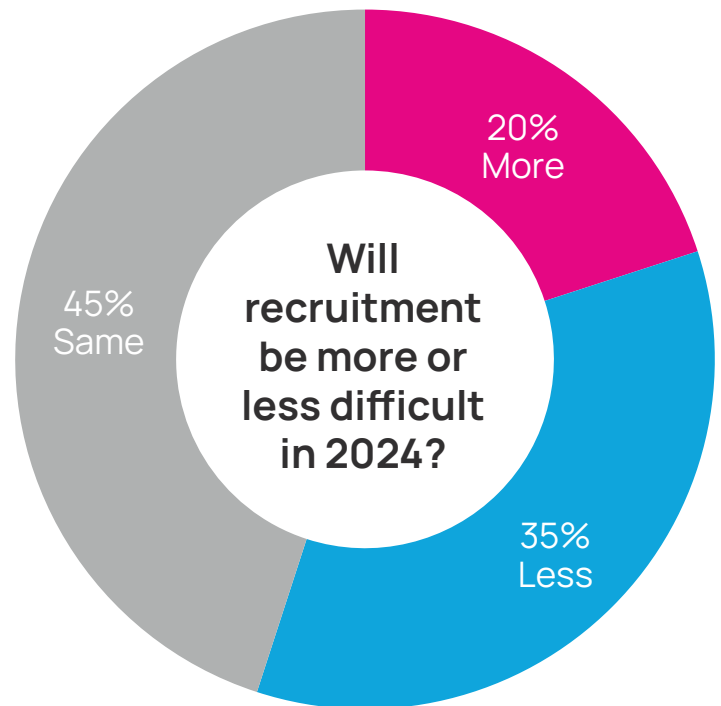
# Finding Good People

Recruitment was a major challenge in 2023, and 2024 seems to be following a similar suit. In fact, **65% of HR leaders expect recruitment to be just as difficult or more difficult than last year.** But what are the biggest threats to talent acquisition? Topping the list is a shortage of qualified candidates.

There are a few ways to address this challenge, with one being to shift the focus to developing talent from within.

For example, **43% of HR leaders believe there is a skills gap within their organization.**

Supporting professional development can help fill the gap when open positions arise – especially for specialized roles. The top ways employers are addressing skills gaps are as follows:



- 1. Team trainings
- 2. Individual trainings
- 3. Mentorship program
- 4. Through hiring
- 5. Learning management system
- 6. Career pathing
- 7. Funding for continuing education

When it comes to expanding the candidate pool, the best path forward is maximizing job board postings and employee referrals. The latter of which is shown to produce the **highest return on investment** (ROI) of any sourcing tool. But even with an expanded pool of candidates, HR teams need time to process and respond to applicants – which is another threat to talent acquisition (see chart). This is where technology can make a big difference, delivering positive experiences to applicants while also simplifying the hiring process for employers.

Artificial intelligence-based applicant tracking systems, for example, can not only accelerate job description authoring using large language model (LLM) found in tools like ChatGPT, but also match candidate profiles with job requirements using experience-related data.

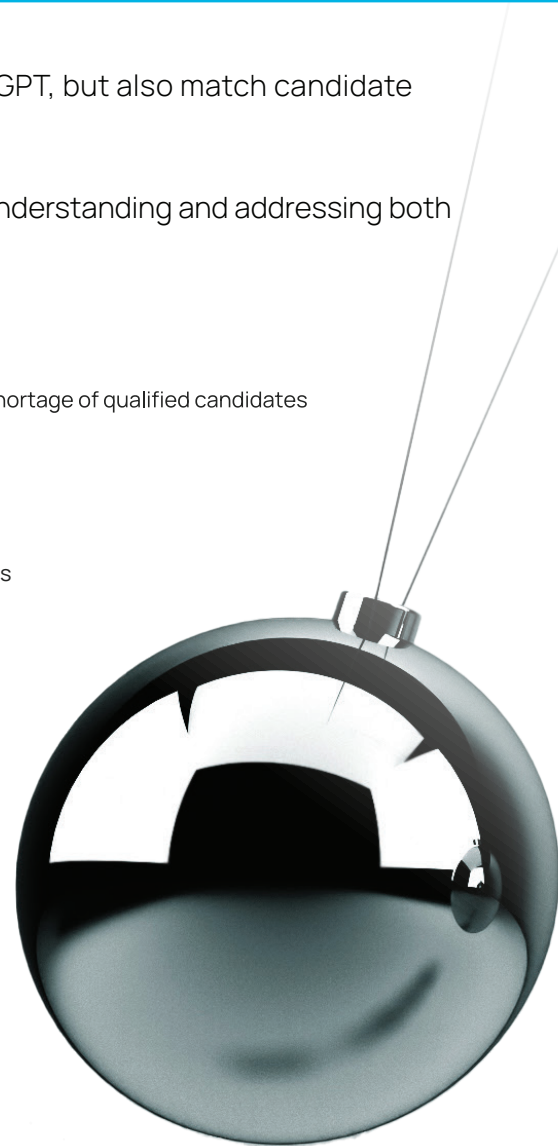
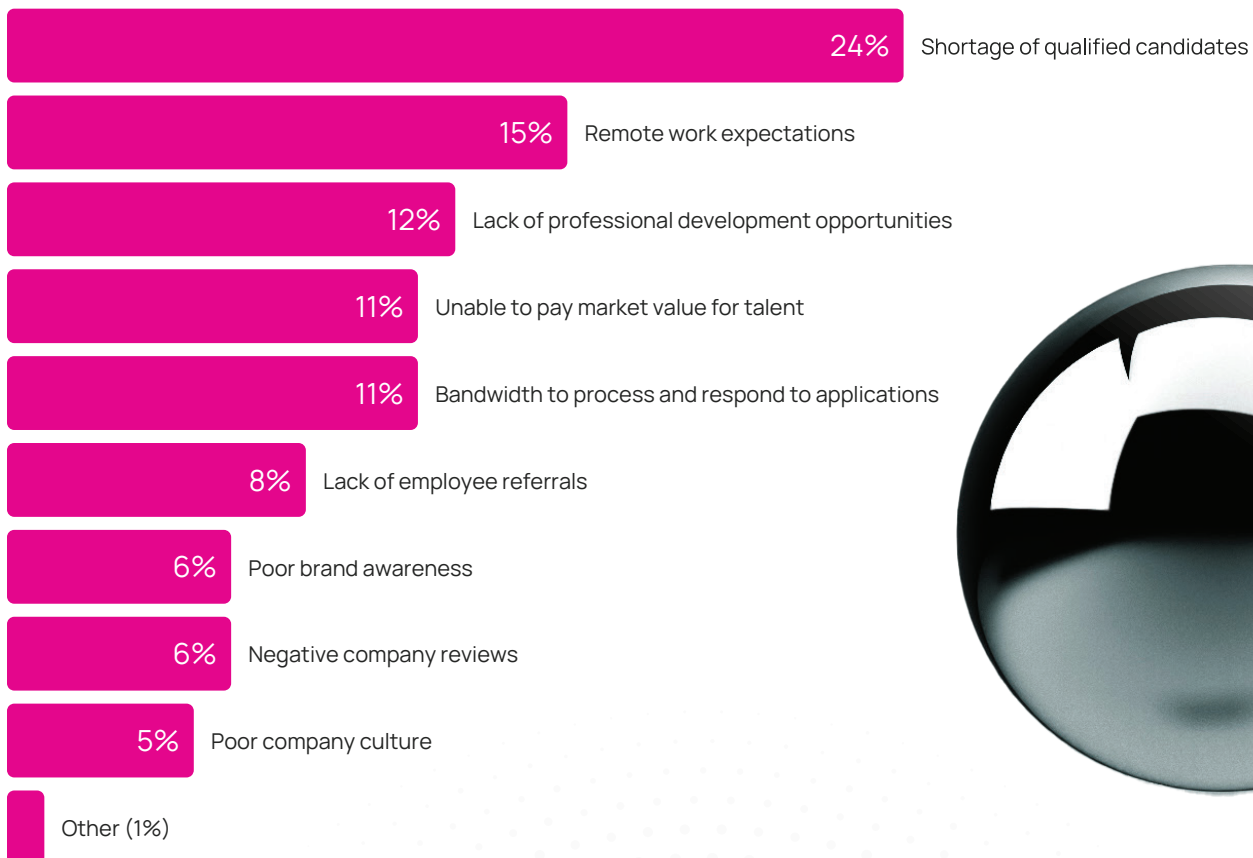
But once a candidate is hired, figuring out how to keep them requires understanding and addressing both what the employee needs and what the business is prioritizing.

## Making the Business Case

Streamline recruitment to give HR teams time back in their days and start the employee-employer relationship with a good experience. Consider solutions that:

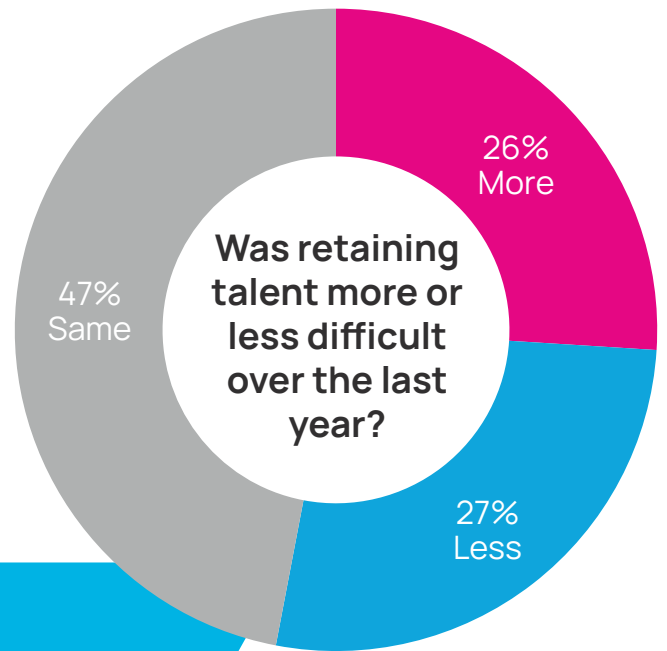
- Use AI to create job descriptions and automate posting to job boards.
- Make it effortless to stay in touch with candidates via email templates.
- Eliminate paper onboarding to streamline the first day for new hires.

### What's the top threat facing talent acquisition?



# Retaining Top Talent

Ninety-five percent of HR decision makers say they're delivering experiences that matter to the workforce, but the retention data suggests otherwise. After all, employees who have meaningful experiences at work are less likely to look for new opportunities, yet retention is the top concern for most organizations this year. The reason why it's a concern is largely due to rising employee expectations – both for where they work and the experience they receive.

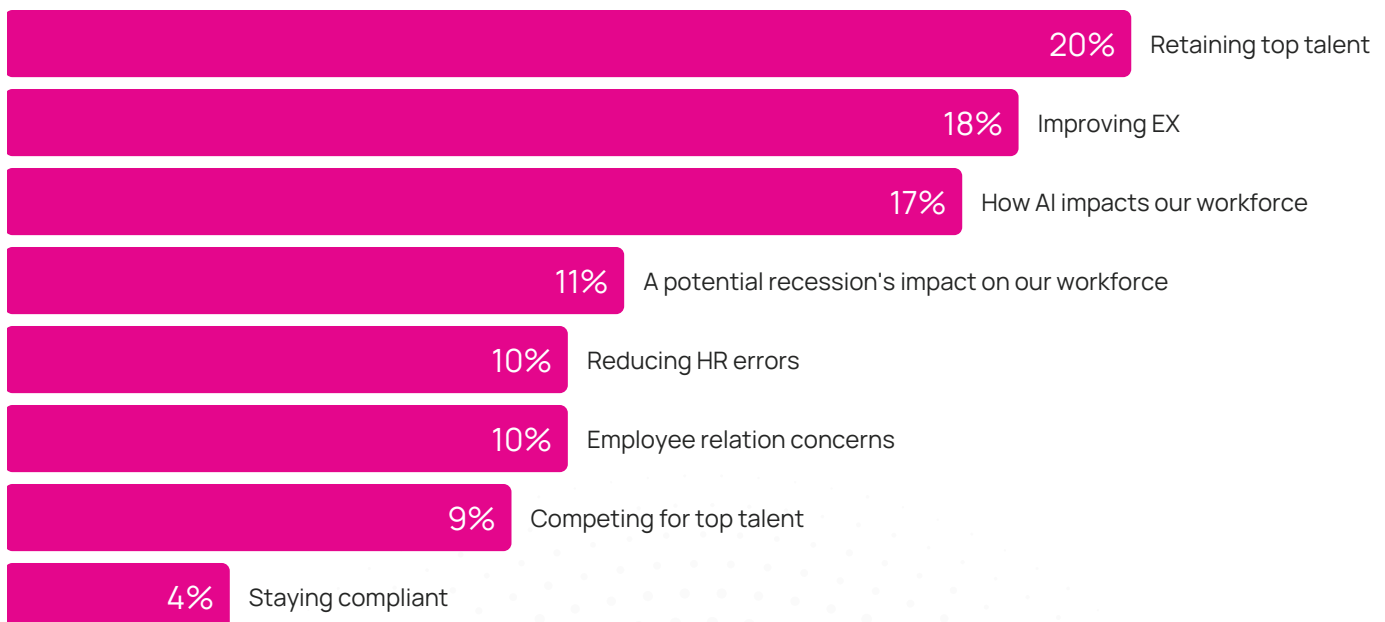


## Making the Business Case

On average, each departing employee costs an organization **over \$18,500**. Enticing employees to stay put can be done by investing in EX advancements like:

- Learning management systems that boost professional development.
- Performance tools that empower employees to manage and monitor goals.
- Collaboration tools that make it simple to connect and engage with colleagues.

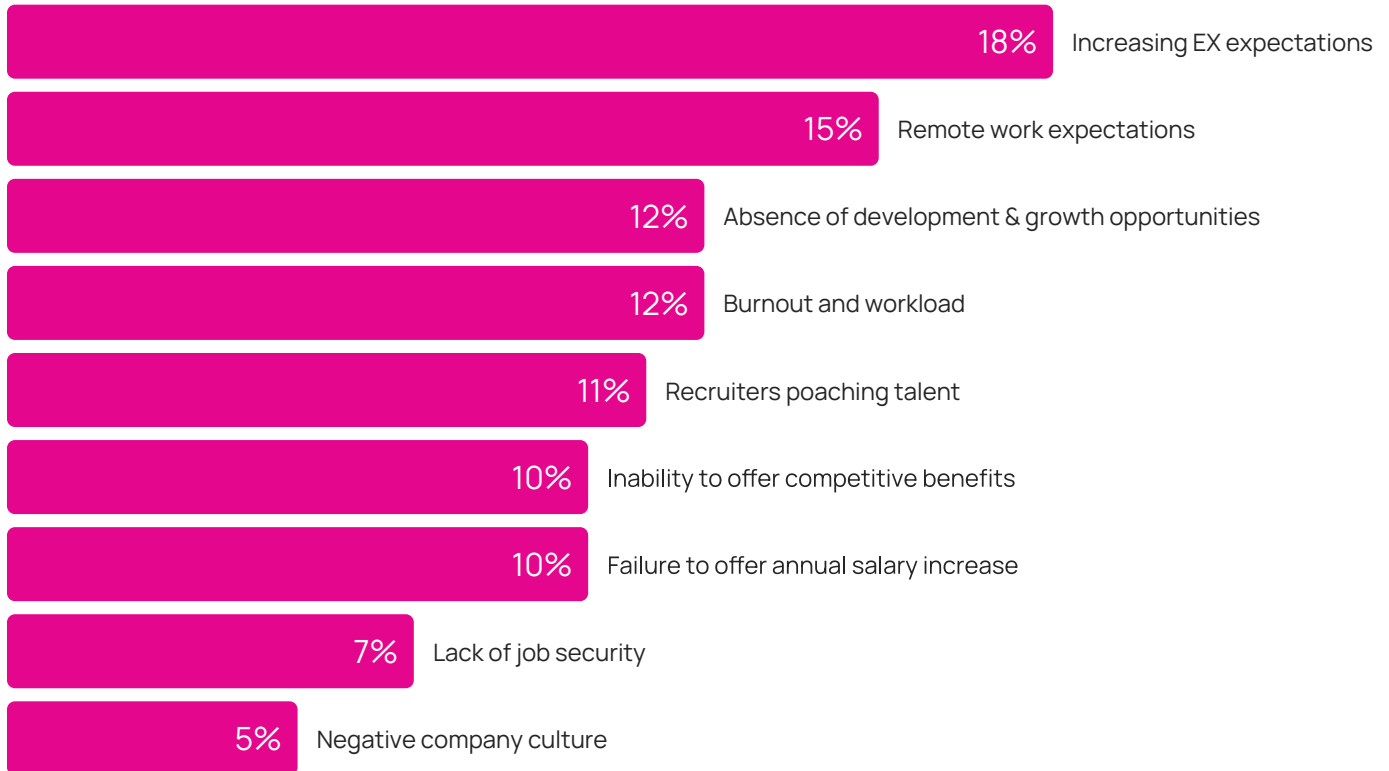
## What is the top concern for your organization?



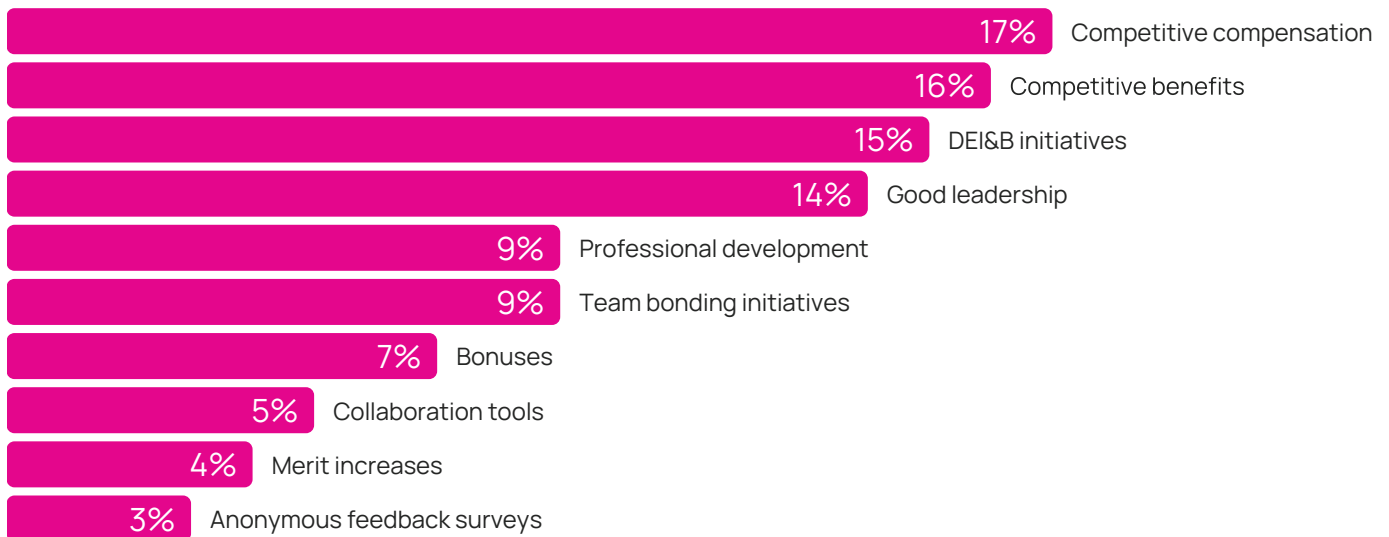


When we look back to the idea that the employer-employee relationship dynamic lives on a pendulum, we know that these expectations can be at odds. Take, for example, compensation. Employees may push for higher compensation and better benefits while employers may look to control costs by offering lower compensation packages – despite knowing that benefits and salary have a great impact on overall experience (see chart). This can create workforce tension, which is not ideal for retention and overall morale. Most HR and business leaders, however, are taking action to stabilize this dynamic.

### What is the top threat facing talent retention?



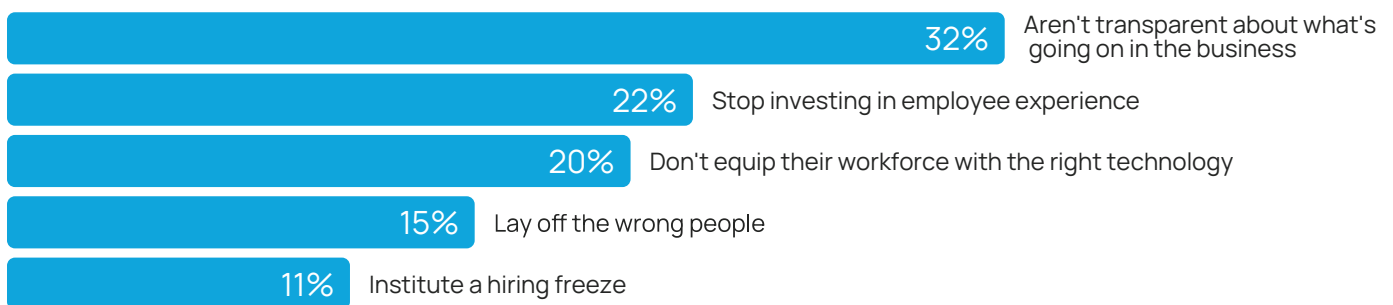
## What is the most significant investment HR can make to create employee experiences that matter?



One way they are stabilizing the dynamic is by addressing compensation – it's actually the top way HR decision-makers think employers can invest in creating EX that matters. According to our survey, **59% of organizations have given cost-of-living raises to their employees and 32% have plans to do so.**

There's no doubt these pay increases have been welcomed by employees. In our survey of over **1,000 full-time employees**, 54% said that inflation has caused them to save less, 45% said it's caused them to dip into their savings and 41% said they have even dipped into retirement funds. Adding to this stress is highly publicized layoffs – all of which are making it a critical time for strategic communication. According to 32% of HR leaders, the worst thing business owners can do during financial downturn is not be transparent.

## What's the biggest mistake business owners make during financial downturn?



The second worst? Stopping investments in EX. This makes sense as EX is the top threat to retention, and good people are even more important when a business is struggling financially. One way employers can invest in EX and contribute to broader cultural change is through diversity, equity, inclusion and belonging (DEI&B) efforts. Not only do DEI&B initiatives help create employee experiences that matter, but they also help employees feel like they can be their authentic selves at work. And, who wants to leave a job they feel genuinely seen and valued at?

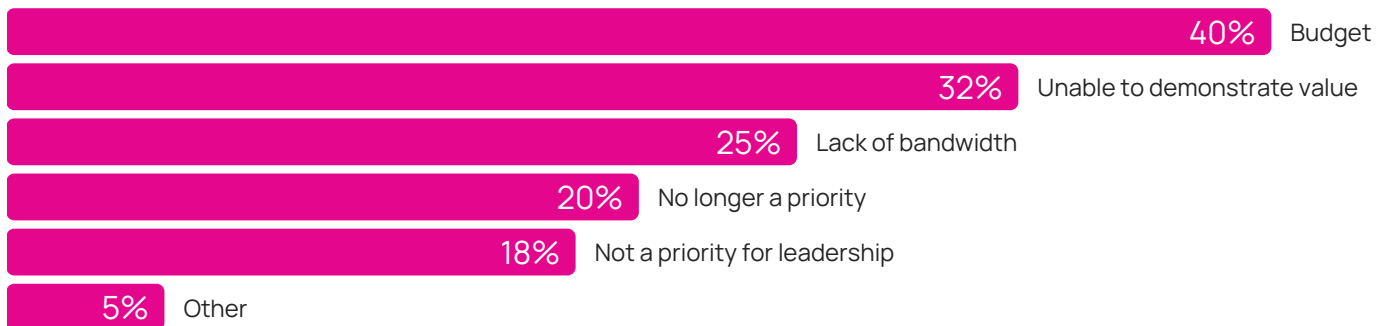
# Fostering Inclusivity

DEI&B efforts – and a lack of DEI&B efforts – can certainly have ramifications on workforce dynamics. After all, employees typically feel like they fall into one of two buckets: supported or left behind.

The good news is that **90% of HR leaders say their organization does enough to support DEI&B**, and 66% say their organization has increased focus on DEI&B over the last 12 months. For the 6% who have decreased efforts, the top reason why is budget, which could be either a reallocation or reduction of investment dollars. The second top reason? HR leaders' inability to demonstrate the value of DEI&B.

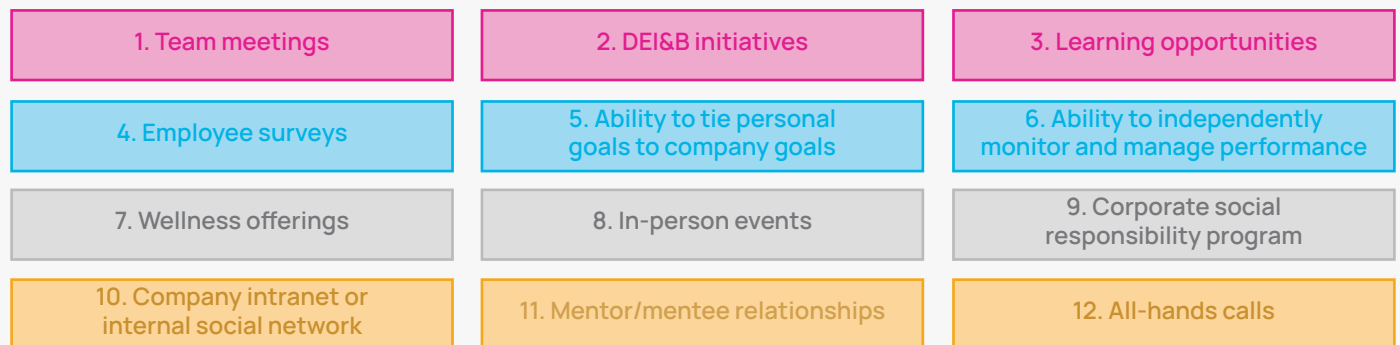
Although there are **numerous studies** that detail the ways companies with greater diversity outperform competitors, HR departments are often tasked with showing the impact of their own DEI&B initiatives. One way to get a clear picture of how **DEI&B initiatives are making an impact** is with people analytics, which can be used to identify trends amongst groups in relation to turnover, compensation and overall representation.

## Why has your company decreased its focus on DEI&B?



When done right, DEI&B efforts not only support individual employees, but also engage the workforce with meaningful experiences. This is important because improving engagement and EX was identified as the top opportunity to improve HR this year (see chart on page 16). What's more, HR decision makers rated DEI&B initiatives the second top way to keep employees engaged at work, just behind team meetings.

## What's the top way to keep employees engaged at work?



With DEI&B's direct link to engagement and experience, it's important to identify what employers are doing to support inclusivity within their enterprises. The top strategies include increasing awareness through learning management system (LMS) trainings, diversifying recruitment efforts and supporting internal DEI&B committees.

Of course, we can't discuss DEI&B without mentioning equitable pay. According to the HR leaders we surveyed, **41% of organizations have conducted a pay equity analysis** and 69% don't feel like there is a pay gap between genders or races within their organization.

That leaves 31% of HR leaders who recognize there is room for improvement. So, what are they doing about it? Eighty-four percent say their organization is addressing the pay gap, with the top actions being implementing managerial trainings and establishing better work-life balance for their employees.

As for the organizations without plans to address the pay gap, 45% say they've addressed it previously and 43% say addressing it isn't important to leadership. Compensation, however, is of utmost importance to employees and is an area that can set employers apart when it comes to both recruitment and retention.

### Making the Business Case

**McKinsey and Company found** companies with greater executive diversity outperform competitors. Investments to support DEI&B can include:

- Employee resource groups that employees can engage with.
- Corporate social responsibility programs that support DEI&B.
- People analytics to analyze the makeup of the workforce.

### How does your organization support DEI&B?



# Staying Competitive

Compensation is typically what employees and employers think of when it comes to staying competitive, but before we dive into that, we want to talk about how employees are paid. After all, payroll is a critical EX interaction – with **55% of the workforce** saying they'd consider looking for a new job after experiencing payroll mistakes with their employer.

But fair and accurate compensation is just the start. Half of the workforce also wants to be paid as they work, which is a perk employers can provide by supporting earned wage access, also known as on-demand pay. Seventy-six percent of organizations are offering this financial-wellness option and more than half of organizations that don't offer on-demand pay are considering offering it soon. Of those without any plans to offer it, the main reason why is because employees haven't asked for it yet. However, it's important to note that this is an area where HR leaders can stay ahead of employee expectations to avoid pendulum shifts. As such, proactively offering on-demand pay could prove to be a meaningful investment in experience.

## Why aren't you considering offering on-demand pay?

1. Employees haven't asked for it

2. It makes payroll too complicated

3. It's not a priority for leadership

4. We don't have the resources for it



Now to address traditional work perks: benefits. **Seventy-seven percent** of the workforce considers benefits an important part of their total compensation and say it plays a critical role when deciding to stay with an employer or accept a job offer.

The decision makers we surveyed ranged from small businesses with less than 50 employees to large enterprises with more than 1,500 employees – and **90% are confident that their organization offers competitive benefits**. Health insurance, paid time off (PTO) and 401(k) matching are among the top benefits offered, with paid mental health days, a four-day work week and financial counseling being the top benefits HR leaders would like their organization to add on. What's notable is that these benefits largely align with what employees have previously told us they want within our **Voice of the Workforce study**.

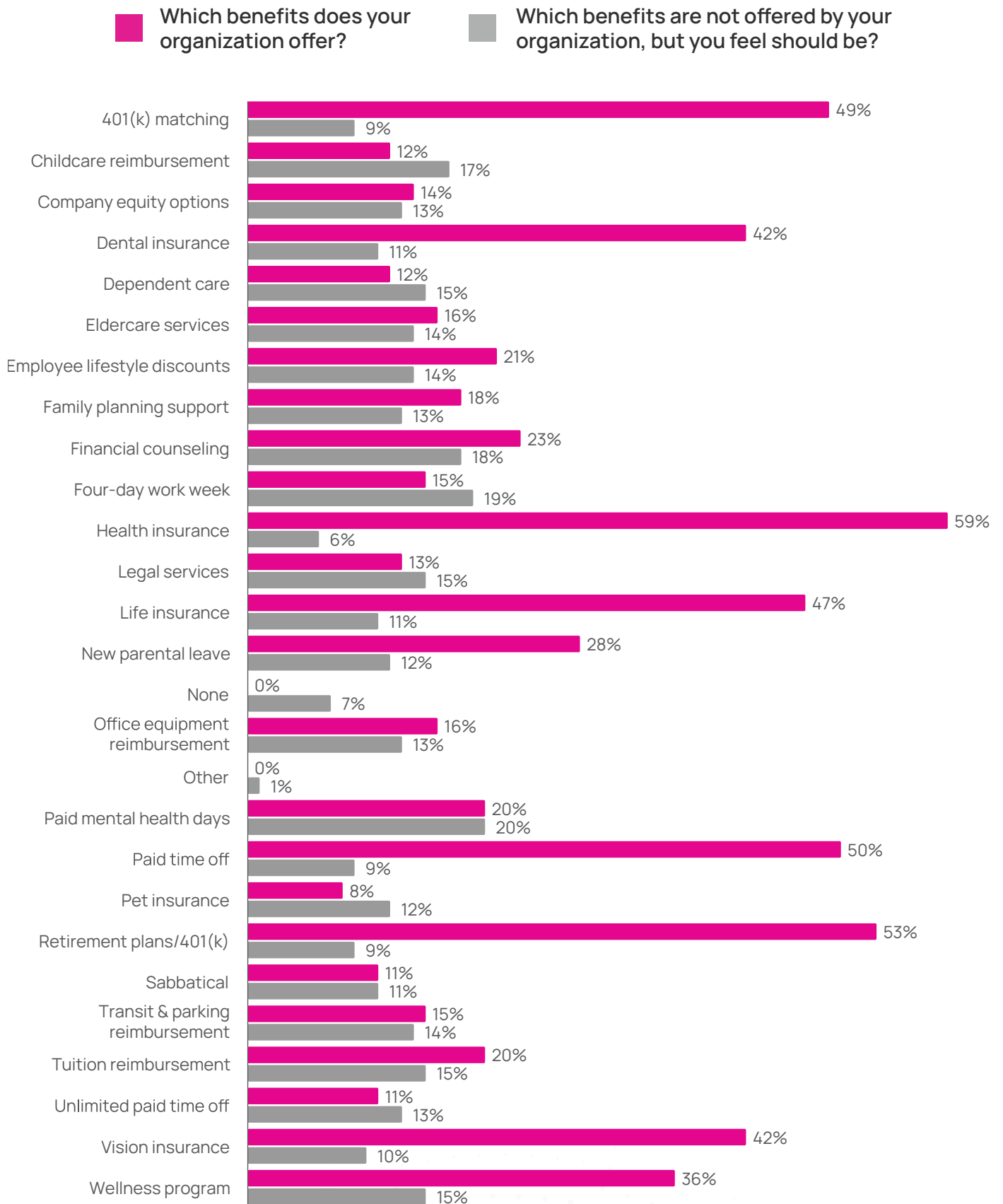


## Making the Business Case

**Forty-five percent of employees** would look for a new job after a poor benefits enrollment experience. Provide better experiences with a solution that:

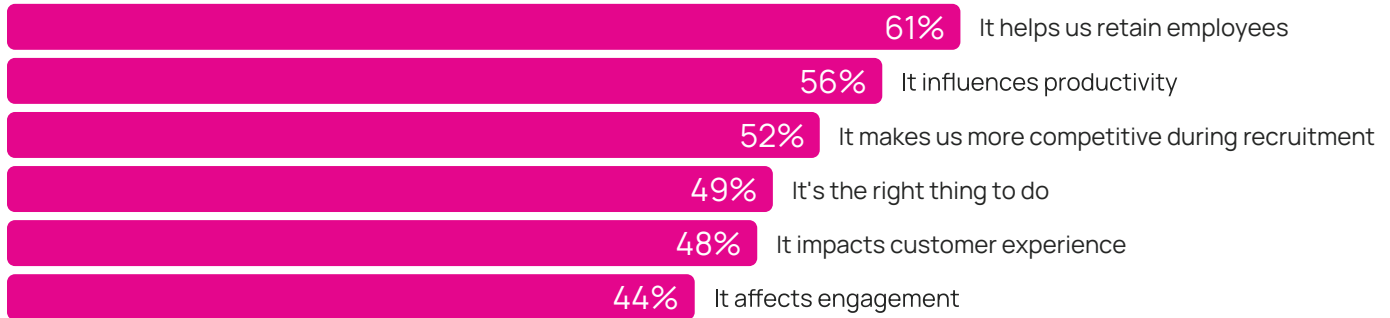
- Empowers employees to independently elect benefits.
- Provides a real-time cost analysis of benefit elections during enrollment.
- Passively rolls over previous elections to streamline the process.





It's also important to point out that many of these benefits – like retirement plans and financial counseling – contribute to financial wellness, which is something that 93% of business leaders (CEOs, presidents and owners) care about. According to HR decision makers, leadership cares about financial wellness because of its impact on retention. Those that don't care about it simply haven't prioritized it (see charts).

### Why does leadership care about employee financial wellness?

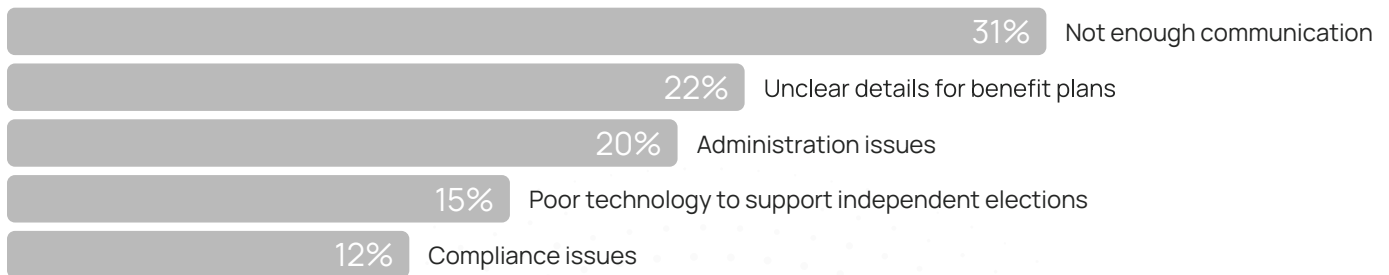


### Why doesn't leadership care about employee financial wellness?



The types of benefits employees have access to influences their desire to work for and stay with an employer, but so does the ease of enrollment. In fact, **45% of employees** would look for a new job after dealing with a poor enrollment process. This is something that HR leaders may want to hone in on, as 39% admit their company makes mistakes during benefits enrollment, including not enough communication and unclear benefit plan details (see chart). As established, workforce dynamics are sensitive, but streamlining benefit administration can support both the employer (safeguarding them from costly mistakes) and the employee (such as providing real-time cost analysis, carrying over previous selections and intelligently connecting benefits to their broader employee journey).

### What's your organization's top benefits enrollment mistake?





# Evaluating Tech Stacks

The tools HR teams use to support the workforce certainly swing workforce dynamics into opposite extremes – especially when those tools impact experience, like how they onboard, access their schedule, collaborate with colleagues, request time off and get paid.

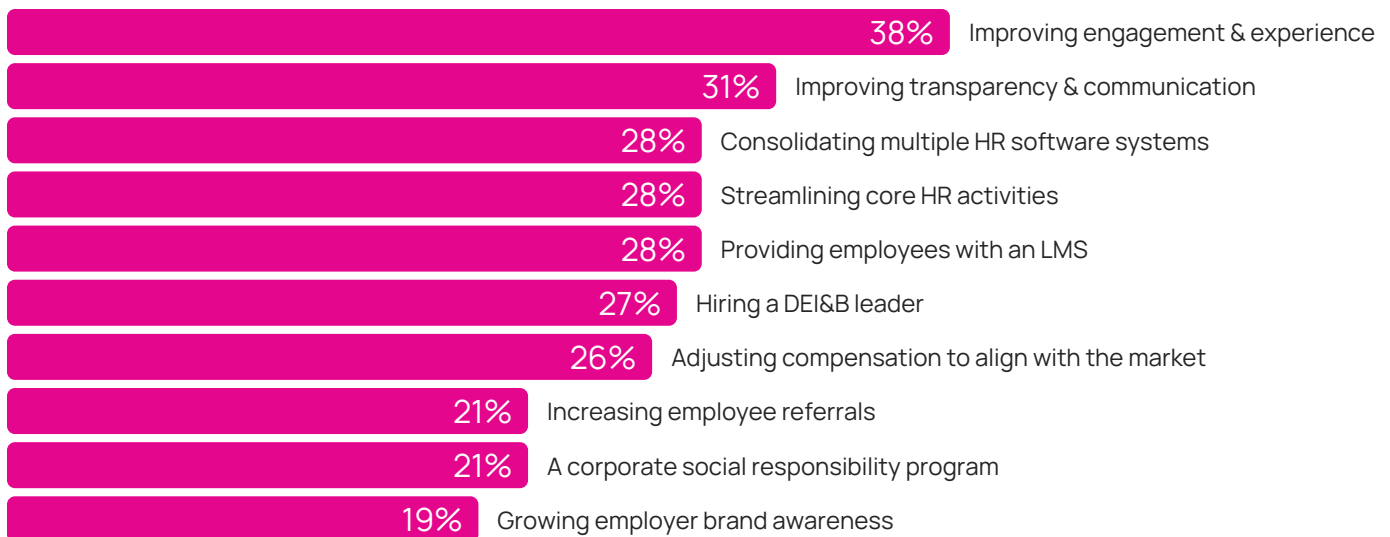
With improving EX and engagement being the top opportunity to improve HR this year, it's even more important for decision makers to choose the right human capital management (HCM) technology to serve as a stable and strategic partner to deliver intuitive, consumer-like experiences.

## Making the Business Case

Identify the average ROI and payback period when evaluating HCM technology. Search for a platform that:

- Intelligently connects the entire employee journey.
- Supports organizational growth with scalable solutions.
- Empowers employees with intuitive self-service capabilities.

## What are your company's biggest opportunities to improve HR?

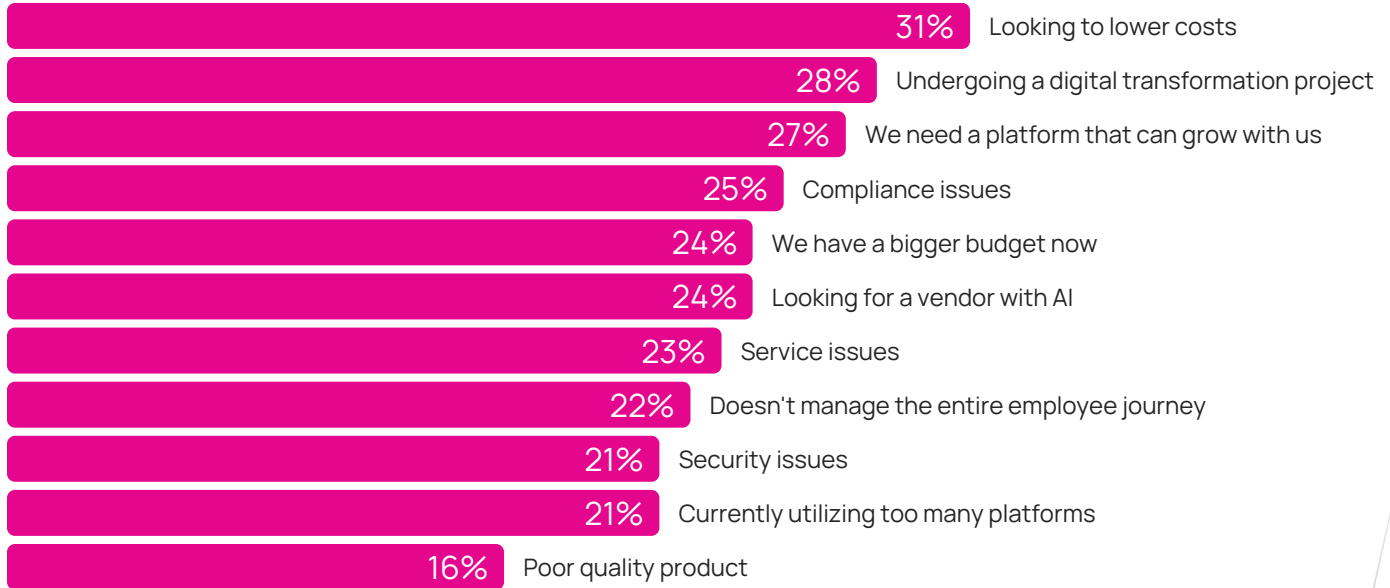


**Sixty-nine percent of organizations already leverage HCM technology to support their workforce, but more than a third (37%) are considering switching their HCM provider over the next year.**

The top reason why is to lower costs, with the second most-cited reason being a planned digital transformation project. While cutting costs may be important to an employer's bottom line, it's often not worth sacrificing the experience of those using technology day in and day out. Especially when 90% of employees say the experience they receive at work impacts the experience they deliver to customers – and 89 percent of HR leaders agree with this assessment.

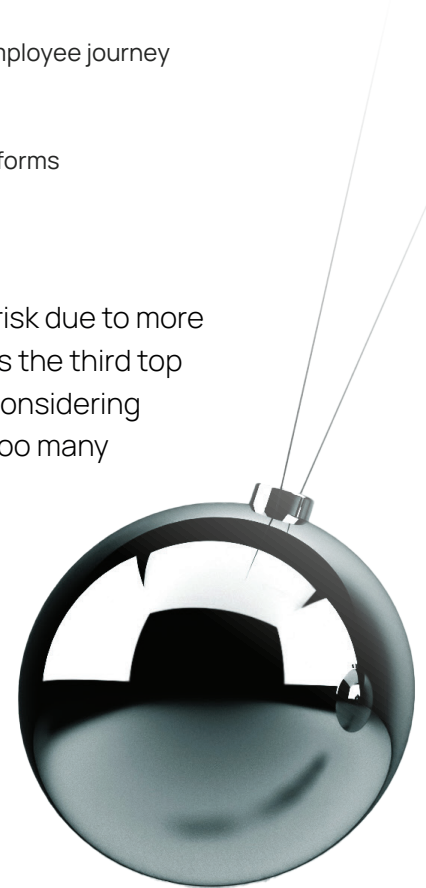
What's more, cost savings shouldn't be made without considering security of sensitive employee information, especially since 41% of HR decision makers say they are concerned about data breaches this year.

### Why are you considering switching HCMs?



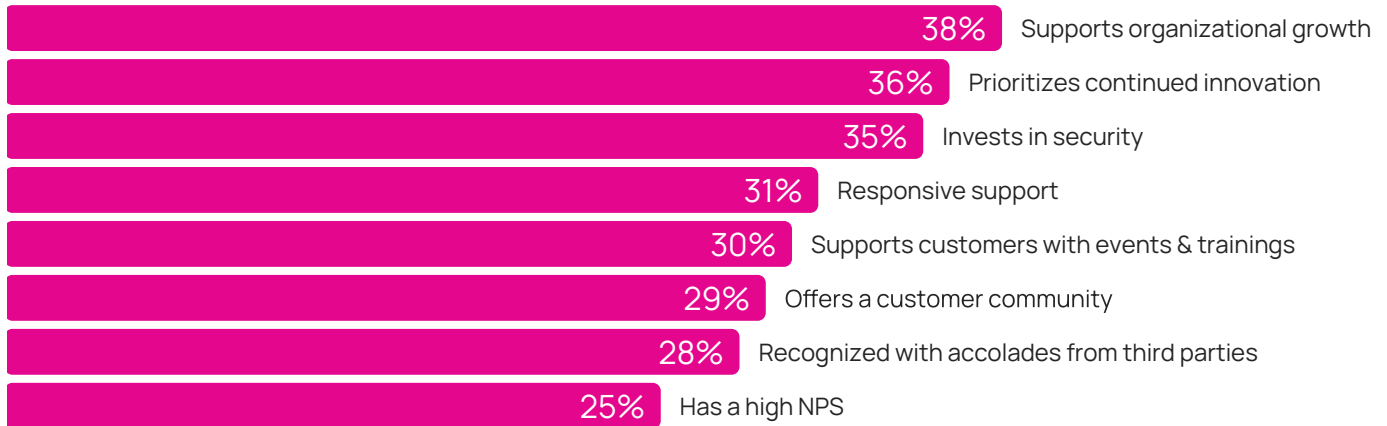
Unbeknownst to some, many businesses are exposing themselves to greater risk due to more entries into their people data. In fact, consolidating multiple HR systems tied as the third top opportunity to improve HR this year, and 21% of the decision-makers that are considering switching HCMs are making the choice because their organization is utilizing too many platforms – with 85% of that group using four or more systems to manage the employee journey. This represents a critical opportunity to reduce risk and consolidate into a single, intelligently connected platform that provides one source of truth.

Security is also top of mind for many HR decision-makers. As such, 35% of respondents say they expect their HCM partner to invest in security. Nothing can send workforce dynamics into chaos quicker than employee data being accessed maliciously. Since employees expect their employers to protect their information and bad actors are working 24/7, across the globe, to find entry into systems, we expect HR leaders to prioritize HCM partners with increased security measures even more in the coming months.

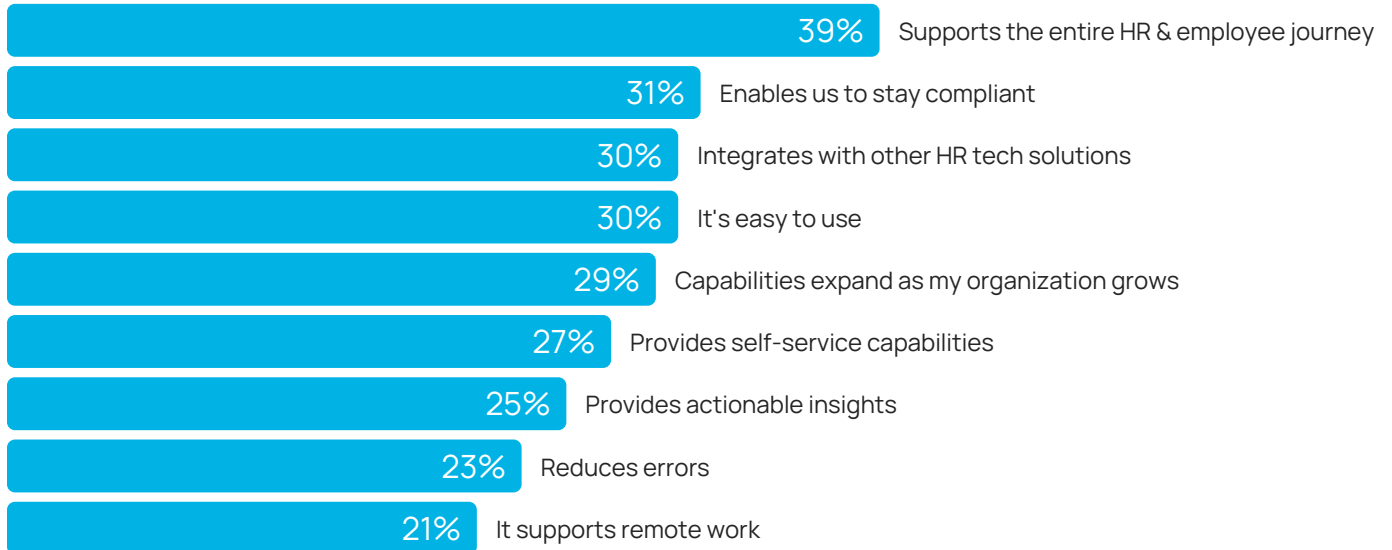


What is most prevalent in HR decision makers' minds today is how they'll grow tomorrow. Growth, for example, is a common theme when it comes to HR leaders' expectations for the HCM technology and provider they're investing in. Thirty-eight percent are looking for a vendor that can support growth – the top expectation for those surveyed.

### What are your top expectations for an HCM vendor?

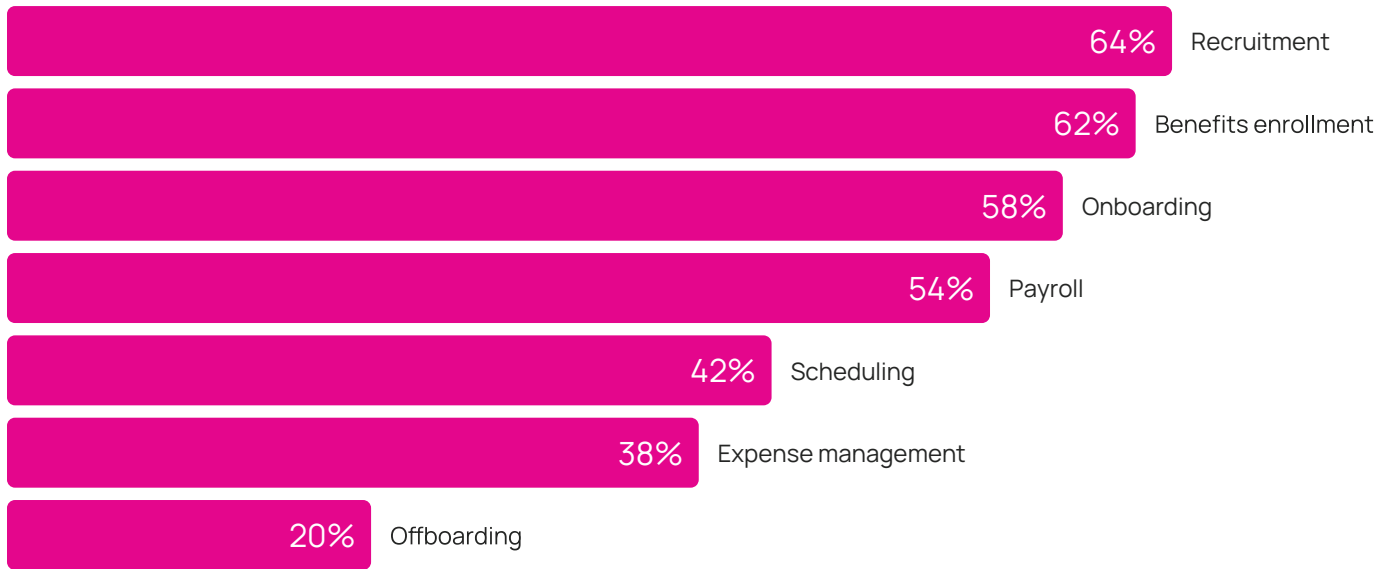


### What are your top expectations for an HCM platform?



Another opportunity to improve HR and key consideration when evaluating HCM platforms is the ability to automate processes. The top HR areas in need of streamlining are recruitment, benefits enrollment and onboarding. Through automation, HR decision-makers can create efficiencies and get more time back in their day to focus on creating a mutually beneficial environment for both the employers they work for and the employees, well, who they also work for. While these groups represent HR's main stakeholders, they often have to answer to executive business leaders or, in the case of many small businesses, the owner themselves.

### Which core HR activities would you like to streamline?



Business owners and top leadership can often steer decisions regarding HCM investments – shaping the trajectory of HR strategy.

But just how involved are business leaders (CEOs, president, owner) when it comes making decisions for their HR departments, including investments in HCM and EX? For 73% of organizations, leadership is extremely involved. Only 6% of respondents say leadership is rarely involved. This puts HR decision-makers in a difficult spot at times because they may “know” what they need to do to find middle ground between the employer and the employee, but their ownership may be orchestrating the pendulum’s swing in favor of cost controls. Luckily, data can help everyone involved.

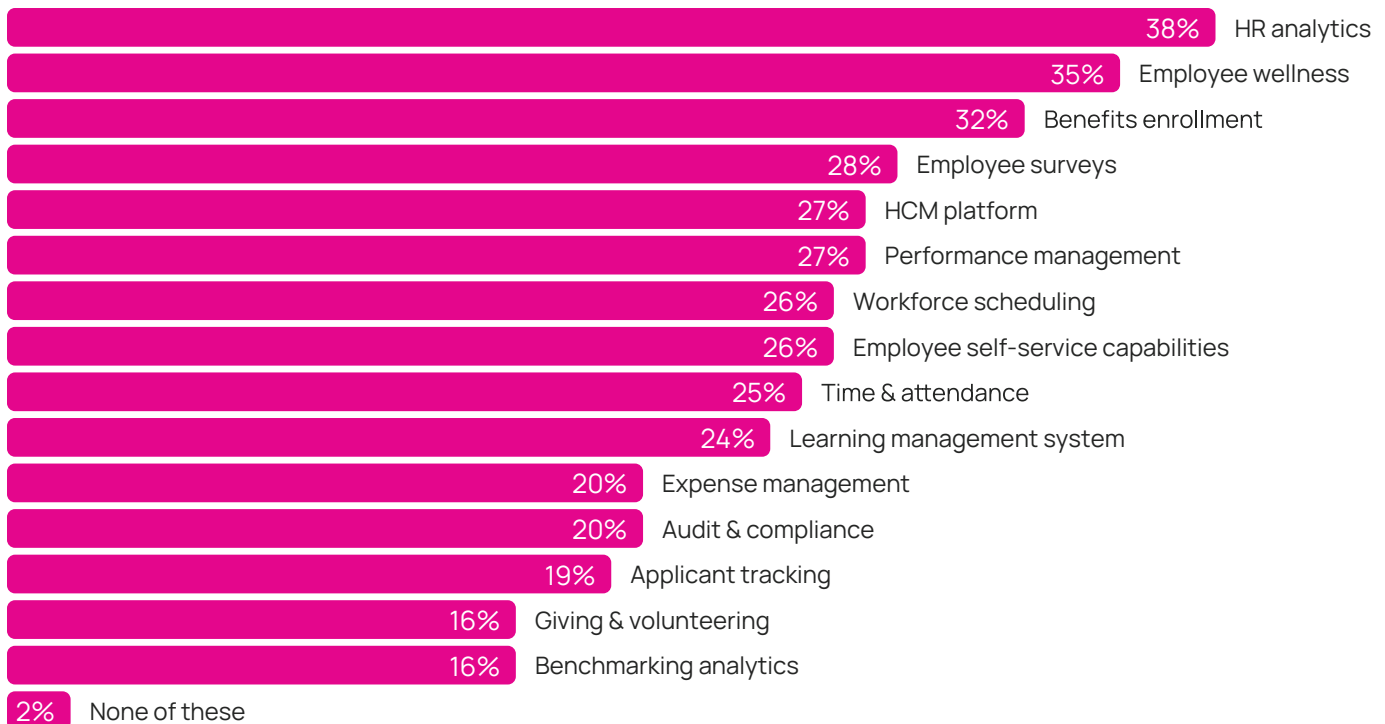


# Strategizing with Analytics

People analytics can be a stabilizing force in the dynamics between employers and employees. Teams can make informed decisions based on data that precisely informs them of employee workforce trends and an overall pulse on their organization.

It's likely why analytics were identified as the top area of investment this year, despite 91% of HR decision makers saying they currently have access to the data they need. HR decision makers can use these insights to help shape business strategy. Long seen as a tactical role, HR, benefits and payroll professionals are using data to align their initiatives to broader business objectives.

## Which HR technologies are you planning to invest in this year?



## Making the Business Case

Reporting can be a time-consuming administrative task. Invest in solutions that simplify and accelerate decision making, with analytics that:

- Effortlessly connect to the entire employee journey.
- Make it simple to build out intelligent reports within minutes.
- Offer role-based usage to ensure security of sensitive data.

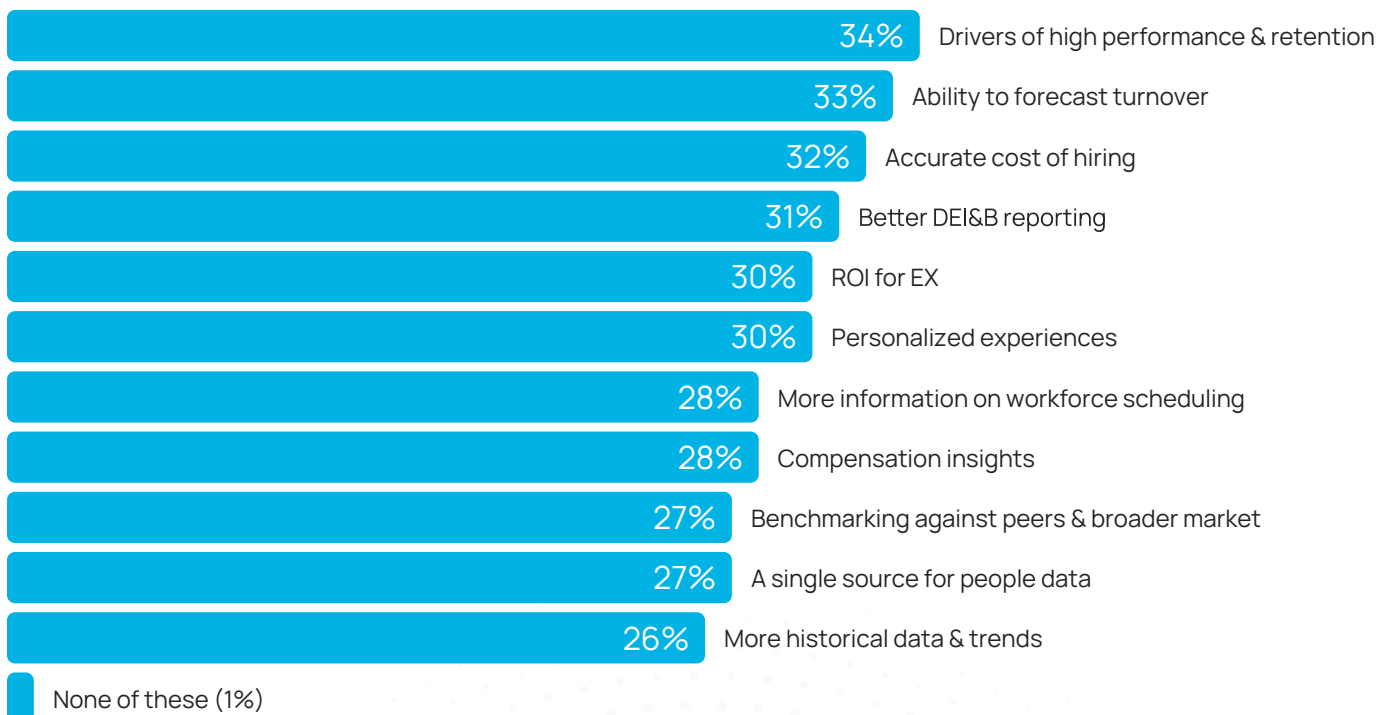
In fact, a whopping **97% of HR leaders say their team is already considered a strategic part of the business**. While this impressive figure does contrast with other industry reports that average about 50% instead, HR is definitely making strategic gains regardless of which research study you review.

### Why isn't your team considered strategic?



So what analytics are helping to guide key business strategies? There are a lot of options, but the analytics HR leaders are most looking to add to their tech stacks are those that can easily identify drivers of high performance, forecast turnover and provide an accurate cost of hiring – all of which relate back to recruitment and retention. Analytics, however, are just the start. Artificial intelligence (AI) is also playing a tremendous role in not only shaping business strategies, but automating and advancing HR practices too.

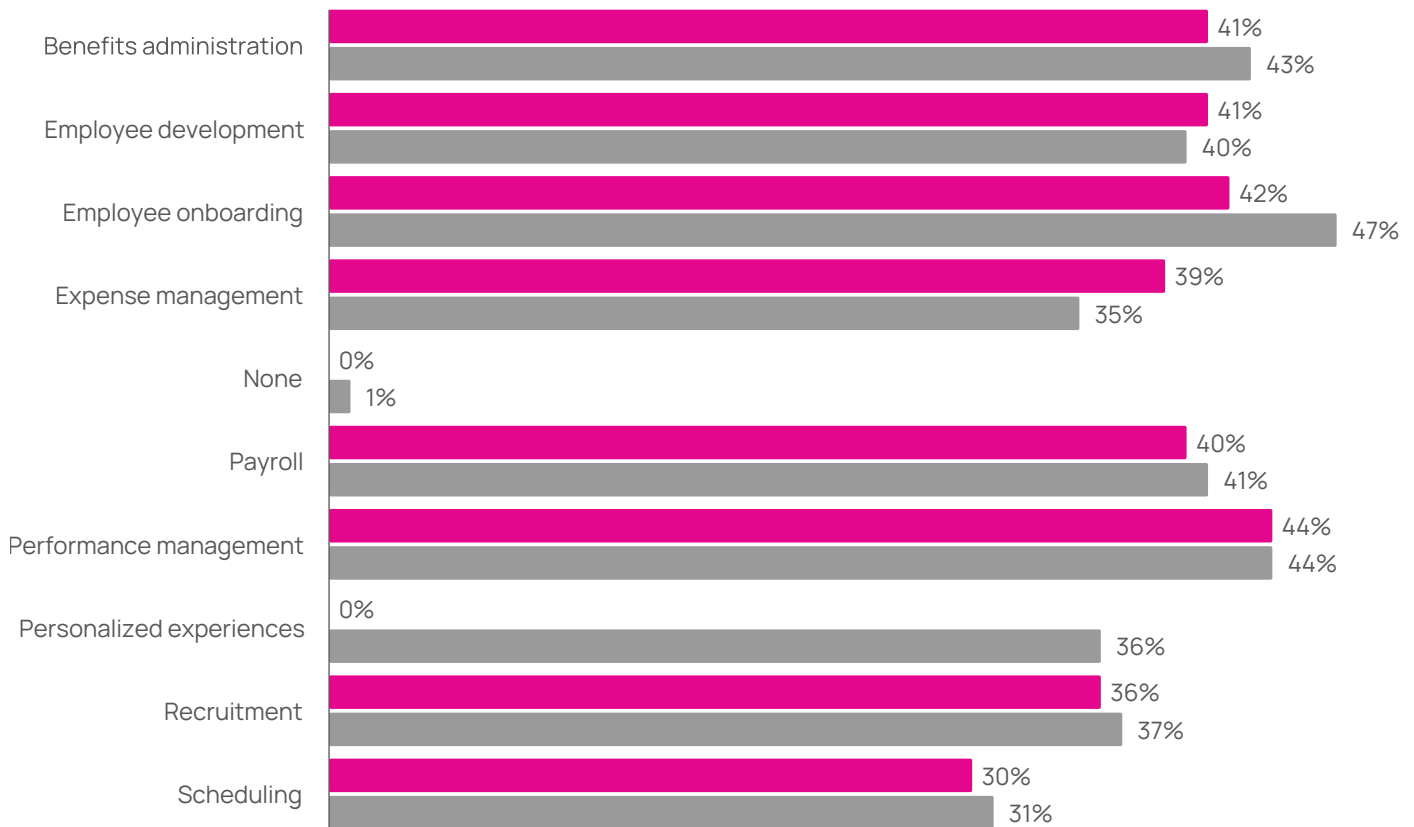
### What people analytics would help you better do your job?



# Embracing AI

AI has transformational power for any organization and HR doesn't want to get left behind. By incorporating AI into their everyday processes, it's becoming easier to uncover trends, forecast the future and create efficiencies for the entire organization. These benefits are why AI is already being leveraged by 80% of HR departments.

But how is AI being used and where does it have the potential to have the greatest impact? The data suggests that performance management, employee onboarding, development and benefits administration are ripe with opportunities.



## Making the Business Case

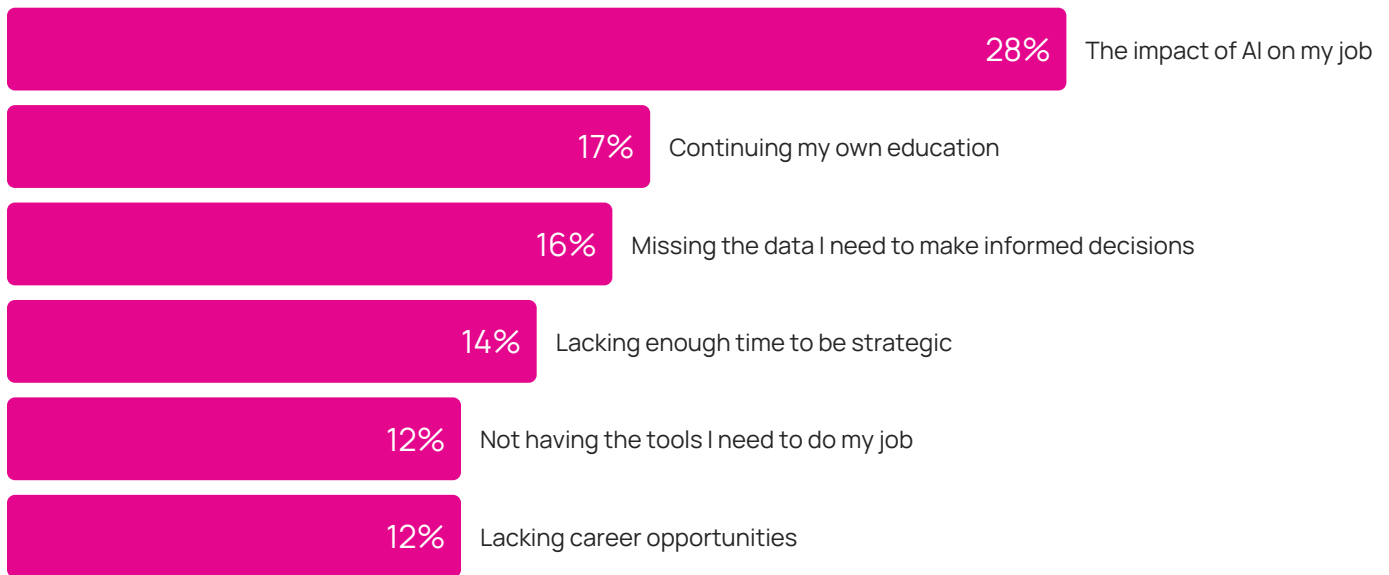
AI can streamline processes, improve decision making and help organizations achieve better business outcomes. Consider solutions like:

- HR chatbots, which can give HR teams back time to be strategic.
- Predictive analytics that can be used to drive business decisions.
- Candidate job matching to streamline recruitment efforts.
- Payroll anomaly detection to ensure accurate payroll every time.

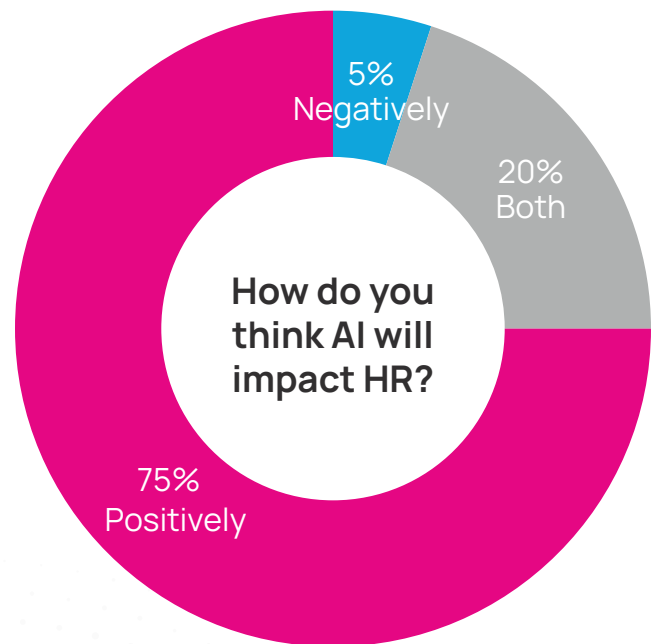
There are many considerations that need to be accounted for when it comes to AI usage, however, particularly transparency and governance of the technology. Keep in mind that AI also has the ability to swing the workforce dynamics pendulum – and when employees don't feel informed, their experience takes a hit. The good news is that most HR leaders have already recognized this, with 73% saying their organization is very transparent about their AI processes, while just 2% say their organization is not transparent at all. Additionally, 76% of HR leaders say they've provided AI training to employees.

When it comes to how HR leaders actually feel about AI, 28% say it's their top personal concern in 2024 because they fear it will impact their job.

### What is your top personal concern as an HR leader?

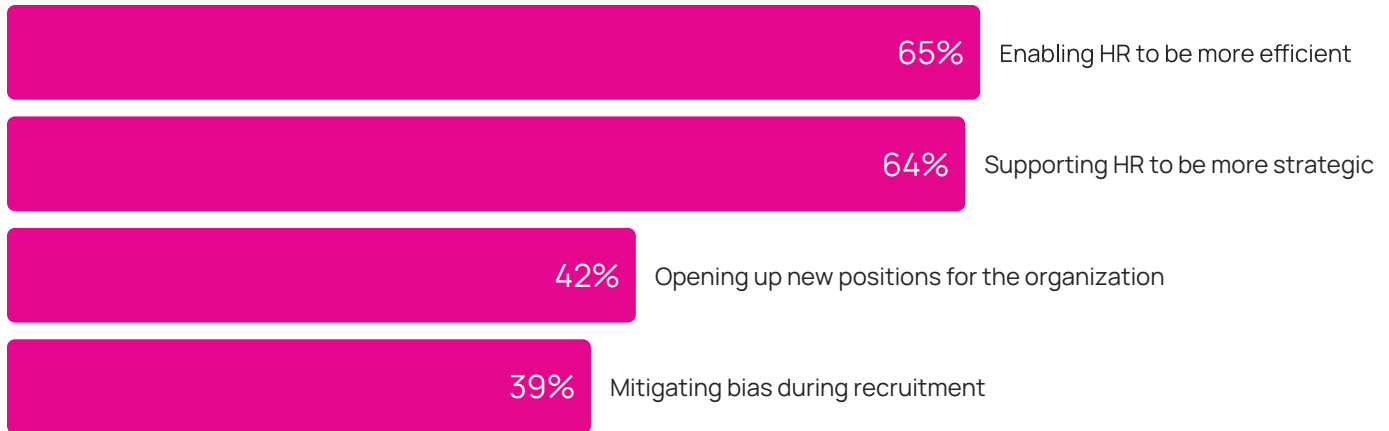


Despite AI being a personal concern, most also think it will have a positive impact on their departments – creating efficiencies and enabling their teams to become even more strategic. Of those that think AI will have a negative impact, the top concern is that it will replace human jobs. Already, 65% say their organization has experienced changes in job functions due to AI. That being said, 64% say the changes were perceived very positively and 35% say the changes were perceived somewhat positively (see charts). What's more, **54% of HR leaders don't anticipate changes in job functions due to AI in 2024.**

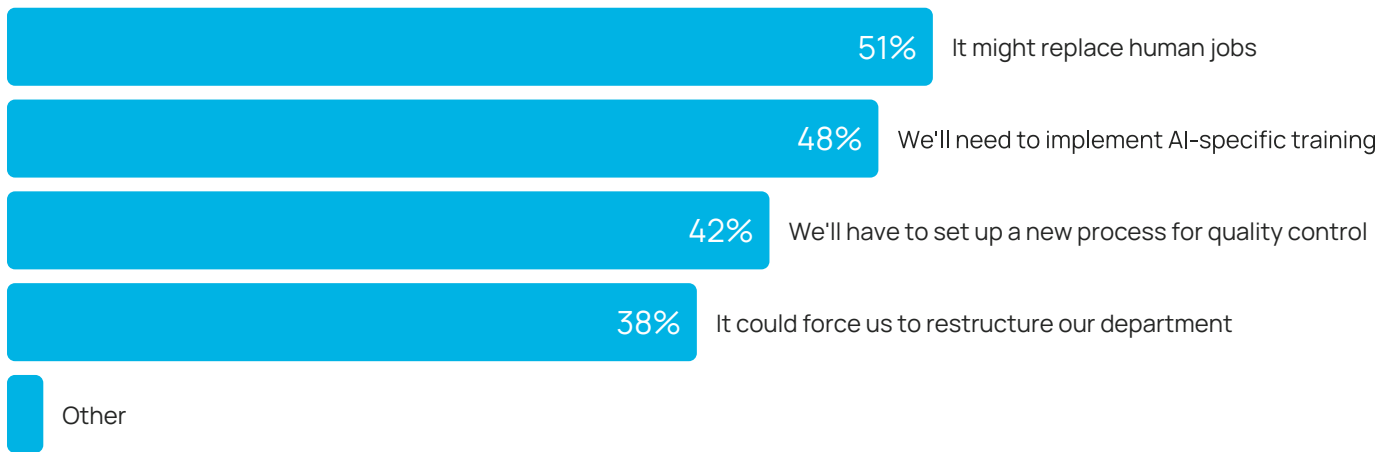




### Why do you think AI will positively impact HR?

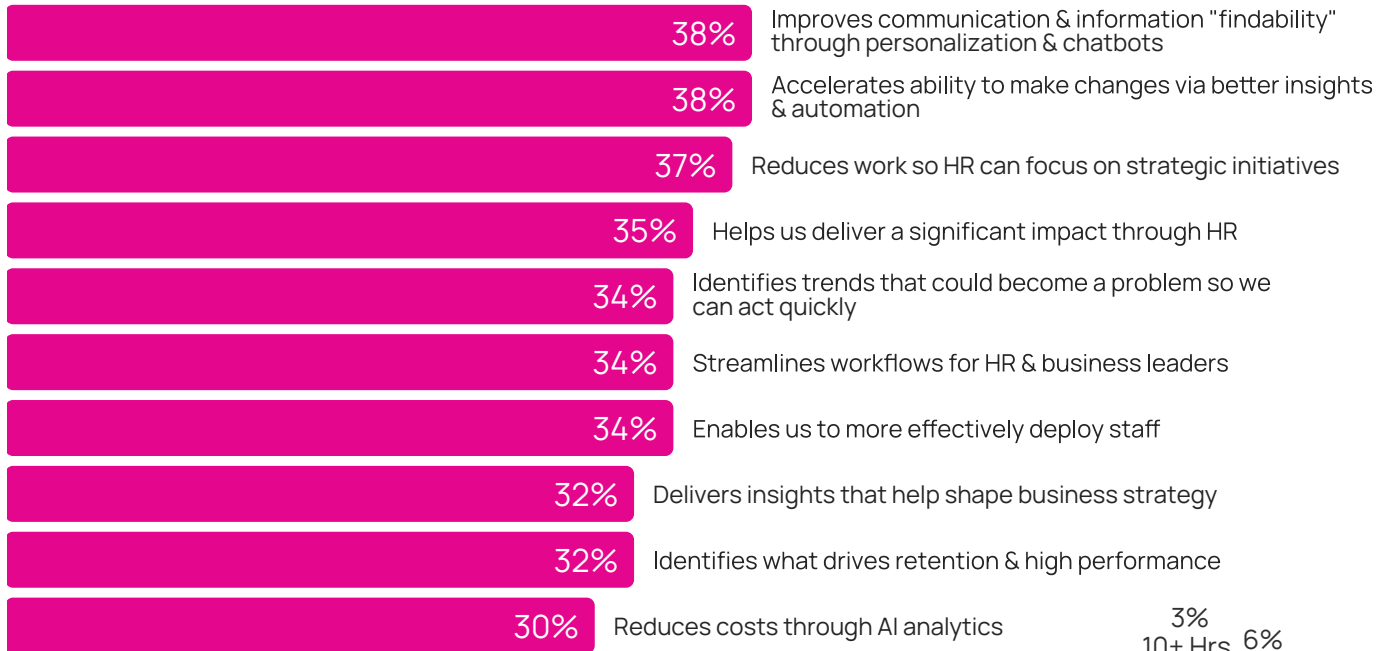


### Why do you think AI will negatively impact HR?

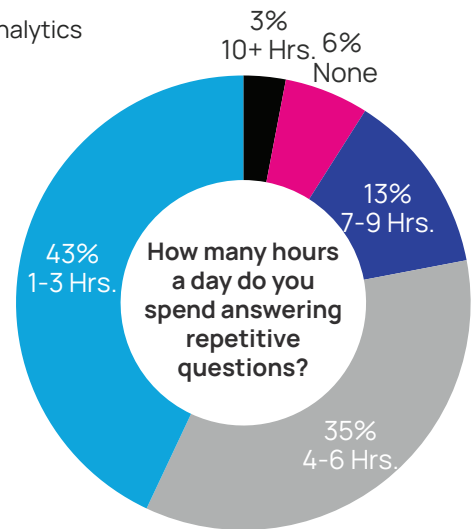


It's also important to note that HR leaders who are leveraging AI have already seen a difference in business operations, including efficiencies in their ability to communicate, find information and make business decisions. Examples of this could include an HR chatbot that empowers employees to get answers to common HR questions ("what's my PTO balance?") instantaneously, a learning management system that delivers recommended professional development courses to each individual or the ability to predict future staffing needs even based on certifications held by staff.

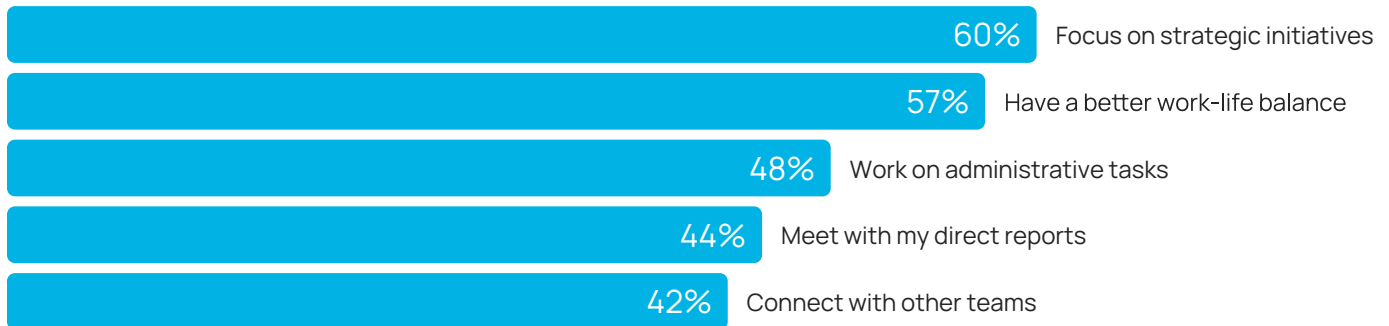
## How has AI impacted traditional HR roles and responsibilities?



While many companies are just scratching the surface of what AI can help them with, gaining efficiencies should be a top priority this year. This is especially true when considering 51% of HR leaders say they spend four or more hours a day answering repetitive questions – a 9% increase from 2023. What would they do if they got that time back? Most would focus on strategic initiatives or work on administrative tasks.



## What would you do if you had time back in your day?

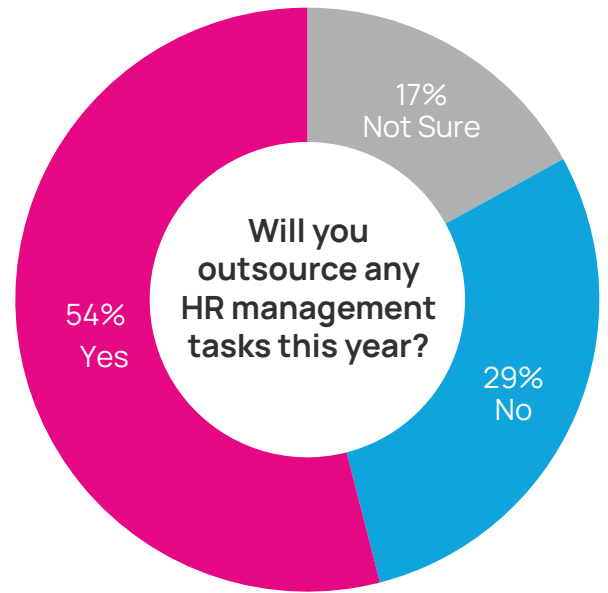


# Extending HR's Impact

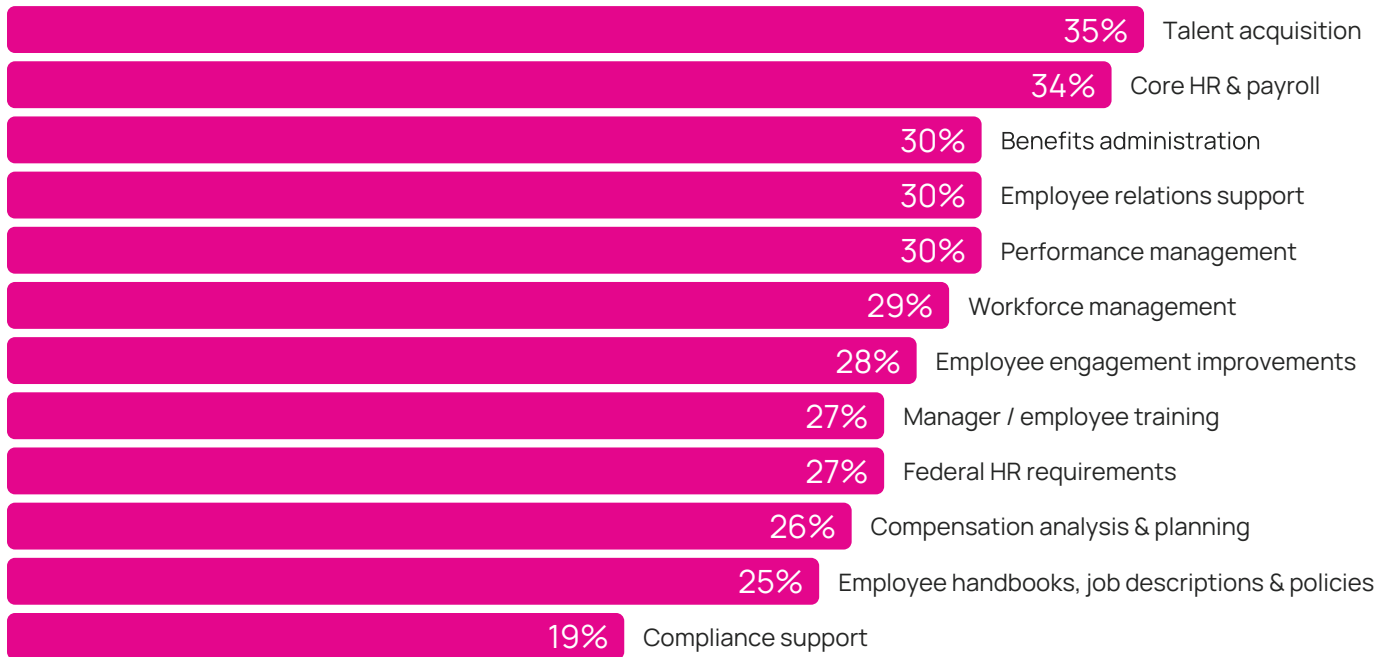
While AI is unparalleled in creating efficiencies and giving HR teams time back in their days, a trusted partner can also make a difference.

In fact, **76% of HR leaders say they could benefit from outsourcing tasks** despite 91% saying their team is staffed properly for workload expectations. Even more interesting is just 54% have plans to outsource this year.

For those planning to leverage outside expertise, most want support for talent acquisition, core HR and payroll, benefits administration, employee relations and performance management.



## Which HR tasks is your organization most likely to outsource?



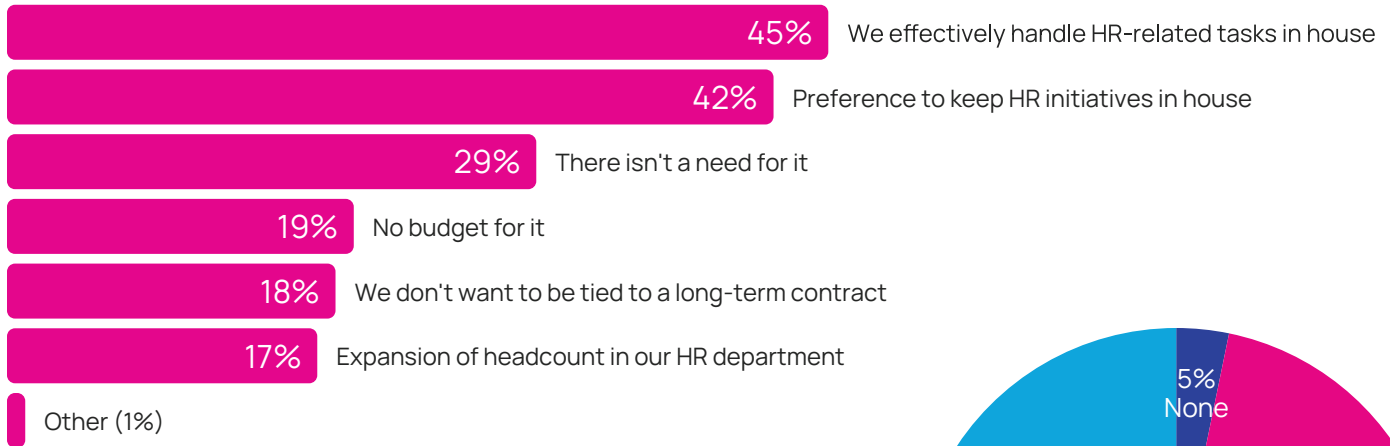
## Making the Business Case

Empower a team of one to act like a team of 10 through HR augmentation that acts like an extension of an organization's HR department by:

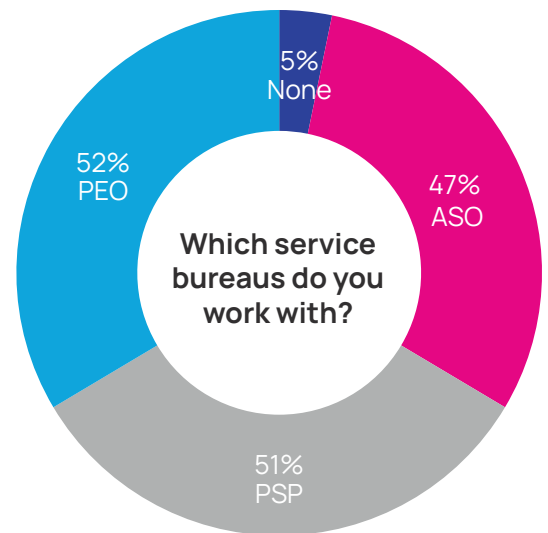
- Maintaining compliance with new and changing labor laws.
- Taking on time-sensitive projects like employee handbooks.
- Easing administrative burdens.

The main reason why organizations aren't considering outsourcing is because business leaders feel like their teams can effectively handle HR-related tasks in house and/or have a preference for doing so. It's important for business leaders to recognize, however, that just because an organization seeks outside support through outsourcing or augmentation services, doesn't mean their HR team isn't effective. Rather, it's a good solution for identifying opportunities and providing strategies to improve efficiency and productivity for an organization.

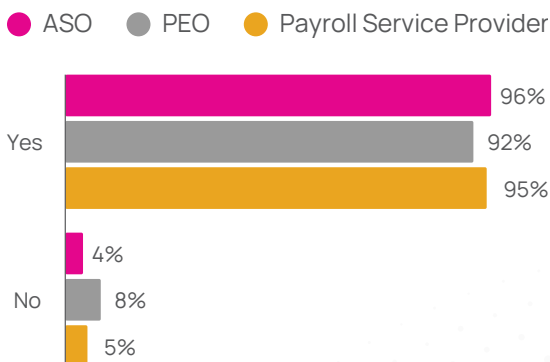
### Why won't you outsource any HR management tasks?



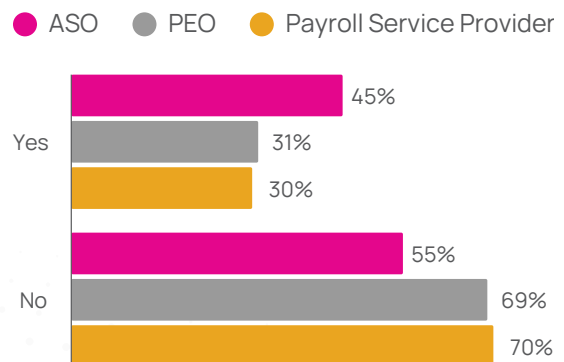
Companies that aren't looking to outsource may be looking for support from a partner like an HR service bureau. In fact, about half of HR leaders are leaning on partnerships with administrative service organizations (ASOs), professional employer organizations (PEOs) and payroll service providers (PSPs). They do so to gain cost efficiencies, focus on their core business, manage risk, access expert help and, in the case of PEOs, access a wider set of employee benefits that will often be more cost effective than if they secured them on their own.



### Are you happy with the technology your service bureau leverages?



### Are you considering switching your service bureau?



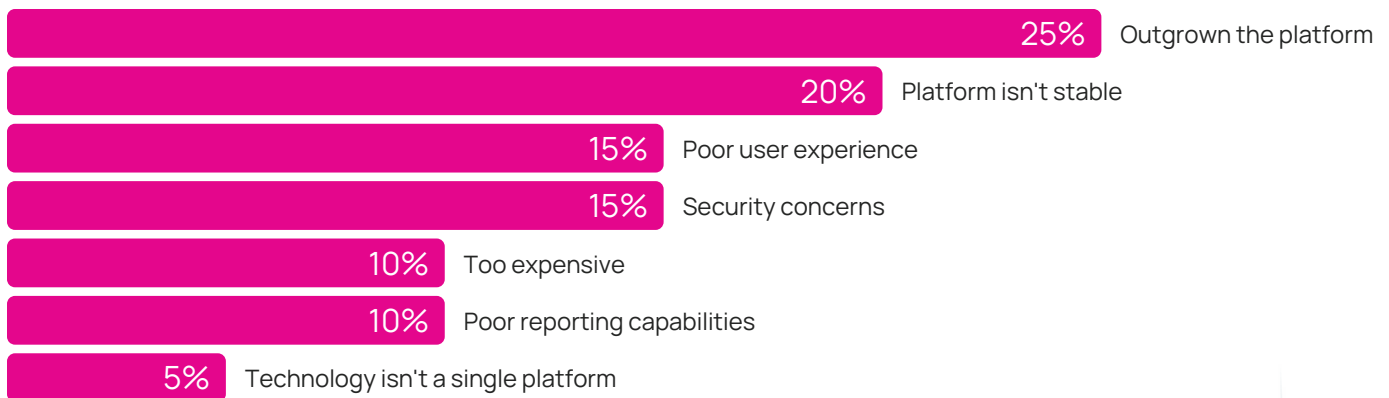
When it comes to the state of these partnerships, most HR leaders are happy with the technology their service bureau is leveraging, yet more than a quarter are still thinking about making changes.

Of course, the type of support received depends on the partnership – so we got more granular to discover what HR leaders are looking for.

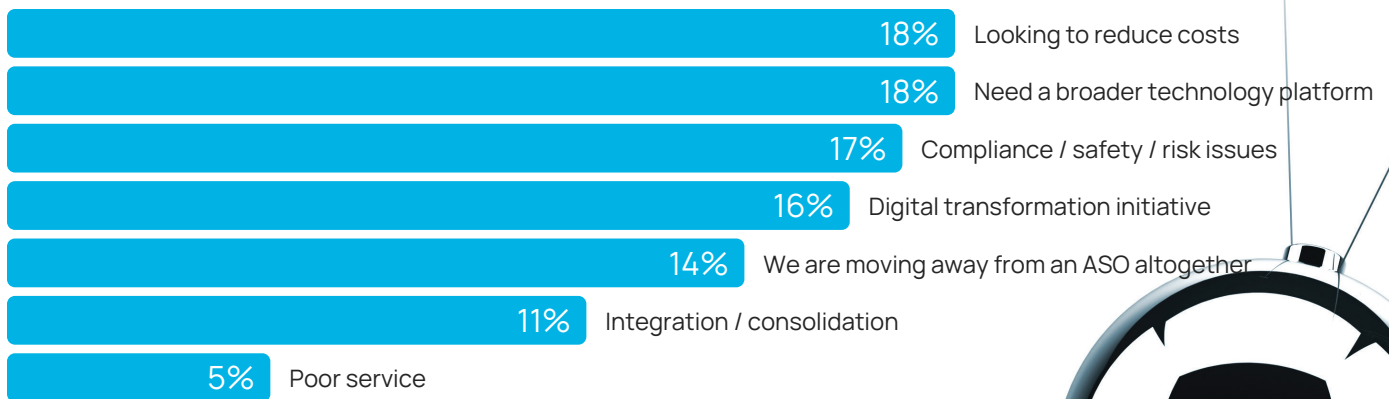
## ASO

Just 4% are unhappy with the technology their ASO partner is providing. Twenty-five percent of HR leaders in this group say it's because they've outgrown the platform, which aligns with the top reason why they're considering switching their ASO as well.

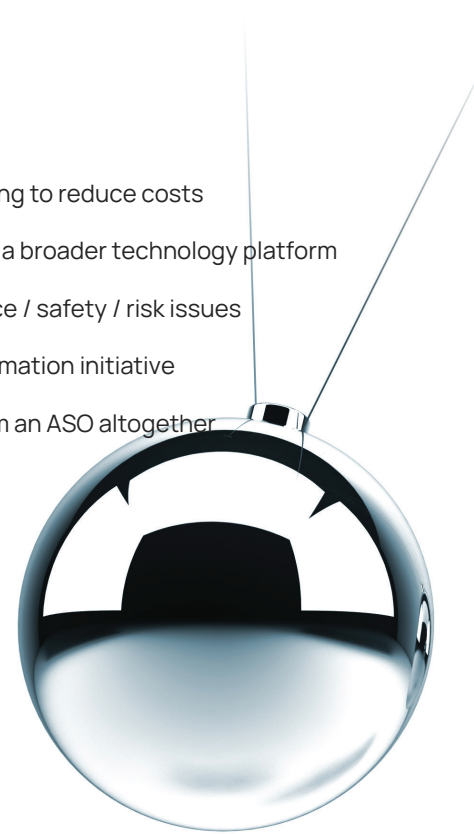
### Why are you unhappy with the technology your ASO provides?



### What's the top reason for considering switching your ASO?



This data reinforces that business leaders need a comprehensive, intelligently connected solution that can grow with their business. And we saw similar results from the business leaders working with PEOs and PSPs too.

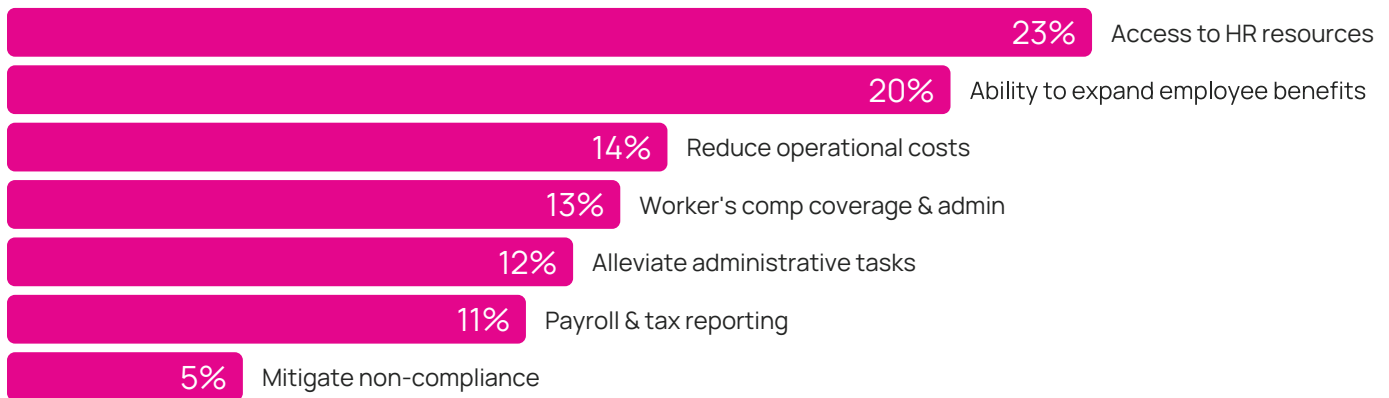


## PEO

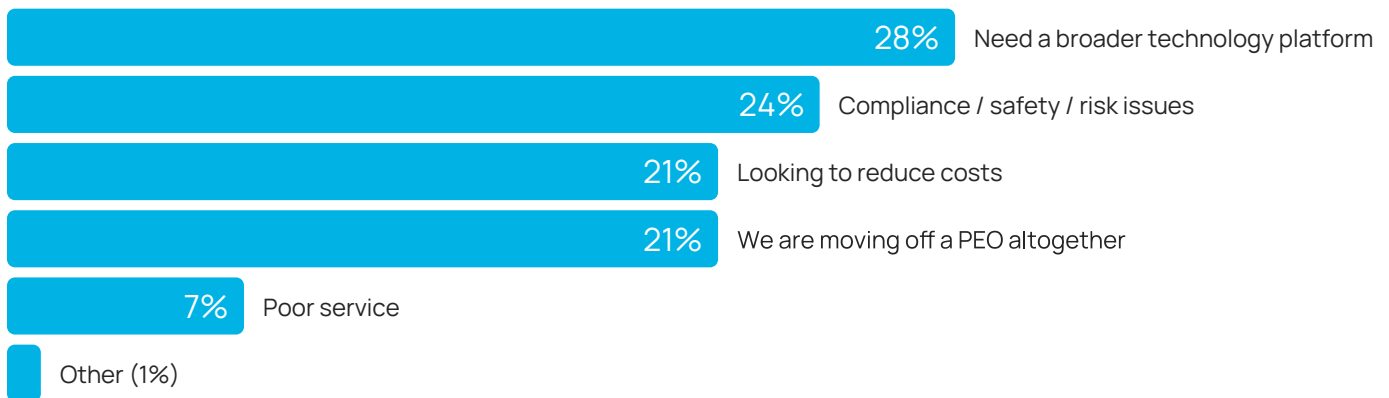
The biggest difference between an ASO and PEO is that PEOs have a co-employer relationship with their clients to share in certain risks and reduce benefit costs.

Remember, benefits give organizations a competitive edge when it comes to recruiting and retaining talent, so having a partner that understands that and assists with administration can help improve the EX too so companies can focus on creating harmony in their workforce dynamics. But some PEOs are on notice.

### What's the top business driver for working with a PEO?



### What is the top reason for considering switching your PEO?

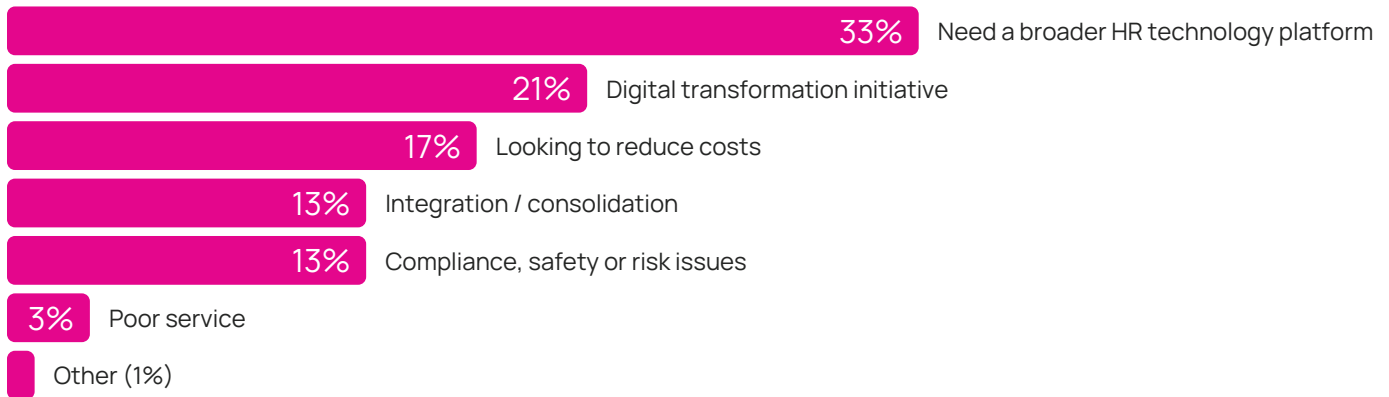


Over a third (31%) of our survey respondents say they are considering switching their PEO this year, and the need for a broader technology platform is the top reason why, followed by the need for better compliance to mitigate risk.

## PSP

When it comes to HR leaders leveraging a PSP, 30% are considering switching their partner in the next 12 months. By now you can likely guess the top reason why – the need for a broader technology platform to support their workforce.

### What's the top reason for considering switching payroll service providers?



HR leaders considering moving away from their service bureau altogether, however, may end up requesting additional support from an HR, payroll or benefits expert.

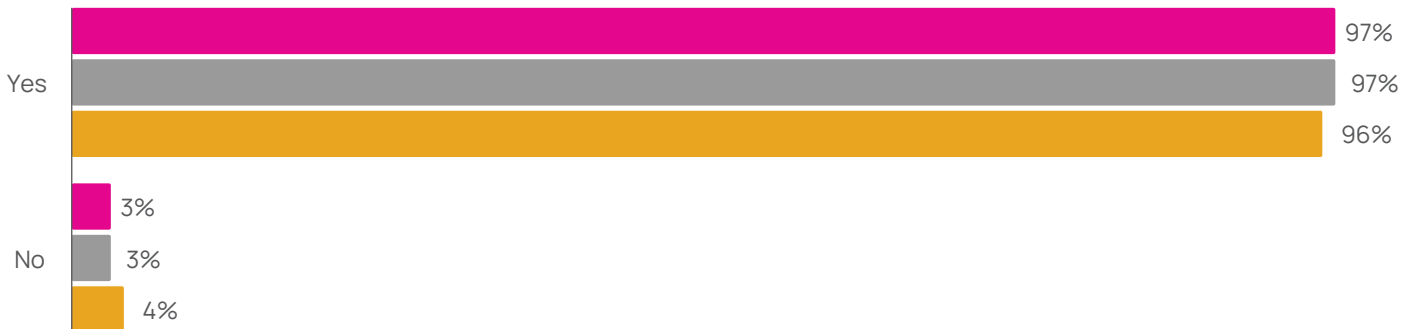


## HR brokers, providers & advisors

There is no doubt that HR decision makers have a lot on their plate so seeking advice from a trusted partner, such as an HR broker, provider or advisor, is pretty common. In fact, 59% of the HR leaders we surveyed say their organization works with an HR advisor, while 56% work with a benefits broker and 45% work with a financial advisor. The vast majority of HR leaders are happy with their relationships, and the cost of the partnership is a key reason why.

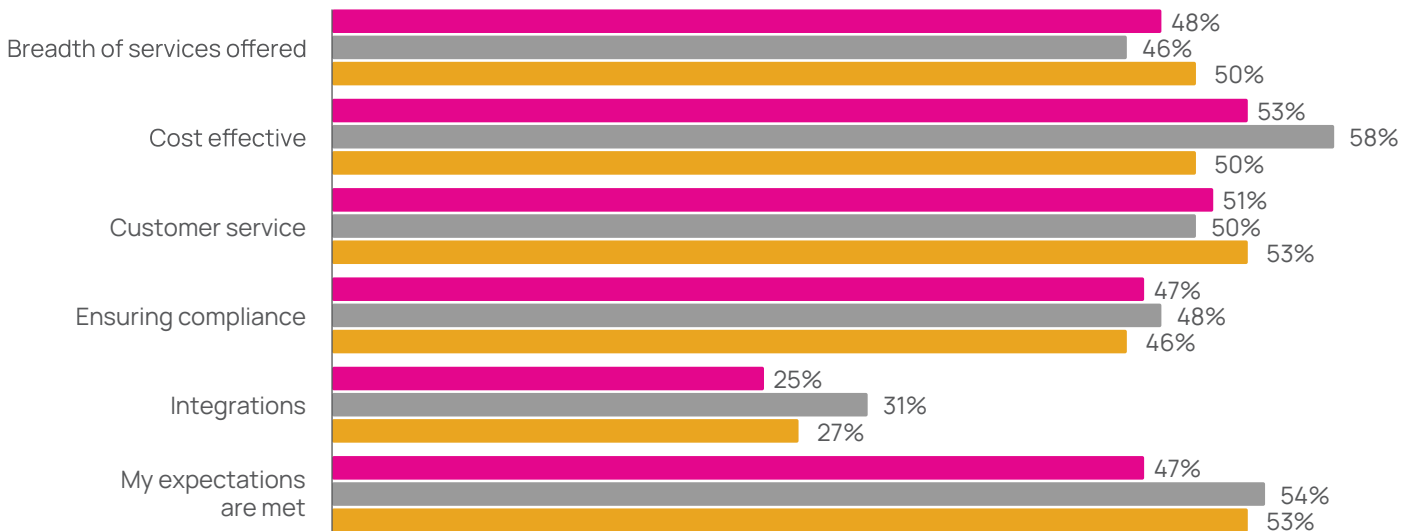
### Are you happy with your current HR, financial or benefits broker/advisor?

● ASO ● PEO ● Payroll Service Provider



### How are they retaining your business?

● ASO ● PEO ● Payroll Service Provider



HR partnerships are often overlooked as a critical component of EX. Although a service bureau or broker may not interact directly with everyday employees, the work they do and technology they deliver or recommend has the potential to power employee interactions from hire to retire. What's more, the partnerships free up HR teams from administrative work, giving them time back to focus on creating experiences that matter across the organization.



# Maintaining an Experience Equilibrium

Delivering employee experiences that matter will always be a balancing act for HR, with slight changes in expectations having the ability to dramatically swing the workforce dynamics pendulum at a moment's notice. To positively influence recruiting and retention through market and business shifts, HR leaders should be proactive in preparing their organization for the future of work. After all, when you're ready for change you're already a step ahead of the competition - making agility imperative to maintaining good experiences over the long term.



# Methodology

This HR leaders report analyzes the responses of 1,040 HR decision makers in management roles or higher, who are based in the United States. For any questions about the survey or our findings, please contact Allie Howen at [ahowen@isolvedhcm.com](mailto:ahowen@isolvedhcm.com). The survey was conducted in January 2024, with the demographics broken down as follows:\*

## Industry

Business & professional services	10%
Construction & engineering	10%
Education	5%
Financial services	9%
Travel, hospitality & restaurant	4%
Legal	1%
Manufacturing	14%
Medical & health	11%
Government	1%
Nonprofit organization	1%
Real estate or property management	1%
Retail	15%
Transportation	9%
Utilities	2%
Wholesale & distribution	3%
Other	4%

## Seniority

Manager / Sr. Manager	57%
Director / Sr. Director	18%
Vice President / Sr. Vice President	4%
Chief People / HR Officer	21%

## Company Size

1-50	3%
51-100	6%
101-200	7%
201-500	11%
501-1000	28%
1001-1500	36%
1501 or more	9%

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