Rising to the Occasion: How HR is Changing to Embrace Digital Transformation

CIELO

HRO TODAY

Contents

Introduction

Human Resources (HR), as a practice area and business function, is undergoing the greatest level of change it's ever experienced. The scope of HR's role has expanded rapidly, going beyond clerical to one that is transformative and business critical. Demands on HR were already increasing dramatically when the onset of the global pandemic added fuel to the fire.

So how is HR prioritizing the demands placed upon it? And where will the focus be in the coming three years?

This report explores these questions and more with the context of these key themes.

1. **HR responsibilities are increasing and require more expertise.** This includes a stronger focus on training and development to address skills gaps, worker productivity, remote work enablement, employer branding, diversity, equity, and inclusion— and even real estate.

2. **New technology is touching every element of HR, from recruiting to onboarding, employee data security and engagement.** Artificial Intelligence is no longer down the road, it's now a "must have" for world class organizations. HR is faced with a digital transition necessary to take advantage of the technology now available.

3. **The demand for workers is growing, even in the face of economic uncertainty.** This leads to conflicts between hiring managers and candidates, as well as between hiring managers and recruiters.

This study was sponsored by Cielo.

Key Findings

Many HR executives only give their own departments modest scores for their own efficacy. Globally, respondents gave themselves an average score of 3.51 out of 5.00, consistent across regions.

HR leaders have nearly universal agreement that their department's scope of responsibility has expanded over the last three years, and they anticipate it will grow even further in upcoming years. HR professionals are increasingly involved in strategic decision-making, aligning HR practices with business objectives, and contributing to the overall success of the organization.

■ While HR executives globally anticipate the scope of responsibilities will change, nearly two-thirds (64%) of those in North America anticipate an increase, more than any other region examined. One of the biggest differences is in workforce planning, which is of higher importance in North America than other regions.

HR organizations have a broad array of deliverables, with no single area increasing the most in importance for more than one-half of HR/TA executives. Overall, the areas that have most increased in importance over the last three years are employee retention; recruiting; training and development; employee engagement; and diversity, equity, and inclusion.

Looking forward, HR executives predict remote working will grow the most in importance, followed by employee health, training and development, employee engagement, and recruiting. These expected increases come on top of growing importance for all these areas over the last three years.

■ In EMEA and APAC, employee productivity is seen as growing more in importance in the next three years, 38% and 32%, respectively, than in North America (23%).

HR executives are taking action to prepare for the anticipated change, primarily by redefining roles and responsibilities within the department, as indicated by over three-quarters (76%) of global respondents. The changes reflect the continued evolution of HR and increased demands upon the function's professionals. Nearly two-thirds (64%) are planning on investing in or optimizing technology systems and tools in preparation.

■ North American HR organizations are more likely to be expanding the team within the existing infrastructure, while nearly two-thirds (64%) of APAC HR organizations plan to hire for new or niche skill sets.

For the foreseeable future, the biggest HR/TA investment priority is workforce retention and maximizing leader and manager effectiveness. Organizations are addressing the challenge with increased compensation and flexibility, career development, employee recognition programs, and employee engagement initiatives. Workforce training and development is seen to be a greater investment focus in the APAC and EMEA regions than in North America.

- Regional differences are mostly focused on workforce training and development (reskilling and upskilling). EMEA and APAC (where 76% and 75%, respectfully) consider it a top two-box priority vs. only 56% of North American HR executives.

To support the continued HR digital transformation, HR's greatest priority is to upskill the HR/TA workforce to use HR technology, as indicated by nearly three-quarters (71%) of global respondents. Given the worldwide explosion in HR technology, HR will need to have the personnel in place to leverage the tremendous amount of knowledge available and support the entire HR function. Closely related to that, defining the role of automation in the recruiting process was selected as a top action to support sustained digital transformation by 61% of global respondents, making it the second greatest priority.

- Regionally, hiring new HR/TA team members to develop, implement, and/or optimize technology is an area more often believed to be needed to support digital transformation in the APAC region (55%) than in either North America (22%) or EMEA (41%).

Employee engagement is considered the most valuable HR/TA technology, with 88% of global respondents calling it valuable or very valuable. Employee engagement is also forecast to be one of the fastest-growing areas in importance over the next three years.

- In North America, ATS, HCM/HRIS/Core and Onboarding are all considered to have significantly higher value than in the other two regions.

HR remains challenged to make data a key part of decisions. Globally, two-thirds (66%) contend data is moderately or highly influential in driving decisions, but less than one-third (31%) consider it highly influential. As organizations get the personnel in place to maximize the value of HR technology, the value of the data in making decisions will become more fully incorporated.

- More APAC respondents believe the data they are now using is influential (77%) than in either North America (64%) or EMEA (57%).

The most important Key Performance Indicators (KPIs) used to show performance and business impact in their organization are employee engagement, retention, quality of hire, productivity, and recruiting funnel metrics. Retention, employee engagement, productivity, and recruiting funnel metrics are all used by over one-half today, with one-third more planning to use them within the next three years to demonstrate business impact.

What distinguishes high efficacy HR functions from those that are not?

High efficacy functions...

01 Are hiring new or niche skill sets, investing in automation and using a third party partner to assess and build a future HR roadmap

02 Prioritize current investments in maximizing leader and manager effectiveness, workforce training and development, reimagining the employee experience and an overall investment in HR technology. Looking forward, those from these HR functions are more likely to prioritize investment overall, particularly in technology

03 Are much more likely to include multiple factors to support continued HR digital transformation, with the appointment of a head of HR technology being the area of greatest difference.

04 Are more likely to consider CRM, Talent Intelligence, and Assessment technologies as highly valuable.

05 Feel the data they have is essential in driving HR/TA decisions. Nearly one-half (45%) considered the data highly influential, more than twice the percentage of those from less efficient HR organizations (20%)

06 Consistently use KPI's to a greater extent to show performance and business impact

07 Consider CRM, talent intelligence and ATS among the most important KPIs

Detailed Insights:

Rating of Own HR Function's Efficacy

"Overall, how would you rank your HR function's efficacy compared to other organizations in your industry?"

Study participants were asked to rate their HR function's efficacy (ability to produce a desired or intended result) compared to other organizations in their industry. A scale of 1 to 5 was used, with 5 being excellent and 1 being poor.

Globally, respondents gave themselves a modest average score of 3.51 out of 5.00. The scores were consistent across regions.

HR effectiveness refers to measuring the positive impact of an HR function's actions and activities on a business. There are a variety of metrics that can be used to measure effectiveness. Those metrics include employee net promoter score, employee engagement, retention, training effectiveness, internal mobility, and cost per hire.[1]

Note that going forward, distinctions are made where appropriate between the responses of those who consider their HR department's efficacy as either "Excellent" or "Very good" compared to those who do not. This way, the practices of those who are best in class can be distinguished from those who are not.

Rating of Own HR Department Function's Efficacy

Region	Score
Global	3.51
North America	3.51
EMEA	3.53
APAC	3.50

1 — Lowest   2   3   4   5 — Highest
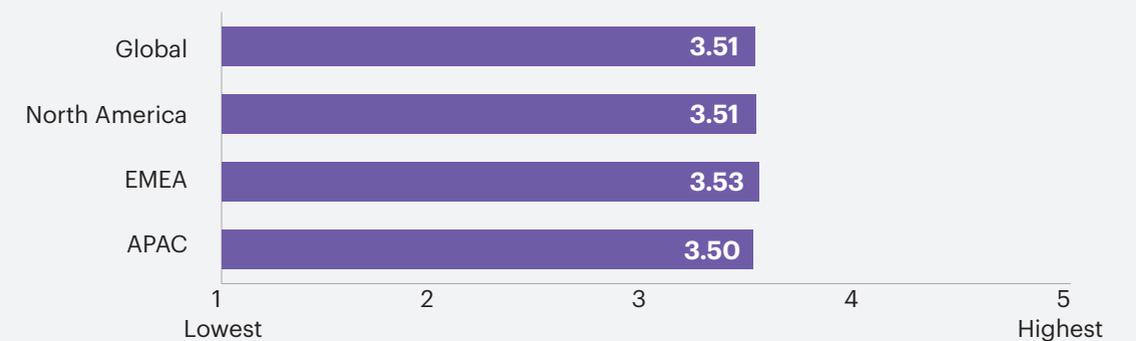
How the Scope of HR & TA Changed Over the Last Three Years

"How has the overall scope of HR/TA responsibilities changed within your organization over the last three years?"

Respondents were asked to estimate the direction of change of the scope of HR/TA responsibilities in the last three years. Globally, 90% felt the scope has increased, with over one-third (36%) feeling they have increased significantly. The belief in increased responsibilities is consistent across regions, though those in the APAC region were more likely than those respondents in the other regions to feel responsibilities have increased significantly (48%) vs. 32% in North America and 30% in EMEA.

The scope of HR/TA has changed in many ways in recent years. Importantly, HR has transitioned from a predominantly administrative role to a strategic partner in organizations. HR professionals are now increasingly involved in strategic decision-making, aligning HR practices with business objectives, and contributing to the overall success of the organization.

HR has also taken a more proactive approach to fostering diversity, equity, and inclusion in the workplace. There is an increased focus on creating inclusive policies and practices, promoting diversity in hiring and promotions, and addressing biases and discrimination.

HR professionals are now increasingly involved in strategic decision-making, aligning HR practices with business objectives, and contributing to the overall success of the organization.

Due to growing competition for skilled workers, HR also plays a crucial role in attracting top talent, building employer brands, and implementing effective recruitment strategies.

The COVID-19 pandemic accelerated the adoption of remote work and flexible work arrangements. HR has been at the forefront of managing the transition to remote work, addressing challenges, and ensuring employees have the necessary tools and support.

How the Scope of HR & TA Changed Over the Last Three Years

Legend: Increased (orange), Increased significantly (purple)

Chart — HR/TA Change in Scope by region:

Region	Increased significantly	Increased
Global	36%	54%
North America	32%	60%
EMEA	30%	56%
APAC	48%	43%
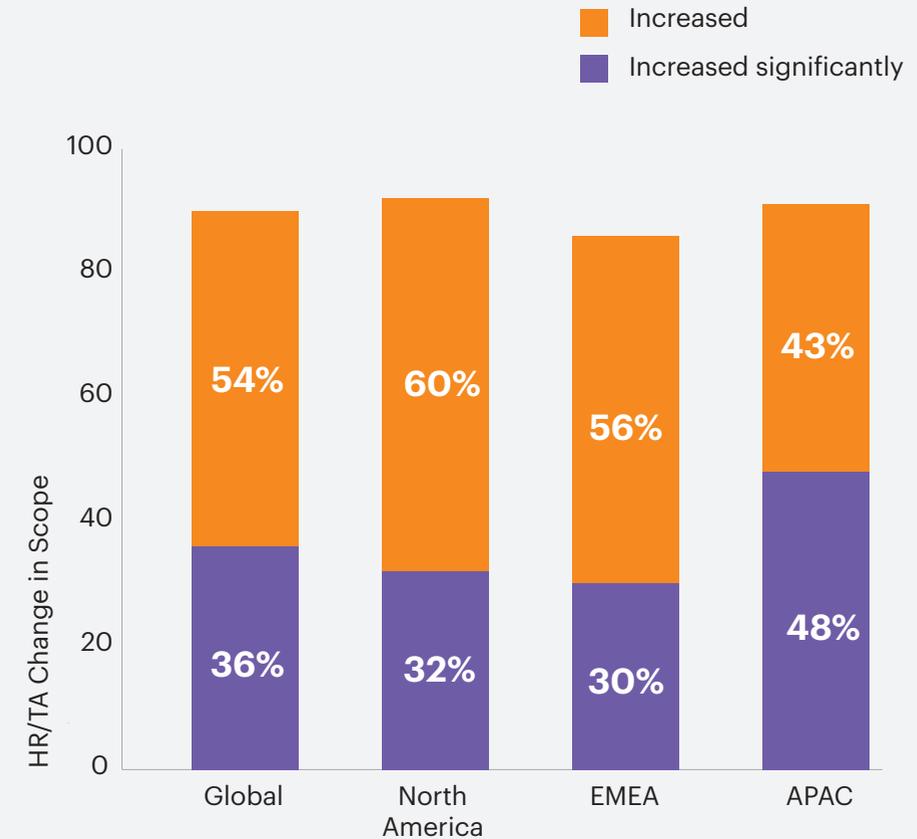
How HR & TA Scope Will Change Over the Next Three Years

"What's your prediction for how the overall scope of HR/TA responsibilities will change within your organization in the next three years?"

Study participants predicted how the direction of the scope of HR/TA responsibilities will change in their organization in the next three years. Nearly all (89%) respondents anticipate an expanded scope globally, with about 9 in 10 anticipating an increase across regions. The anticipated increase comes after the vast majority already felt their scope of responsibilities had expanded over the prior three years.

Much of the increased scope will involve areas that have seen the most growth in responsibility for HR over the previous three years. But HR technology's growth, and its impact, are exponential. HR has embraced technology to streamline processes and enhance data-driven decision making. Human Resources Information Systems (HRIS) and Applicant Tracking Systems (ATS) are commonly used to manage employee data, automate adminis-trative tasks, and improve efficiency. HR analytics has gained prominence, enabling HR professionals to leverage data to gain insights into workforce trends, performance, and employee engagement.

AI will bring the biggest change in HR technology, and with it, require reevaluation of existing practices. A New York City law that took effect

AI will bring the biggest change in HR technology, and with it, require reevaluation of existing practices. A New York City law that took effect in July wants to ensure there is no bias in the algorithm.

in July wants to ensure there is no bias in the algorithm. The first-of-its-kind law requires companies to notify job candidates who live in New York City that AI is being used and let them request info on what data is being collected. Additionally, companies must conduct yearly independent audits of any AI tools they use to make employment decisions, with a view to ensuring they don't discriminate based on sex, race, or ethnicity, then publish ratios to show whether they disproportionately impact specific groups. Businesses that don't comply can be fined up to $1,500 per violation per day.[2]

HR/TA Predicted Change in Scope

Legend: Increase (orange), Increase significantly (purple)

- Global: Increase 55%, Increase significantly 34%
- North America: Increase 64%, Increase significantly 26%
- EMEA: Increase 50%, Increase significantly 36%
- APAC: Increase 51%, Increase significantly 41%
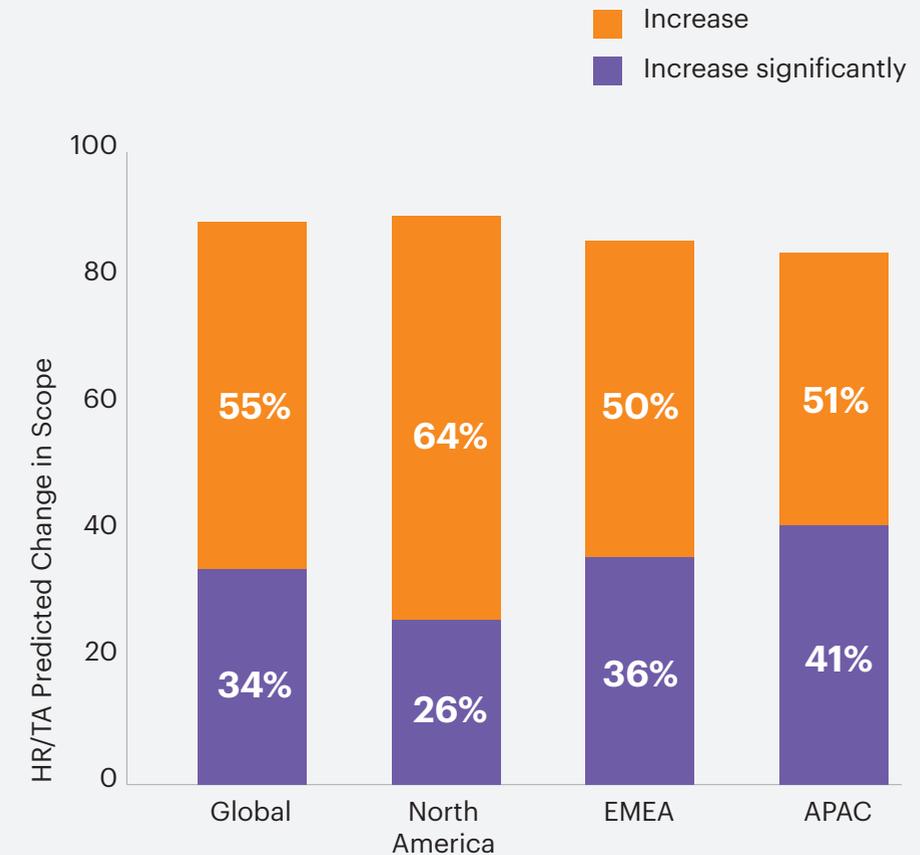
Areas of Increased Importance Today

"What areas have increased the most in importance for HR/TA in terms of departmental deliverables?"

Respondents were asked to select the top five areas from a list of 19 that have increased the most in importance in terms of deliverables. There is a great deal of consistency across regions in terms of the areas that have increased in importance. No single area was selected as increasing in importance for more than 50% of respondents, but nine had at least 30%, suggesting a broad array of deliverables with high priority.

Overall, employee retention has increased the most in importance as a deliverable. Nearly one-half (48%) of all respondents selected employee retention as one of the top five areas, and it was selected first or second most often in all three regions, indicating that concerns about retention are widespread globally. In North America, according to the Salary Increase and Turnover Study by Aon, 22.8% of U.S. employees left their jobs in 2022, and 18.4% were voluntary.[3] According to a survey made in the UK,[4] job resignations reached an all-time high in 2022.3 And in India, an Aon survey found that employee turnover was 20.3% for the first half of 2022, and that it was predicted to increase in 2023.[5]

Recruiting was selected second most often, by 43% of respondents. Recruiting has always been vital, but nearly one-half feel it's grown even more so as a departmental deliverable. Overall, global unemployment is projected to reach 208 million people in 2023, with an unemployment rate of 5.8%,[6] which is relatively low by historical standards.

Training and development were selected third most often, by 40% of study participants. Rapid advancements in technology, such as automation, artificial intelligence, and robotics, have transformed industries and created a demand for new skills. However, many workers do not possess the necessary skills to adapt to these changes. This talent shortage is a critical problem that is only getting worse. Organizations already face a severe shortage of key talent, and 90 percent say they will have a meaningful skills gap in the coming years.[7] The need to reskill isn't new, with the OECD estimating that 1.1 billion jobs are liable to be radically transformed by technology in the next decade.

Employee engagement was also selected by 40%, making it tied for third most often. Gallup estimates that non-engaged and actively disengaged workers cost the global economy $8.8 trillion USD per year, and it accounts for 9% of global GDP.[8]

> **Diversity, equity, and inclusion was selected as increasingly the most in importance for 35% globally.**

Diversity, equity, and inclusion was selected as increasingly the most in importance for 35% globally. Company initiatives around culture, value, and purpose will be critical for shaping the future of work, according to a recent study by PwC, almost half of global business leaders saying those initiatives will differentiate them in a competitive talent market.[9]

While there was great consistency across regions in terms of the selection of areas that have increased the most, there are a few region-specific variations. In North America, 40% considered company culture among the top five areas that have increased in importance. Workforce planning was selected by 36% in EMEA, ranking it fifth for the region, while in the APAC region, the IT/HR technology roadmap, which includes hiring, and evaluations/performance management, was selected by 45%. Employee engagement was less often an area of increased importance in EMEA (31%) and APAC (33%) than North America (53%).

Areas of Increased Importance Today — Global

Area	%
Employee retention	48%
Recruiting	43%
Training and development	40%
Employee engagement	40%
Diversity, Equity, and Inclusion	37%
Remote working/Flexible work arrangements	35%
IT/HR technology roadmap	33%
Company culture	32%
Employee health (mental, physical, financial)	30%
Workforce planning	28%
Employee productivity	25%
Compensation strategy	23%
Employer branding	15%
Corporate strategy	13%
Safety-cyber/privacy	13%
Compliance	13%
HR strategy for Mergers and Acquisitions	10%
Contingent workforce hiring	10%
Office real estate	5%
Other	1%

Areas of Increased Importance in the Next Three Years

"What areas do you predict will become more important for HR in the next three years?"

Study participants were asked to predict the top five areas they think will become more important over the next three years. Overall, there was a broad array of deliverables anticipated to grow in importance over the next three years, once again with no single area above 50%. Globally, remote working was at the top of the list, with 44% selecting it. It was among the most commonly selected areas that changed in importance recently, and many feel it will only become more so in the coming years.

Gartner estimates that about one-half (48%) of knowledge workers globally are either in a fully remote or in a hybrid model in 2023, and this arrangement will remain prominent in the years to come. While all countries have increased their proportion of hybrid and fully remote work since 2019, the allure of fully remote and hybrid work varies significantly by country. In the U.S., the number of fully and remote and hybrid knowledge workers will account for 71%. In Japan, the number of fully remote and hybrid knowledge workers will total 29% of its workforce in 2023. In Europe, where face-to-face interaction remains a preference, the hybrid style of work is projected to increase in 2023. In Germany, fully remote and hybrid knowledge workers will account for 49% of the German workforce in 2023.[10]

Employee health, which includes mental, physical, and financial health, is among the top areas expected

Employee health, which includes mental, physical, and financial health, is among the top areas expected to grow in importance for 40% of respondents globally.

to grow in importance for 40% of respondents globally. The anticipation of the increased importance of employee health was the only area selected among the top five in each of the three regions examined.

Training and development was regarded as the area that has grown the most recently and will continue to be a top area of increased importance for 38% of HR executives globally.

Employee engagement, buoyed in importance by remote work growth, was selected as among the top five areas of growth globally for just over one-third (35%), the same as recruiting and workforce planning. Employee engagement and recruiting are expected to continue to increase in importance even after their recent ascent.

Workforce planning was among the top five most important areas in North America (45%), but less so in EMEA (35%) or APAC (25%). Workforce planning is the process of leveraging data to ensure that a business's workforce supports business needs, goals, and strategic plans. By utilizing workforce

planning, businesses can set themselves up for success and empower their HR department to make better informed decisions about their talent needs.[11]

Further looking at differences by region, in EMEA and APAC, employee productivity was selected by

38% and 32%, respectively, but only 23% in North America. Safety-cyber/privacy and the IT/HR technology roadmap were among the top five areas of growth in importance in APAC, 39% and 35%, respectively.

Areas of Increased Importance in the Next Three Years — Global

Area	Percentage
Remote working/Flexible work arrangements	44%
Employee health (mental, physical, financial)	40%
Training and development	38%
Employee engagement	35%
Recruiting	35%
Workforce planning	35%
Employee retention	33%
Employee productivity	30%
Company culture	28%
Diversity, Equity, and Inclusion	28%
IT/HR technology roadmap	27%
Safety-cyber/privacy	26%
Employer branding	26%
Compensation strategy	19%
Corporate strategy	14%
HR strategy for Mergers and Acquisitions	12%
Compliance	11%
Office real estate	7%
Contingent workforce hiring	6%
Other	2%

How HR is Preparing for Changes

"What are the things your HR organization is doing to prepare for the changes over the next three years?"

Respondents were asked to indicate what their HR organization is doing to prepare for their anticipated changes over the next three years. The foremost action is redefining roles and responsibilities within the department, as indicated by over three-quarters (76%) of global respondents. HR has undergone significant transformations in recent years, redefining roles and responsibilities within the department to meet the evolving needs of organizations and employees. Overall, HR is evolving from a traditional administrative function to a strategic partner that drives organizational success by attracting, developing, and retaining talent, fostering an inclusive workplace culture, and supporting employee well-being.

Nearly two-thirds (64%) are planning on investing in or optimizing technology systems and tools to prepare for changes. The use of HR technology, such as human resource information systems (HRIS), applicant tracking systems (ATS), and talent management platforms, is becoming increasingly common. HR professionals are redefining their roles to manage and leverage technology effectively, streamline HR processes, and enhance the employee experience.

The use of HR technology, such as human resource information systems (HRIS), applicant tracking systems (ATS), and talent management platforms, is becoming increasingly common.

The top two plans for preparing for anticipated changes are consistent across regions. But regional differences include expansion of team in existing structure, an area being used as preparation for 40% of North American organizations but only 30% and 26% of EMEA and APAC, respectively. Nearly two-thirds (64%) of APAC organizations plan to hire for new or niche skill sets vs. 25% of North American and 36% of EMEA respondents.

How HR is Preparing for Changes — Global

Category	Percentage
Redefining roles and responsibilities	76%
Investing or optimizing technology systems and tools	64%
Hiring new or niche skill sets	40%
Investing in automation	37%
Full HR organization redesign	35%
Expansion of team in existing structure	33%
Using a 3rd party partner for expertise or scale to deliver	25%
Using a 3rd party partner to assess and build a future HR roadmap	19%
Other	2%

There are three areas in which organizations that self-describe as being highly effective are more likely to be used to prepare for changes than those organizations who are not highly effective.

High-efficacy HR departments are more likely to hire new or niche skill sets, invest in automation, and use a third-party partner to assess and build a future HR roadmap.

How HR is Preparing for Changes: High Efficacy vs. Not High Efficacy	High Efficacy	Not High Efficacy	Difference
Hiring new or niche skill sets	47%	28%	19%
Investing in automation	43%	23%	20%
Using a 3rd-party partner to assess and build a future HR roadmap	29%	15%	14%

Priority of Investment in 2023

"Please indicate the priority of each area below in terms of HR/TA investment priority for the rest of 2023."

Study participants were asked to rate how much of a priority in terms of HR/TA investment a series of six statements is on a scale of 1–5, with 5 being essential and 1 being not a priority. Each of the areas are either an essential or high priority (Top 2 Box) for over one-half of respondents.

The investment priority most often indicated was a greater focus on workforce retention, selected by 79% of HR/TA leaders. The strategies organizations are taking may vary depending on the organization's size, industry, and culture. But among the most frequently used are those related to compensation and flexibility, career development, employee recognition programs, employee engagement initiatives, and a demonstrated commitment to DEI efforts.

Nearly three-quarters (74%) of respondents indicated maximizing leader and manager effectiveness was an HR/TA investment priority for the rest of 2023, second most of the areas examined. Many organizations are investing in leadership development programs to enhance the skills and capabilities of their leaders and managers. These programs often include training workshops, coaching, mentoring, and experiential learning opportunities to develop key leadership competencies. They are also more proactive with succession planning as a component of workforce

planning and implementing 360-degree feedback processes to gather input on leaders and managers from their subordinates, peers, and superiors.

While organizations are planning on investing or optimizing technology systems and tools to prepare for changes over the next three years, only just over one-half (56%) are likely to make it a priority during 2023. While the overall level of venture capital investment in HR technology has declined in the first half of 2023, organizations are spending billions on upgrading HRIS/Core technology, recruiting, learning and development, and payroll.

Many organizations are investing in leadership development programs to enhance the skills and capabilities of their leaders and managers.

Regional differences are mostly focused on workforce training and development (reskilling, upskilling), where only 56% of North American respondents consider it a top two-box priority while 76% and 75%, respectively, of EMEA and APAC respondents do so. Further, reimagining the employee experience is also higher for EMEA and APAC than North America, 65% and 76%, respectively vs. 52% in North America.

Priority of Investment in 2023: Essential/High Priority — Global

	High priority	Essential	Total
Greater focus on workforce retention	47%	31%	79%
Maximizing leader and manager effectiveness	44%	30%	74%
Workforce training and development (reskilling, upskilling)	42%	25%	67%
Optimizing recruiting capabilities	42%	22%	64%
Reimagining the employee experience	40%	23%	63%
Overall investment in HR technology	34%	22%	56%

■ High priority   ■ Essential

High-efficacy HR departments are more likely than those who are not to prioritize current investments in maximizing leader and manager effectiveness, workforce training and development, reimagining the employee experience and an overall investment in HR technology. The overall investment in HR technology had a substantial 30 percentage point difference between high-efficacy and non-high-efficacy HR departments, nearly double the percentage considering it an essential or high priority.

Essential/High Priority of Investment in 2023: High Efficacy vs. Not High Efficacy	High Efficacy	Not High Efficacy	Difference
Maximizing leader and manager effectiveness	80%	63%	18%
Workforce training and development (reskilling, upskilling)	75%	49%	27%
Reimagining the employee experience	72%	46%	25%
Overall investment in HR technology	65%	35%	30%

Expected Priority of Investment in 2026

"Please indicate what you expect the priority of each area below will be in terms of HR/TA investment in 2026."

Respondents were asked to indicate what they expect the HR/TA investment of the same series of items to be in three years. No individual area was considered "Essential" by more than 35% of respondents. The ranking of the areas in terms of priority largely reflects the same order as the priority for 2023. However, "Maximizing leader and manager effectiveness" is expected to be the area of highest priority (80%) in the coming years, while the greater focus on retention drops down to the

area of second highest priority (79%), though the difference between the two is negligible.

Other research confirms the finding of the high priority of manager effectiveness. According to a July 2023 survey among CHRO's sponsored by Softbank Vision Fund, the most cited top area of focus for CHROs was manager effectiveness, chosen by 39% of respondents.[12]

Expectations across regions are generally consistent, although reimagining the employee experience is considered Essential/High Priority for 85% within the APAC region, much higher than in EMEA (68%) or North America (55%).

Looking forward, high-efficacy HR departments assigned a significantly greater priority to five of the six areas examined, most notably the overall investment in technology, an essential or high priority for 68%, versus 40% of non-high-efficacy departments.

Essential/High Priority of Investment in 2026: High Efficacy vs. Not High Efficacy	High Efficacy	Not High Efficacy	Difference
Maximizing leader and manager effectiveness	85%	64%	21%
Greater focus on workforce retention	83%	68%	15%
Workforce training and development (reskilling, upskilling)	82%	60%	22%
Reimagining the employee experience	76%	53%	24%
Overall investment in HR technology	68%	40%	28%

Expected Priority of Investment in 2026: Essential/High Priority — Global

	High priority	Essential	Total
Maximizing leader and manager effectiveness	48%	33%	81%
Greater focus on workforce retention	44%	35%	79%
Workforce training and development (reskilling, upskilling)	43%	32%	76%
Reimagining the employee experience	41%	27%	68%
Optimizing recruiting capabilities	40%	24%	64%
Overall investment in HR technology	31%	27%	58%

■ High priority ■ Essential

Top Actions HR Should Take to Support Digital Transformation

"What are the top things HR/TA should do to support continued HR digital transformation? Select all that apply."

Study participants were asked to indicate the things HR/TA should do from a list of six items to support continued HR digital transformation. Upskilling the workforce is a major priority for organizations overall, and that directly applies to HR as well. Upskilling the current HR/TA workforce to use HR technology was selected most often, by nearly three-quarters (71%) of global respondents. There are billions being invested in new technology introductions each quarter, $2.6 billion in the first half of 2023 alone.[13] The investments being made, along with the great concern over a skills gap emerging on how to use the technology, has likely led to the area being of top importance to address departmental digital transformation.

Defining the role of automation in the recruiting process was selected as a top action to support sustained digital transformation by 61% of global respondents, second most often.

Regionally, hiring new HR/TA team members to develop, implement, and/or optimize technology is an area more often believed to be needed to support digital transformation in the APAC region (55%) than in either North America (22%) or EMEA (41%). In North America, the appointment of head of HR technology, selected by 9%, is a step far fewer plan to take than in either APAC (44%) or EMEA (41%).

Those from high-efficacy organizations are much more likely to include more factors to support continued HR digital transformation in three of the six areas examined, with the appointment of a head of HR technology being the area of greatest difference, with a difference of 20 percentage points.

Top Actions HR Should Take to Support the Digital Transformation: High Efficacy vs. Not High Efficacy	High Efficacy	Not High Efficacy	Difference
Hire new HR/TA team members to develop, implement and/or optimize technology	45%	33%	11%
Departmental restructuring	39%	22%	17%
Appointment of head of HR technology	37%	17%	20%

Top Things HR Should Do to Support Digital Transformation — Global

Action	Percentage
Upskilling the current workforce to use the technology	71%
Defining the role of automation in the recruiting process	61%
Hire new HR/TA team members to develop, implement and/or optimize technology	41%
Use of outside resources to deliver select HR/TA services	34%
Departmental restructuring	33%
Appointment of Head of HR technology	30%
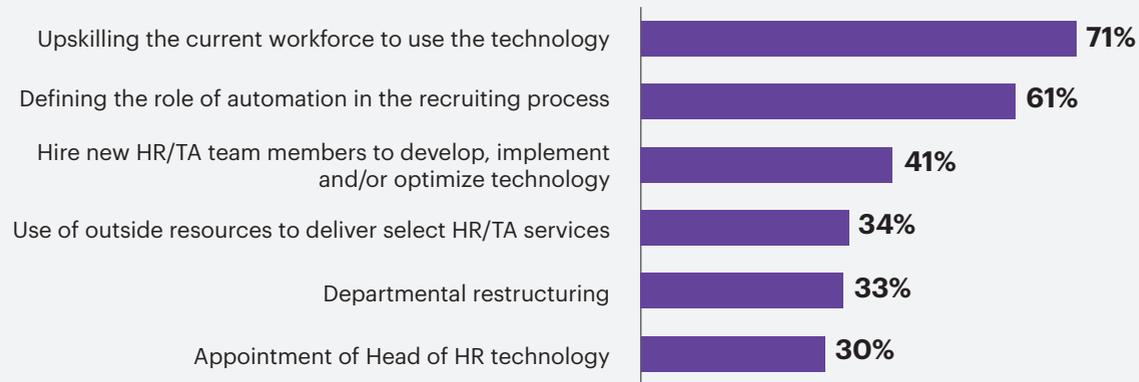
HR/TA Technologies Rating

"Please rate each of the HR/TA technologies listed below. Select from the scale of 'very valuable' to 'not valuable' for each item listed."

Respondents were asked to rate each of eleven different HR/TA technologies that they were familiar with.

All eleven technologies examined were considered "very" or "moderately" valuable by at least 7 in 10 respondents. Employee engagement was considered the most valuable, with 88% of global respondents assigning it a top two box rating. Employee engagement was previously shown as one of the areas growing the most in importance over the next three years.

Applicant tracking systems (ATS) were ranked as very valuable/valuable by 85%, second highest of the technologies examined. ATS technology has evolved in recent years, and many now include artificial intelligence (AI) to best track candidates and engage the talent pool. Further, ATS providers may have incorporated features to improve the candidate experience by being more user friendly, such as simplified application forms, mobile optimization, and personalized communication.

Onboarding technology has rapidly progressed in recent years as there has been increased emphasis on the candidate and employee experience. Those upgrades make the technology extremely valuable for

84% of global respondents. Onboarding processes have become increasingly automated, reducing manual paperwork and administrative tasks while taking advantage of mobile technology. Onboarding technology has become more personalized to cater to individual employees. Instead of a one-size-fits-all approach, companies can now customize onboarding experiences based on an employee's role, department, or location. This personalization helps new hires feel more engaged and connected from the start.

Digging down deeper into the data reveals additional insight. While the technologies examined are all considered to be valuable, few are considered "very valuable" by a majority of respondents. Only employee engagement, onboarding and ATS are considered "very valuable" by a majority of global respondents.

Applicant tracking systems (ATS) were ranked as very valuable/valuable by 85%, second highest of the technologies examined.

Assessment technology, interview scheduling, and video interviewing are all considered "very valuable" by fewer than four in 10 respondents. Interview scheduling and video interviewing are both able to
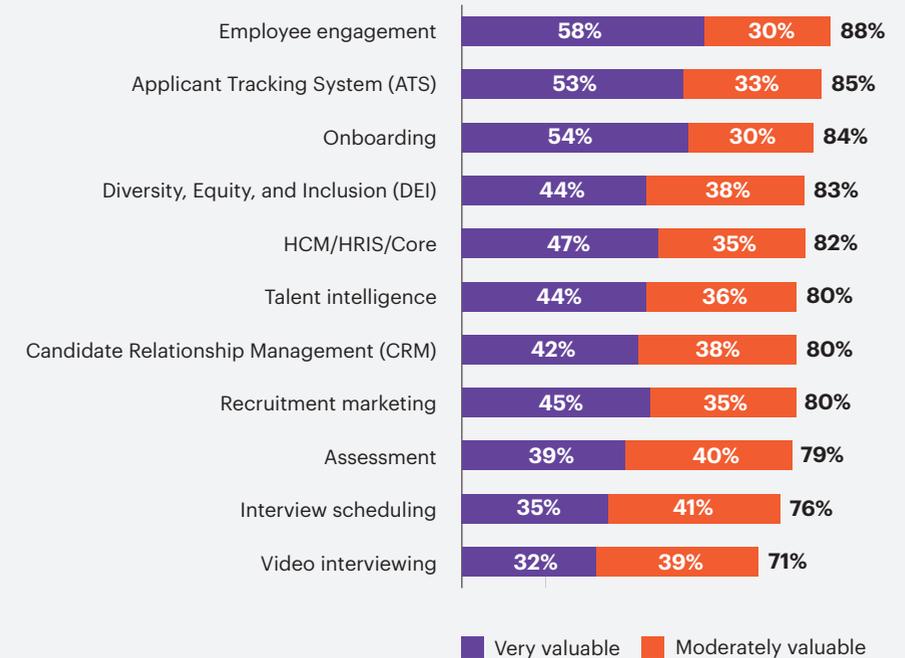
be addressed using non-HR specific technology, which may have led to a low score. Assessment has yet to prove itself as "very valuable" for a majority of HR/TA executives.

There are also regional differences. In North America, ATS, HCM/HRIS/Core and Onboarding are all significantly higher rated than in the other two

regions, while Assessment, CRM and DEI are all lower. CRM and talent intelligence are more highly rated in APAC. Employee engagement in EMEA (49%) has far fewer ratings as very valuable than North America or APAC, 64% and 60%, respectively.

HR/TA Technologies Rating — Very Valuable/Valuable — Global

Technology	Very valuable	Moderately valuable	Total
Employee engagement	58%	30%	88%
Applicant Tracking System (ATS)	53%	33%	85%
Onboarding	54%	30%	84%
Diversity, Equity, and Inclusion (DEI)	44%	38%	83%
HCM/HRIS/Core	47%	35%	82%
Talent intelligence	44%	36%	80%
Candidate Relationship Management (CRM)	42%	38%	80%
Recruitment marketing	45%	35%	80%
Assessment	39%	40%	79%
Interview scheduling	35%	41%	76%
Video interviewing	32%	39%	71%

■ Very valuable   ■ Moderately valuable

Technologies Considered "Very Valuable" by region	Global	North America	EMEA	APAC
Employee engagement	58%	64%	49%	60%
Onboarding	54%	69%	46%	46%
Applicant tracking system (ATS)	53%	62%	43%	53%
HCM/HRIS/Core	47%	55%	41%	44%
Recruitment marketing	45%	47%	35%	54%
Diversity, equity, and inclusion (DEI)	44%	35%	50%	49%
Talent intelligence	44%	32%	45%	56%
Candidate relationship management CRM)	42%	31%	41%	55%
Assessment	39%	33%	38%	46%
Interview scheduling	35%	35%	30%	40%
Video interviewing	32%	27%	31%	39%

Planned HR/TA Technology Implementation

"What HR/TA technology do you plan to implement or significantly change in the next three years? Please select all that apply."

Study participants were asked to select the HR/TA technology they plan to implement or significantly change in the next three years. The same 11 technologies examined previously for value were listed.

Employee engagement and onboarding were both selected by 43% as technology that will be implemented or significantly changed. These are the two technologies considered "very valuable" by the largest segment of the respondent base.

HCM/HRIS/Core technology was considered "very valuable" by nearly one-half (47%), but it ranks near the bottom of the planned technology implementation list.

Regionally, respondents in the APAC region generally show more plans for technology implementation than those of North America or EMEA. Specifically, CRM, DEI, HCM/HRIS/Core, and recruitment marketing are all planned by proportionately more HR/TA executives in APAC than other regions. In North America, nearly two-thirds (62%) plan on implementing or changing their onboarding technology, more than in EMEA (31%) or APAC (34%).

Of the eleven technologies evaluated, three were rated as "very valuable" significantly higher by high-efficacy HR organizations, CRM, Talent Intelligence, and Assessment. CRM has the largest gap between high-efficacy and non-high-efficacy HR organizations, 48% vs. 22%, respectively.

HR/TA Technologies Rating Very Valuable: High Efficacy vs. Not High Efficacy	High Efficacy	Not High Efficacy	Difference
Candidate relationship management (CRM)	48%	22%	26%
Talent intelligence	46%	36%	10%
Assessment	42%	26%	16%

Planned HR/TA Technology Implementation — Global

Employee engagement	43%
Onboarding	43%
Recruitment marketing	40%
Diversity, Equity, and Inclusion (DEI)	39%
Talent intelligence	35%
Applicant Tracking System (ATS)	35%
Candidate Relationship Management (CRM)	34%
Assessment	31%
Interview scheduling	31%
HCM/HRIS/Core	30%
Video interviewing	26%

Influence of Data in Driving Decisions

"How influential is the data you have now in driving HR/TA business decisions?"

Respondents were asked to indicate how influential data they have now is in driving HR/TA decisions. While globally, two-thirds (66%) stated the data is moderately or highly influential, less than one-third (31%) consider it highly influential.

Regionally, more APAC respondents believe the data they are now using is influential (77%) than in either North America (64%) or EMEA (57%). The difference is greatest among those finding the data to be highly influential (41%) vs. 21% or 32% in North America or EMEA, respectively.

Data analysis helps HR professionals understand their organization's talent needs, such as the number of open positions, skill gaps, and projected business growth so that accurate forecasts can be

made for the positions to be filled. Data also allows HR teams to identify the most effective sourcing channels and platforms for attracting candidates. By analyzing metrics such as candidate sources, application rates, and conversion rates, organizations can allocate resources and investments more strategically to target the right talent pools. It also gives insight into candidate screening and assessment, performance prediction, and retention and attrition analysis. These can then lead to targeted retention strategies to reduce turnover rates and improve long-term employee satisfaction.

Those from high-efficacy organizations are much more likely to feel the data they have is influential in driving HR/TA decisions. Nearly one-half (45%) considered the data highly influential, more than twice the percentage of those from less efficient HR organizations (20%).

Influence of Data in Driving Decisions by Region
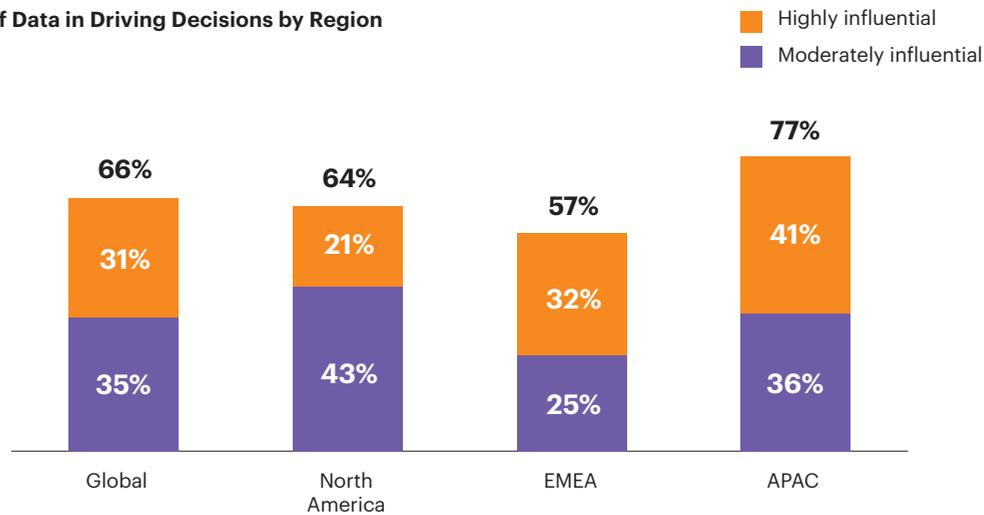
Legend:
- Highly influential
- Moderately influential

Region	Highly influential	Moderately influential	Total
Global	31%	35%	66%
North America	21%	43%	64%
EMEA	32%	25%	57%
APAC	41%	36%	77%

Legend (right chart):
- Highly influential
- Moderately influential
- Somewhat influential
- Missing completely

	High Efficacy	Not High Efficacy
Highly influential	45%	20%
Moderately influential	41%	39%
Somewhat influential	10%	33%
Missing completely	4%	8%
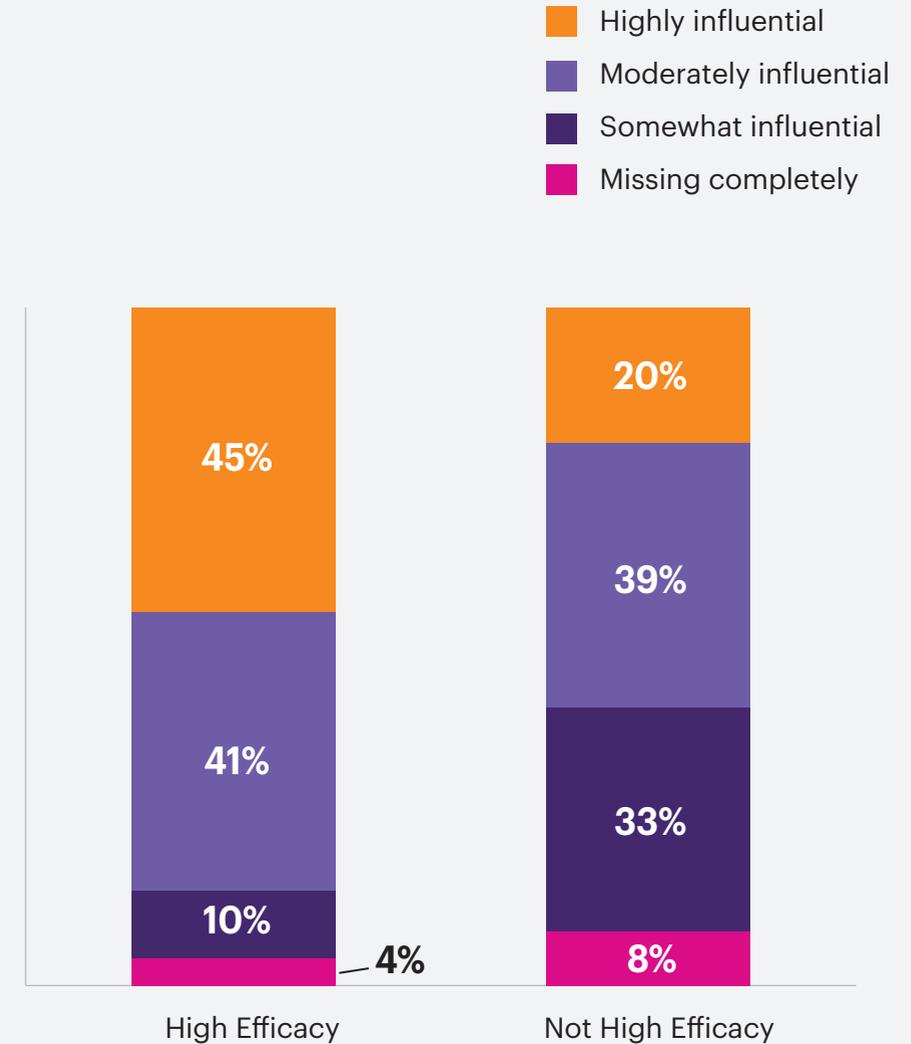
KPIs Used to Show Performance

"What KPIs are used to show performance and business impact today and you antici-pate reporting three years from now?"

Study participants were asked to select all the key performance indicators (KPIs) used to show performance or business impact today and those anticipated will be used in three years. Overall, about 90% of respondents either currently use or plan to use each of the 10 metrics examined. The exception is DEI, with 80% currently using or planning to use.

Retention is, of course, nearly always tracked, but currently only 58% globally use it to show perfor-mance and business impact, taking it beyond counting the number of employees leaving. Over one-third (34%) plan to use it in the next three years, resulting in the current or planned usage total of 92%. Some of the ways retention impacts the business are recruiting cost, employee morale, loss of institutional knowledge, productivity losses, and a negative impact on employee experience.

Employee engagement was used very similarly, also with 58% currently using the metric to show performance and impact, and another 34% planning on doing so in the next three years. A positive employee experience can boost employee engagement, defined as the level of connection and dedication a person has to their role and organization. Engaged employees feel motivated and care about their work and company; they feel they have proverbial skin in the game and are more

likely to stay. The level of engagement is closely tied to employee satisfaction and morale, all of which are critical to an organization's success.[14]

Productivity, while often difficult to quantify, is currently used by 53% globally to show performance and business impact and will be used by another 37% within three years.

Productivity, while often difficult to quantify, is currently used by 53% globally to show perfor-mance and business impact and will be used by another 37% within three years. Productivity, engagement, and retention are all related and indicators of the ROI on the employee.

Recruiting funnel metrics, which include awareness, attraction, interest, applying, evaluating, interviewing, and hiring, was the last area currently used by at least one-half (51%) of global respon-dents. Various ratios along each stage of the hiring process can be examined independently to better understand where any improvements to the process can be made, such as the interview to offer ratio or applications per job. All metrics should be drilled down to get real value out of the data and make diagnostic determinations.

Regionally, the usage differences are not significant. North American organizations tend to currently use retention metrics to show business impact (66%) more than EMEA (52%) or APAC (55%). Respondents in the APAC region indicated higher current use of

cost per hire (56%) than either North America (42%) or EMEA (39%).

While the differences between those from high-efficacy HR organizations and those from not

KPIs Used to Show Performance — Global

| KPI	Used today	Used in three years
Retention	58%	34%
Employee engagement	58%	34%
Productivity	53%	37%
Recruiting funnel metrics	51%	39%
Candidate experience	48%	41%
Quality of hire	46%	43%
Compensation	58%	30%
Cost per hire	45%	41%
Time to fill	52%	34%
DEI	41%	39%

■ Used today　■ Used in three years
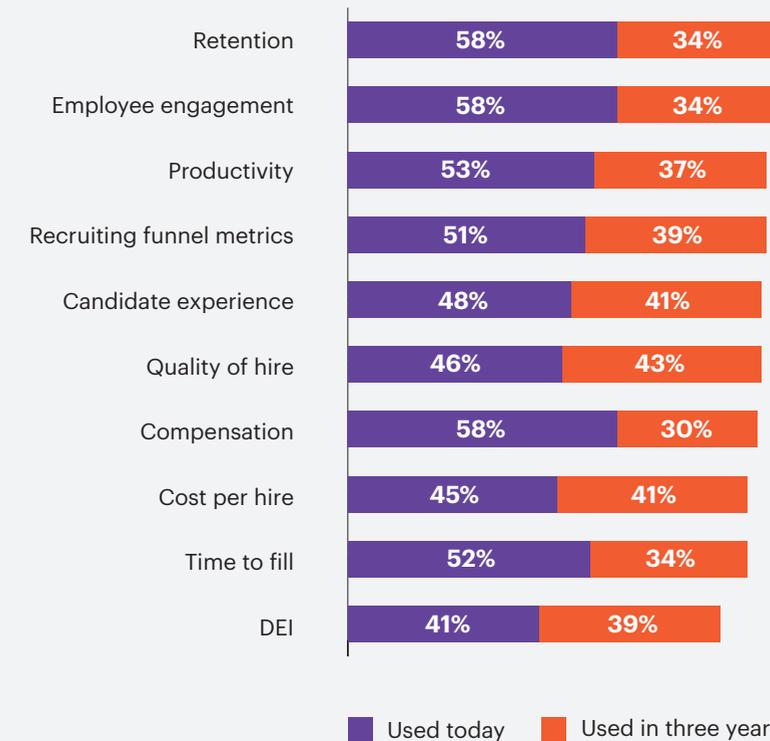
high efficacy are often not significant, those from high-efficacy HR organizations consistently use more of each KPI to show performance and business impact. Compensation is among the most often used by high-efficacy HR organizations as a

KPI to show performance today, much more than not high efficacy (62% vs. 51%, respectively). Quality of Hire and Recruiting funnel metrics are the two areas of greatest discrepancy, with a difference of 16 and 12 percentage points, respectively.

KPIs Used Today to Show Performance — High Efficacy vs. Not High Efficacy
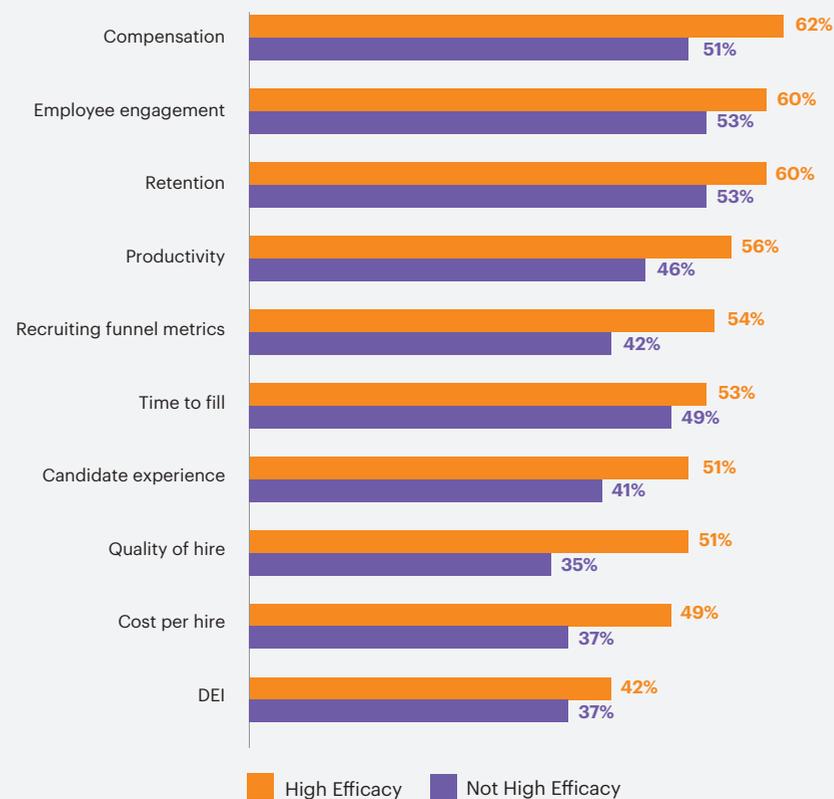
Most Important KPIs

"What are the top five most important KPIs used to show performance and business impact in your organization?"

Respondents were asked to select the top five most important KPIs used to show performance and business impact in their organization. The list was the same as that used previously to determine what is currently used or will be used in three years. The top five were fairly consistent across geographies, though the percentages of respondents that selected each varied.

Employee engagement was selected by nearly three-quarters (72%) of global respondents, the most often of any KPI examined.

Employee engagement was selected by nearly three-quarters (72%) of global respondents, the most often of any KPI examined.

Retention was selected by 70% of global respondents, and 87% of those in the North America region.

Quality of hire was among the most important KPIs for 57% of respondents, the third most of the options examined. It has a long-term horizon and reliable measurements need standardized formulas. Quality is often vague and subjective. In fact, many organizations don't feel confident about the way they measure quality of hire. Ways to measure this include performance metrics, such as sales or customer satisfaction, retention, and hiring manager satisfaction. According to a recent study by LinkedIn, quality of hire was the most valuable metric identified in the report, with 88% of respondents saying it will be very useful over the next five years. Unfortunately, it's notoriously

Most Important KPIs		Global	North America	EMEA	APAC
1	Employee engagement	72%	72%	77%	68%
2	Retention	70%	87%	61%	59%
3	Quality of hire	57%	57%	53%	62%
4	Productivity	56%	45%	65%	59%
5	Recruiting funnel metrics	52%	40%	54%	63%

Final Thoughts

difficult to measure, which explains why only 48% of the respondents currently use it.[15]

Quality of hire, productivity, and recruiting funnel metrics were all selected by just over one-half of global respondents. In North America, compensation replaced recruiting funnel metrics on the top five list, as it was indicated by 53% of respondents.

Highly efficient HR organizations are more likely than those not to consider CRM, talent intelligence and ATS among the most important KPIs.

Most Important KPIs: High Efficacy vs. Not High Efficacy	High Efficacy	Not High Efficacy	Difference
Candidate relationship management (CRM)	48%	22%	26%
Talent intelligence	46%	36%	10%
Applicant Tracking System (ATS)	42%	26%	16%

The increasing demands on HR in general and TA in particular show no signs of abating. HR functions are responding by redefining roles and responsibilities and incorporating skill changes to accommodate digital transformation.

High-efficacy HR functions are hiring new skill sets, investing in automation, and prioritizing maximizing leader and manager effectiveness more than HR functions that are not high efficacy. They are also making data-driven decisions at a far greater rate than their counterparts.
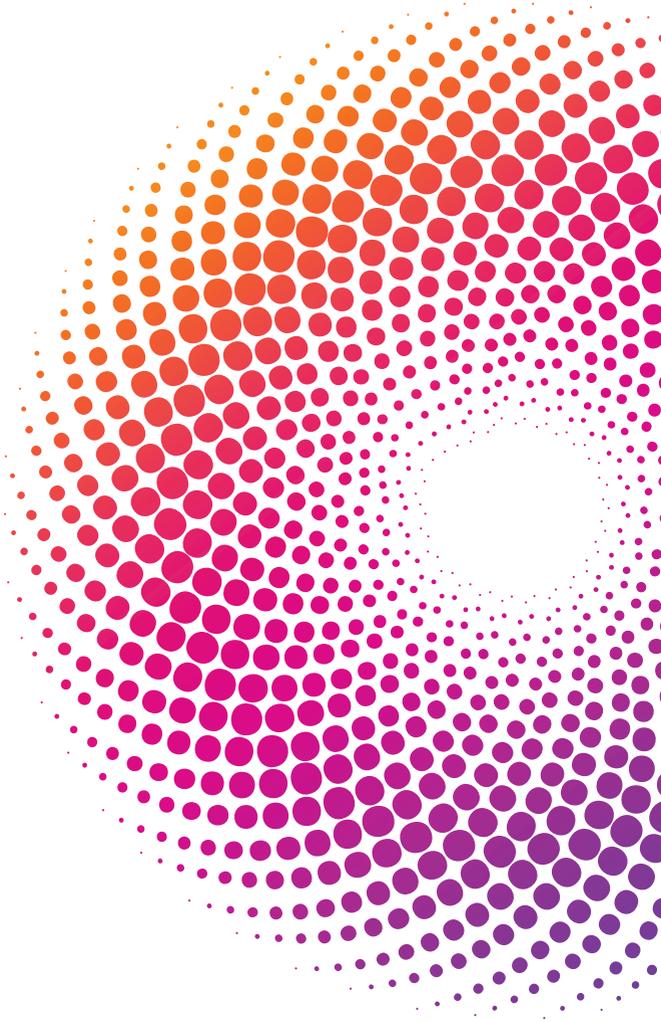
Appendix

Areas of Increased Importance Over Prior Three Years	Global	North America	EMEA	APAC
Employee retention	48%	58%	38%	46%
Recruiting	43%	53%	45%	28%
Training and development	40%	42%	38%	42%
Employee engagement	40%	53%	31%	33%
Diversity, equity, and inclusion	37%	40%	34%	38%
Remote working/flexible work arrangements	35%	26%	41%	38%
IT/HR technology roadmap (examples: hiring, evaluations/ performance management)	33%	26%	30%	45%
Company culture	32%	40%	30%	23%
Employee health (mental, physical, financial)	30%	25%	33%	35%
Workforce planning	28%	26%	36%	20%
Employee productivity	25%	12%	28%	38%
Compensation strategy	23%	33%	14%	19%
Employer branding	15%	10%	18%	17%
Safety-cyber/privacy	13%	10%	14%	17%
Corporate strategy	13%	12%	13%	16%
Compliance	13%	18%	13%	7%
HR strategy for mergers and acquisitions	10%	8%	10%	14%
Contingent workforce hiring	10%	4%	16%	9%
Office real estate	5%	2%	6%	7%

Areas of Increased Importance in Next Three Years	Global	North America	EMEA	APAC
Remote working/flexible work arrangements	44%	43%	43%	46%
Employee health (mental, physical, financial)	40%	31%	50%	41%
Training and development	38%	42%	41%	28%
Employee engagement	35%	41%	38%	26%
Recruiting	35%	46%	28%	29%
Workforce planning	35%	43%	35%	25%
Employee retention	33%	45%	21%	30%
Employee productivity	30%	23%	38%	32%
Company culture	28%	40%	21%	22%
Diversity, equity, and inclusion	28%	32%	24%	26%
IT/HR technology roadmap (examples: hiring, evaluations/ performance management)	27%	24%	24%	35%
Safety-cyber/privacy	26%	8%	36%	39%
Employer branding	26%	27%	26%	25%
Compensation strategy	19%	20%	20%	16%
Corporate strategy	14%	11%	14%	19%
HR strategy for mergers and acquisitions	12%	5%	13%	19%
Compliance	11%	9%	13%	13%
Office real estate	7%	7%	9%	4%
Contingent workforce hiring	6%	3%	8%	9%

How HR is Preparing for Changes	Global	North America	EMEA	APAC
Overall investment in HR technology	56%	34%	67%	71%
Reimagining the employee experience	63%	52%	65%	76%
Optimizing recruiting capabilities	64%	65%	61%	65%
Workforce training and development (reskilling, upskilling)	68%	56%	76%	75%
Maximizing leader and manager effectiveness	74%	74%	73%	75%
Greater focus on workforce retention	79%	81%	73%	82%

Priority of Investment in 2023: Essential/High Priority	Global	North America	EMEA	APAC
Greater focus on workforce retention	79%	81%	73%	82%
Maximizing leader and manager effectiveness	74%	74%	73%	75%
Workforce training and development (reskilling, upskilling)	67%	56%	76%	75%
Optimizing recruiting capabilities	64%	65%	61%	65%
Reimagining the employee experience	63%	52%	65%	76%
Overall investment in HR technology	56%	34%	67%	71%

Priority of Investment in 2026: Essential/High Priority	Global	North America	EMEA	APAC
Maximizing leader and manager effectiveness	81%	78%	79%	84%
Greater focus on workforce retention	79%	79%	72%	85%
Workforce training and development (reskilling, upskilling)	76%	70%	81%	79%
Reimagining the employee experience	68%	55%	68%	85%
Optimizing recruiting capabilities	64%	69%	59%	65%
Overall investment in HR technology	58%	41%	65%	71%

Top Things HR Should Do to Support Digital Transformation	Global	North America	EMEA	APAC
Upskilling the current workforce to use the technology	71%	77%	60%	75%
Defining the role of automation in the recruiting process	61%	63%	53%	68%
Hire new HR/TA team members to develop, implement and/or optimize technology	41%	22%	41%	66%
Use of outside resources to deliver select HR/TA services	34%	24%	38%	41%
Departmental restructuring	33%	23%	35%	44%
Appointment of head of HR technology	30%	9%	41%	44%

HR/TA Technologies Rating: Very Valuable/Valuable	Global	North America	EMEA	APAC
Employee engagement	88%	93%	83%	87%
Applicant tracking system (ATS)	85%	90%	79%	88%
Onboarding	84%	93%	82%	75%
Diversity, equity, and inclusion (DEI)	83%	80%	80%	88%
HCM/HRIS/Core	82%	83%	79%	83%
Talent intelligence	80%	75%	84%	82%
Candidate relationship management (CRM)	80%	69%	80%	93%
Recruitment marketing	80%	79%	79%	82%
Assessment	79%	71%	81%	87%
Interview scheduling	76%	79%	71%	79%
Video interviewing	71%	60%	73%	81%

Planned HR/TA Technology Implementation	Global	North America	EMEA	APAC
Onboarding	43%	62%	31%	34%
Employee engagement	43%	46%	39%	43%
Recruitment marketing	40%	38%	34%	50%
Diversity, equity, and inclusion (DEI)	39%	30%	38%	53%
Talent intelligence	35%	18%	44%	47%
Applicant tracking system (ATS)	35%	33%	25%	49%
Candidate relationship management (CRM)	34%	26%	36%	43%
Assessment	31%	30%	31%	34%
Interview scheduling	31%	31%	27%	35%
HCM/HRIS/Core	30%	27%	27%	37%
Video interviewing	26%	14%	34%	32%

KPIs Used to Show Performance: EMEA	Used today	Used in three years	Using/Planning on Using
Employee engagement	53%	39%	92%
Productivity	55%	36%	91%
Candidate experience	51%	40%	91%
Retention	52%	38%	90%
Recruiting funnel metrics	48%	41%	89%
Quality of hire	45%	43%	88%
Cost per hire	39%	47%	86%
Time to fill	51%	34%	86%
Compensation	52%	33%	85%
DEI	36%	39%	75%

KPIs Used to Show Performance: North America	Used today	Used in three years	Using/Planning on Using
Retention	66%	27%	93%
Employee engagement	60%	31%	92%
Compensation	61%	27%	89%
Quality of hire	40%	48%	88%
Recruiting funnel metrics	52%	36%	88%
Cost per hire	42%	44%	85%
Time to fill	49%	35%	84%
Candidate experience	40%	44%	84%
DEI	41%	42%	83%
Productivity	45%	37%	82%

KPIs Used to Show Performance: APAC	Used today	Used in three years	Using/Planning on Using
Productivity	59%	37%	96%
Retention	55%	39%	94%
Candidate experience	54%	38%	92%
Employee engagement	59%	32%	91%
Recruiting funnel metrics	52%	39%	91%
Quality of hire	54%	36%	90%
Compensation	61%	29%	90%
Cost per hire	56%	32%	88%
Time to fill	56%	31%	87%
DEI	46%	36%	82%

Most Important KPIs	Global	North America	EMEA	APAC
Employee engagement	72%	72%	77%	68%
Retention	70%	87%	61%	59%
Quality of hire	57%	57%	53%	62%
Productivity	56%	45%	65%	59%
Recruiting funnel metrics (awareness, attraction, interest, applying, evaluating, interviewing, hiring)	52%	40%	54%	63%
Compensation	49%	59%	43%	43%
Candidate experience	43%	35%	47%	47%
Time to fill	42%	44%	42%	41%
Cost per hire	33%	30%	32%	37%
DEI	24%	26%	23%	22%
Other	3%	5%	3%	0%

Respondent Profiles

Region	
Asia Pacific (APAC)	29%
Europe, Middle East, Africa (EMEA)	33%
North America	38%

Industry	
Aerospace/Aviation	1%
Automotive	2%
Biotech/Medical Equipment	2%
Business Services	7%
Chemicals	2%
Consumer Goods/Electronics	3%
Finance, Insurance & Real Estate	11%
Healthcare/Health Sciences	18%
IT/Technology/Software	18%
Manufacturing	12%
Media/Entertainment/Hospitality	2%
Pharmaceuticals	3%
Power, Oil & Energy	1%
Professional Services	9%
Property Management/Maintenance	2%
Retail/Wholesale	5%
Telecommunications	2%
Transportation	3%

Job title	
Owner/Partner/President/CEO	10%
Chief Human Resource Officer (CHRO)	22%
SVP/VP/GM	11%
Department Head	13%
Director	21%
Manager	25%

Organization Size	
50-99	7%
100 – 499	21%
500 – 2,999	24%
3,000 – 9,999	18%
10,000 – 24,999	10%
25,000 – 49,999	7%
50,000 – 99,999	7%
100,000+	6%

End notes

1. Jay, Shani. "How to Measure HR Effectiveness: 12 Useful Metrics," *Academy to Innovate HR*, Accessed July 11, 2023.
   https://www.aihr.com/blog/how-to-measure-hr-effectiveness/

2. Collier, Kevin. "In NYC, companies will have to prove their AI hiring software isn't sexist or racist," *NBC News*, July 5, 2023.
   https://www.nbcnews.com/tech/tech-news/nyc-companies-will-prove-ai-hiring-software-isnt-sexist-racist-rcna92336

3. "Voluntary Employee Departures Spike 37 Percent Among U.S. Businesses," *Aon*, September 15, 2022.
   https://aon.mediaroom.com/Voluntary-Employee-Departures-Spike-37-Percent-Among-U-S-Businesses,-Aon-Reports

4. Clark, D. "Estimated number of job-to-job resignations in the United Kingdom from 4th quarter 2001 to 1st quarter 2023," *Statista*,
   May 16, 2023. https://www.statista.com/statistics/1283657/uk-job-to-job-resignations/#:~:text=In%20the%20third%20quarter%20
   of,442%2C000%20in%20the%20previous%20quarter

5. "Aon Survey Finds Salaries in India Expected to Increase by 10.4 percent in 2023," *Aon*, September 26, 2023.
   https://www.aon.com/apac/in-the-press/asia-newsroom/2022/press-release-26-sep-2022

6. https://www.gfmag.com/global-data/economic-data/worlds-unemployment-rates

7. Smith, Matthew and Young McNally, Elizabeth. "Building a learning culture that drives business forward," *McKinsey*, April 16, 2021.
   https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/building-a-learning-culture-that-drives-
   business-forward

8. "State of the Global Workplace: 2023 Report,' *Gallup*, 2023.
   https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx

9. Global Diversity, Equity & Inclusion Survey,' *PwC*, 2022.
   https://www.pwc.com/gx/en/services/people-organisation/global-diversity-and-inclusion-survey.html

10. "Gartner Forecasts 39% of Global Knowledge Workers Will Work Hybrid by the End of 2023," *Garter Press Release*, March 1, 2023.
    https://www.gartner.com/en/newsroom/press-releases/2023-03-01-gartner-forecasts-39-percent-of-global-knowledge-workers-will-
    work-hybrid-by-the-end-of-2023

11. Organ, Christine. "Workforce Planning: Definition & Best Practices, *Forbes*, April 12, 2023.
    https://www.forbes.com/advisor/business/workforce-planning/

12. "Despite layoffs, talent is still king," *SoftBank Vision Fund*, 2023.
    https://visionfund.com/insights/chro-survey-despite-layoffs-talent-is-still-king

13. 2Q 2023 *HRO Today Tech Report,* https://www.linkedin.com/business/talent/blog/talent-analytics/hiring-metrics-that-will-matter-more

14. Holliday, Marc. "Benefits of Employee Retention for Businesses," *Oracle*, February 2021.
    https://www.netsuite.com/portal/resource/articles/human-resources/employee-retention-benefits.shtml#

15. McLaren, Samantha. "The Hiring Metrics That Will Matter More (and Less) This Year." *LinkedIn*, Accessed July 15, 2023.
    https://www.linkedin.com/business/talent/blog/talent-analytics/hiring-metrics-that-will-matter-more

About HRO Today

HRO Today is the property of SharedXpertise Media and offers the broadest and deepest reach available anywhere in the HR industry. Our magazines, web portals, research, e-newsletters, events, and social networks reach over 180,000 senior-level HR decision-makers globally with rich, objective, game-changing content. Our No. 1 strength is our reach. HR leaders rely heavily on the *HRO Today's* Baker's Dozen rankings across six different categories when selecting an HR service provider.

About Cielo

Cielo is the world's leading Talent Acquisition Partner. We deliver a better talent experience for everyone through Recruitment Process Outsourcing, Executive Search, Contingent Workforce Solutions and Consulting Services. With our fresh approach—we design and build comprehensive, proven solutions inspired by technology to find and keep the unique talent that elevates our clients above the competition. Learn more at **cielotalent.com**.

Methodology

We surveyed 250 senior HR executives, with respondents from North America, EMEA and APAC regions. Respondents were from the HRO Today global network or from QuestionPro Audience, who were professionals who self-identified as working either in HR/TA with a focus on recruiting. Three-quarters (75%) of respondents held the title of Director or above, and all respondents were from companies with at least 50 full-time employees.

All respondents were contacted via email and completed the questionnaire between April 12 and June 12, 2023.