



THE STATE OF HR

AUXERIS RECRUITMENT

HR DEPARTMENTS ARE OVERSTRETCHED - ACT NOW TO STEM THE HR TALENT DRAIN

The last 2 years' have brought significant challenges for HR colleagues and departments are now creaking under the pressure. The slow adoption of HR tech to support colleagues with admin tasks has added to workloads whilst the differences in benefits on offer compared to the competition and a lack of attention to the candidate experience is hampering recruitment efforts and pushing time to hire KPIs much higher.

RISK OF BURNOUT IS REAL

Not a day goes past when there isn't another post on LinkedIn covering the case of the under pressure HR employee. The last 2 years' have been a whirlwind and have taken their toll. From being thrown into a sudden pandemic, hiring freezes, shifts to remote working, supporting teams to upskill remotely to manage remote working (oh the irony!), supporting managers to engage employees remotely, to arranging zoom socials to bolster teams' morale.

It didn't stop there either. They had to redefine and rewrite policies, implement furlough schemes and then the knockout blows of redundancies, sickness and deaths. The pressure has been building for some time. On return to the office, it was HR that had to identify the legal ramifications to bring employees back into the office safely. HR departments have had it tough.

45%*

have considered leaving their profession due to current pressures.

*Source: Wellbeing partners



are seeing **signs of burnout** with their employees

*Source: Wellbeing partners



cited 'increased and unexpected workload' was the reason for team exhaustion.

Source: 2021 State of People Strategy Report, Lattice



THE PRESSURE HAS KEPT ON BUILDING

Too often HR are the internal spokesperson for the business and they are being left to deliver the unpopular decisions that the business has made. They have fielded battlelines between employee and employer as the flexible working mismatch played out. As talent resigns, HR are scrambling to retain the best talent, with sweetened offers being approved in the hope to convert disenchanted talent. The Great Resignation is the straw that broke the camel's back; HR employees are burning out. The 2021 State of People strategy report interviewed 700 HR employees. 42% replied that burnout was the biggest challenge in their HR department and 67% cited increased and unexpected workload as a factor behind team exhaustion.

TO WORK FLEXIBLY, OR NOT...



Now that teams are settling into the 'new normal', hiring levels are well and truly back at pre-pandemic levels. Those roles that were put on hold or couldn't be recruited for due to candidates not wanting to move in 2020, are now firmly back on the table. Couple this with the challenges that are being thrown at business by employees jumping to a new employer. This comes as no surprise as their response is largely down to how their employer behaved during the pandemic and how much support was provided for them. The fast switch from flexible working seems to be reversing in many firms, leaving employees despondent and on the hunt for an opportunity with an employer who does support remote working.

THE TALENT DRAIN IS REAL AND COSTS ARE SOARING

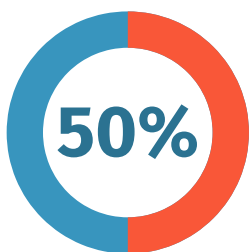
In any one year, the typical employee attrition rate is c.11% of a workforce. Figures vary but it is expected that one in four employees in the UK are going to change jobs in the coming year. Globally, these figures have been predicted to be much higher. Further pressures exist with the talent drain, particularly in sectors such as tech and life sciences.

Faced with high costs of recruitment, the increased costs with sign on bonuses to attract exceptional talent (golden hellos have made a resurgence) and the extra costs of recruitment when partnering with an agency, some businesses had given a directive to manage the recruitment process end to end, in-house.

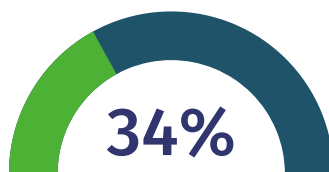


HIRING HAS BECOME MORE CHALLENGING

The 'Great Resignation' starts to bite



Responded that resignations were up



HR teams reported slightly higher turnover than usual



20% reported a significant increase in turnover

WHAT COULD POSSIBLY GO WRONG?

The sheer volume of open positions, alongside the pressure to meet time to hire KPIs means that mistakes are undoubtedly going to be made. Mismatches to cultural fit for one, particularly if hiring is completed solely by an inexperienced hiring manager. Take too long and have too many stages in your recruitment process and the talent will have gone. There is no denying that recruiting for every role involves an immense amount of time, particularly if you don't have a talent pipeline that you have been nurturing with promising candidates. Fire fighting is difficult and there are too many demands on HR professionals at the moment.



IT'S TIME TO LEAN ON TECH

Automation is thought to remove bias from the process and by doing so, will improve company performance. Yet HR tech and AI is still low.



30%

of HR tasks to be carried out
by AI in 2022

Source: [Gartner ai-shows-value-and-gains-traction-in-hr 2019](#)

GETTING THE HR TECH STACK RIGHT

Nothing screams louder than the need for automation than the current situation. There are many benefits that automation will bring to the admin side of HR. Finding a balance between automation and human in the loop will be the sweet spot for HR teams. However these changes need to happen fast and HR teams have been burnt by tech mis-selling. Say the word algorithm and backs are already up. However, there are many clever tech solutions available that will support your HR teams to automate those tasks that cause the biggest drain on time. Find a recruitment partner who has both the tech and the human know how and you've got a powerful solution to partner with. **Hello, Auxeris!**

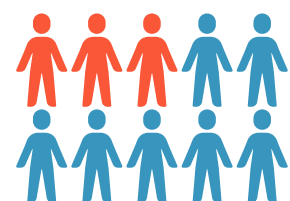


THERE ARE SOME THINGS THAT AUTOMATION CAN'T REPLACE

A great HR department is an asset that a business just cannot afford to lose. When HR adds value to the business, they can bring talented teams together and support employees and line managers alike to perform to their full potential. The one thing that cannot be replaced by tech is the human interaction in the relationships that HR build with current employees and in the recruitment of talent. If you want to build an engaged workforce, this has to start from the moment that candidate accepts their role.

30% of new employees leave a new job in the first
90 days¹

¹[Source: HBR So you want to quit your job? 12/21](#)



THE POWER OF EFFECTIVE ONBOARDING

First impressions count, so your HR team needs to focus on providing a seamless onboarding process for new talent that reflects the culture of the business. You want to build face-to-face time with the future employee, to really help them to buy into the business and feel welcomed. Find a great recruitment agent and they will support you all the way to Day One when your new employee steps through the door (virtually too). Why is this so important though? Because simply sending automated content to a candidate as part of their onboarding process is too impersonal. Humans crave interaction, so don't bombard them with materials and forget about the importance of connection, even if it's virtual.

34%¹ % reported that they left due to an incident during their first 90 days



32%¹ cited poor company culture as a reason for leaving.



¹ **Source:** [HBR So you want to quit your job? 12/21](#)



of employees agree that their company does a good job of onboarding new employees.

² **Source:** [State of the American Workplace Report Gallup 2017](#)

HEALTH AND WELLBEING SUPPORT FOR HR

HR employees tend to be very people focussed and as such put other people first, before themselves.



From supporting line managers and department heads, to building teams that underpin the future of a business, to managing underperformance or any employee-line manager dispute. The demands on HR teams have only swelled in recent years and with this additional pressure, HR employees are not taking the time off that they need to recharge. Businesses need to support their HR teams and find new ways to reduce the work flow of unexpected projects and high recruitment turnarounds, or they need to ensure that these teams are properly supported.

As noted earlier, a great HR department is an asset to any business, so more needs to be done to support them. If HR are focusing on the well being of the employees, who is focusing on them? Once again, partner with a good recruiter who can support HR and take the recruitment process load away so they can shift focus back to where they need it to be.

PAPERWORK KEEPS PILING UP

Admin overload - most HR departments will be familiar with this but when did it become the new normal? An ever-growing pile-up of paperwork is never a good sign and the backlog won't just be affecting your team, either. How can your HR team possibly be able to effectively manage recruitment processes, applications as well as internal HR matters?

If HR is struggling to stay on top of paperwork, it can have significant consequences for the business – with legal documents and contracts going unchecked, unsigned or even missing among the melee. Are compliance matters being kept in check? What else is being overlooked or lost in the inbox of hell?

It could be affecting employee engagement too, with new starters not getting the onboarding support they need, or facing an anxious wait for their employment contract to be finalised - remember, first impressions matter and onboarding should be a (positive) reflection of your organisation.



NEXT STEPS FORWARD

The fastest, best, most sensible solution to support your HR teams is to enable them to engage with a team of talented recruitment specialists who can manage your hiring needs. The best results will come from a business that will work in partnership with you; one that you trust and that can become a sounding board for future hiring strategies. Find out if they have their own candidate pipelines and how they engage with talent. If they are tech enabled and can bring automation to the table which reduces demands on back office admin, even better. As they are going to be an extension of your brand, you want to pick an agency that understands you, your business, your culture, your marketplace and your challenges. Finally they should tick the all important “know, like and trust”.

LEAN ON RECRUITMENT PARTNERSHIPS

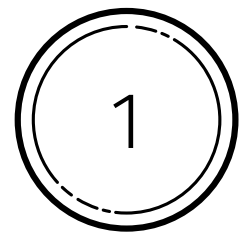
The benefit of working with a partner in the recruitment process is that they have access to the best talent in the marketplace, especially those who aren't actively looking. They can also provide that all important initial screen of applicants, weed out any spam applications and focus on those high quality candidates. A good recruiter will want to build a partnership with your HR team and be there to support the HR function so the business can grow and succeed.



Experienced recruitment partners can provide you with access to a regularly engaged talent pool. By picking an experienced recruitment agent, you can ensure you are selecting the best potential candidates that meet your cultural fit to take through to your interview stages and stem the talent drain.

FUTURE PROOFING FOR BUSINESS SUCCESS

and the sanity of HR employees...



If your employee value proposition isn't very clearly communicated to current employees, then it is unlikely that future ones will know what it is either. So take a look at what the full proposition is and identify what changes there have been in the market.

The obvious one at the moment is the mismatch of employees' desire to continue to work flexibly and shift to a remote working schedule, whilst micromanaging employers want bums back on seats in the office. Those businesses that prioritise flexible working will find it easier to recruit talent, than those who don't.





MENTAL HEALTH AND WELLBEING

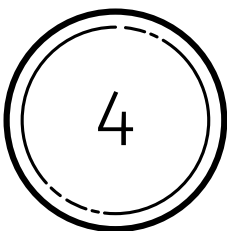
Employees are more interested in how their employer will look after their wellbeing and if they see an overstretched, stressed out HR team, they'll be sceptical about the company health and wellbeing benefit that is purported to exist. This doesn't mean an extra day off for your birthday either. The deeper you go with these policies the greater the return in commitment and talent retention. Have open conversations about diversity and inclusion and include neurodiversity. Have champions within your organisation that promote health and wellbeing.

PAY THE MARKET RATE...

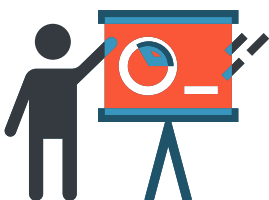
or better still, pay above and retain your talent...



Don't wait for resignations to counter-offer, your HR team (if not distracted by the constant work of recruitment) should be keeping on top of the market and be able to advise on what to offer to retain your talent. If you are paying a good salary and have flexible working together with proactively encouraging and supporting wellbeing then you give little reason for your team to look elsewhere. Make it hard for your competition to poach your talent.



PERSONAL DEVELOPMENT MATTERS



Don't forget personal development. Other than those candidates who are 'lifers' most employees usually stay in the role 2-3 years, one to get an in-depth understanding and a year or two to develop it. After that they will be looking for progression. Your HR team need to be working with managers with an eye on succession planning and talent progression, alongside identifying talent gaps for your recruiter to fill.

USE TALENT MOBILITY IN-HOUSE TO PLUG SKILLS GAPS

Identify your current recruitment style. If it is very reactionary, it might be time to consider how you can move to a more proactive model (see succession planning, talent retention and gap identification above). How can you identify talent within your business who could be reskilled to move to another part of the business? This could be on a temporary project basis, whilst you hire additional talented resource for that team, or a more permanent move. The ability to support your hiring challenges with talent within the business will enable you to work on a more sustainable recruitment model. It will also give you time to build a strong employer brand that builds genuine candidate advocacy and a desire to work for your brand.



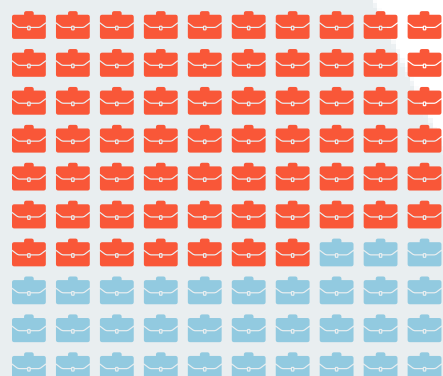
ABOUT THE REPORT AUTHOR: AUXERIS

Auxeris is the tech enabled recruiter with the human touch. Powered by experts we have a network of exceptional specialist recruiters who have the ideal sector experience for many businesses. We'll uncover the talent that you need that is both matched to your cultural fit and to your recruitment brief. We offer one fixed fee of 15% for any of your recruitment requirements (temp, temp to perm and permanent hiring). We build lasting relationships with your HR departments, to support in all of your recruiting briefs from entry level to senior positions and we act as a sounding board for anything else. Find out more on our website www.auxeris.com or connect with us on [LinkedIn](#) for more content.

www.auxeris.com

THE STATE OF HR INFOGRAPHIC

Threat of HR colleague burnout is real



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A permanent move to Hybrid / Fully Remote (by some...)

Those businesses that aren't offering flexibility are losing out in securing talent to firms that are offering flexible and remote working.



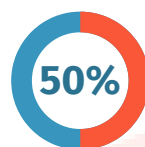
1 in 5

people are working from home all or part of the week

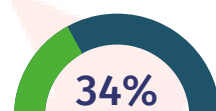
(Source: The Telegraph How the 'HR Blob' took over the workplace — and put the brakes on Britain 4/2/22)

This extends recruitment processes and adds pressure to time to hire KPIs for HR departments that don't offer these benefits.

The 'Great Resignation' starts to bite



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Onboarding and retention

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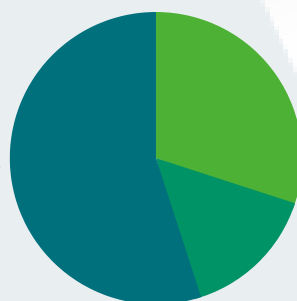
Only **12%**² employees agree that their company does a good job of onboarding new employees.

30% of new employees leave a new job in the first 90 days ¹



Candidate experience is everything

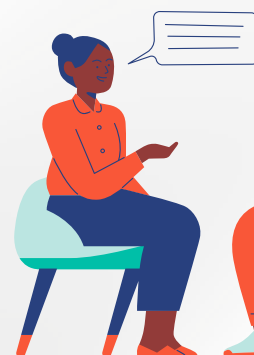
Businesses spend up to 20% of turnover on employer branding but employer branding won't fix bad experience



Recommend 30%

Not recommend 15%

Neither 55%



74%³ of employers are not asking for candidate feedback on their experience

¹ Source: HBR So you want to quit your job? 12/21

² Source: State of the American Workplace Report Gallup 2017

³ Source: https://ere.net 12/1/22 3/4 of employers fail to see candidate feedback and employer branding can't fix a poor candidate experience