HR TECH GLOBAL REPORT
DISRUPTIVE TECH TRANSFORMATIONS:
HUMAN RESOURCES AND THE DIGITAL JOURNEY

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“THE ROAD GOES EVER ON AND ON OUT FROM THE DOOR WHERE IT BEGAN. NOW FAR AHEAD THE ROAD HAS GONE. LET OTHERS FOLLOW, IF THEY CAN!”

A quote from J.R.R. Tolkien sums up the journey Human Resources professionals and their companies have taken in an attempt to transition from an analog world to a digital one. To further explain the analogy, the “Road” is technology. It continues to go, taking turns and venturing over hills no one expected. As companies invest in more technology, one of their goals: to stay ahead of competition and beckon them to keep up.

**AND IT’S BEEN AN INTERESTING JOURNEY.** Just look at the impact technology has had on our daily lives. People are engaged more with their devices than ever before. Smartphones, tablets, laptops are extensions of who we are. In some ways we’re “more machine now than man.” It makes the most sense that technology disrupts the lives of Human Resources departments around the world. Who other than HR professionals have the most impact in a company? Every decision they make impacts the core areas of human resources and technology.

- Artificial Intelligence/Virtual Reality/Augmented Reality/Robotics
- HR Digital Transformation
- People Analytics
- Employer Branding
- Learning
- Employee Engagement
- Workforce Management

**SO WHERE ARE WE GOING? WHERE IS THE “ROAD” TAKING US? THIS GLOBAL REPORT WILL DISCUSS, IN DETAIL, THE ANSWER TO THOSE QUESTIONS.**

- HR Exchange Network conducted a survey with HR and Talent Professionals who have direct influence on their organization’s budget.
- Data for this report was collected between October and November 2017.
- Nearly 60% of those surveyed are Directors, VPs or C-Level Executives, and nearly 60% of respondent organizations have 1,000+ employees.
Technology is disruptive to Human Resource departments globally.

1.

Embracing technology is a balancing act between finding the right fit for companies and retaining/discovering new productive processes.

2.

Technology is strengthening the connection between employees and their employers.

3.

HR professionals are creating positive outcomes based on technology and practices for companies and their products.

4.

HR professionals are addressing key issues in embracing technology and providing solutions for those issues.

5.
HR professionals are right in the thick of it as C-Suite leaders push toward a digital transformation. Defined, the digital transformation is the process by which a company moves from a paper world to an electronic world. And now it’s a necessity. Companies have to make the change in order to stay ahead of, or at least with, competitors. We’re talking about the changes in working processes, technology infrastructure, employee skills, and the application of data.

Survey results reflect that point. Nearly 80% of respondents said working processes within their organization have been impacted by the digital transformation. Following that, 53% said technology infrastructure, and then 51% stated data application had been affected.

In what ways has your company’s HR department been impacted by the digital transformation?

- Working processes: 79.03%
- Technology infrastructure: 53.23%
- Data application: 51.61%
- Interdepartmental cooperation: 48.39%
- A change in leadership concepts: 40.32%

Multiple answers per participant possible. Percentages may exceed 100 since a participant may select more than one answer for this question.

―Jaclyn Lee PhD, Head of HR Technology and Analytics, Singapore University of Technology and Design.
When asked if their organization had a former HR Technology strategy, the response was overwhelmingly affirmative:

- "Yes" 69.35%
- "No" 30.65%

And each of them had their own priorities heading into the New Year. The top three:

1. HRIS
2. Recruitment/Hiring
3. Learning

Some organizations were already ahead of the curve using more than one technology to augment their Human Resources activities.
What HR Technologies is your company currently using? Please check all that apply. Multiple answers per participant possible. Percentages may exceed 100 since a participant may select more than one answer for this question.

- Artificial Intelligence: 17.74%
- Analytics: 41.94%
- Apps: 38.71%
- ATS: 33.87%
- Chat Bots: 8.06%
- eLearning: 58.06%
- Gamification: 43.55%
- LMS: 50.00%
- Mobile: 58.06%
- Social: 33.87%
- Video: 8.06%
- VR: 41.94%
- Workforce Management: 29.03%
- Career Pathing: 29.03%
What HR Technologies is your company investing in the next 6-12 months? Please check all that apply.

<table>
<thead>
<tr>
<th>Technology</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Artificial Intelligence</td>
<td>19.35%</td>
</tr>
<tr>
<td>Analytics</td>
<td>35.48%</td>
</tr>
<tr>
<td>Apps</td>
<td>27.42%</td>
</tr>
<tr>
<td>ATS</td>
<td>20.97%</td>
</tr>
<tr>
<td>Chat Bots</td>
<td>12.90%</td>
</tr>
<tr>
<td>eLearning</td>
<td>45.16%</td>
</tr>
<tr>
<td>Gamification</td>
<td>24.19%</td>
</tr>
<tr>
<td>LMS</td>
<td>29.03%</td>
</tr>
<tr>
<td>Mobile</td>
<td>25.81%</td>
</tr>
<tr>
<td>Rewards</td>
<td>22.58%</td>
</tr>
<tr>
<td>Social</td>
<td>16.13%</td>
</tr>
<tr>
<td>Video</td>
<td>4.84%</td>
</tr>
<tr>
<td>VR</td>
<td>38.71%</td>
</tr>
<tr>
<td>Workforce Management</td>
<td>33.87%</td>
</tr>
<tr>
<td>Career Pathing</td>
<td>9%</td>
</tr>
</tbody>
</table>

Multiple answers per participant possible. Percentages may exceed 100 since a participant may select more than one answer for this question.

It goes without saying technology is a big hit with HR professionals, but in no other area more than learning. When asked which HR Technologies companies were currently using, eLearning was the leading sector. To further add legitimacy to the fact, there is a correlation between that and the HR Technologies companies are investing in the next 6-12 months: 45 percent say they will invest in eLearning technologies.

Regardless, Dr. Jaclyn Lee, the Head of HR Technology and Analytics at the Singapore University of Technology and Design, says leaders have to ask a series of fundamental questions before embarking on the transformational journey.

1. How can HR business leaders to shift towards a digital mind-set and a new way of managing and organizing their workforce?
2. How will HR change its processes in order to re-invent HR and employee experience in a digital world?
3. How can HR help to develop design thinking skills to enable mobile technology that can make work easier, more productive and enjoyable for employees?
4. How can HR develop an analytics strategy so that they can have a more data driven approach to managing people?

Dr. Lee further states HR leaders “need to be able to understand what is happening in the marketplace, develop the right mind-set to develop solutions, as well as champion and obtain buy-in for digital transformation.”
When developing an HR technology strategy, one question is bound to come up: who is responsible for the HR Technology decisions and implementation within your organization? Overwhelmingly, respondents indicated HR professionals were the responsible parties – nearly 76% in fact. Information Technology followed with nearly 47%.

### Who is responsible for the HR Technology decisions and implementation within your organization?

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>75.81%</td>
</tr>
<tr>
<td>Information Technologies</td>
<td>46.77%</td>
</tr>
<tr>
<td>Finance</td>
<td>20.97%</td>
</tr>
<tr>
<td>CEO-President</td>
<td>29.03%</td>
</tr>
<tr>
<td>Other</td>
<td>8.06%</td>
</tr>
</tbody>
</table>

Multiple answers per participant possible. Percentages may exceed 100 since a participant may select more than one answer for this question.

### What percentage of your company’s HR budget is dedicated to Human Resources Technology?

- 1-25% of budget: 80.65%
- 26-50% of budget: 14.52%
- 51-75% of budget: 4.84%
Is the data being received via people analytics software being used to inform future decisions regarding the company’s workforce?

Gone are the days company leaders made decisions on gut feelings. Now, they have people analytics to help them decide what to do next. In fact, HRIS thought leader Baskaran Ambalavanan says, “People analytics as a function is gaining more traction...from the operations point and the strategic standpoint.”

Survey data points most toward recruitment and employee engagement as the main forms of analytics and the way data is used. The same is not true when discussing retention rates.

In what area are people analytics being employed?

- Recruitment: 40.32%
- Employee engagement: 37.10%
- Retention: 14.52%
- Other: 8.06%

While organizations continue to move toward employing people analytics, root problems continue to present themselves. Getting the information is a great start, but you have to know what you’re looking for from the beginning. Knowing where to start will help map out your destination. The data gathered would be wasted otherwise. HR leaders also must become proficient in understanding where the data comes from and what it is saying. They must then be able to convert it to action.
“IN A NUTSHELL, IT’S THE VALUE PROPOSITION THAT COMPANIES CAN OFFER TO THEIR EMPLOYEES AND POTENTIAL EMPLOYEES.”

~CYNTHIA TRIVELLA – EMPLOYER BRANDING THOUGHT LEADER~

How important is employer branding to your company?

Employer branding is becoming increasingly more important to organizations. As indicated in the results at left, 71% of respondents say it is very important. In fact, very few respondents indicated otherwise. Cynthia Trivella is a thought leader in the area of employer branding. She says, “Employer branding is the foundation upon which a very good culture is going to fit.”

It’s compromised of:

- engaged employees
- productive employees
- communicative leadership
- a well-run organization
- happy customers
What percentage of the HR budget is dedicated to employer branding?

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>90.32%</td>
<td></td>
</tr>
<tr>
<td>9.68%</td>
<td></td>
</tr>
<tr>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>1.25%</td>
<td></td>
</tr>
<tr>
<td>26-50%</td>
<td></td>
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<tr>
<td>51-75%</td>
<td></td>
</tr>
<tr>
<td>76-100%</td>
<td></td>
</tr>
</tbody>
</table>

Goals of employer branding consist of:

1. Being considered an employer of choice by jobseekers
2. Current employees should serve as brand ambassadors
3. Engagement across all departments
4. Understanding the employee base

While some think employer branding is a sole function of Human Resources, the truth is... that’s not reality. **In fact, employer branding is a function of the entire company with leadership from the combined forces of HR and marketing/communications.**

“You need marketing’s input because they have the overarching control of the organization’s brand. They’re looking at the product and all of the communications associated with the organization's brand and certainly the employer branding is an offshoot of that brand,” Trivella said. “In HR...whether you’re doing it yourself internally as the employer branding specialist or working with an outside agency relaying information to them, you need to make sure that you’re still working with the brand standards of the overall organization.”
Learning is all about collaboration. Modern learning is also user-generated learning, user-generated content; support for each other.”

~Donna Murdoch – Global Head of Learning Technology & Innovation – S&P Global~

Is employee learning a priority for your organization?

Human resources and learning and development are equally important, but one cannot exist without the other. You can’t separate learning from employment. A simple anecdote to remember: employees must keep learning in order to keep earning. While that seems employee-centric, it also means organizations must continue to provide an equal opportunity for employees to learn and participate.

What percentage of the HR budget is dedicated to learning?

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-25%</td>
<td>70.97%</td>
</tr>
<tr>
<td>26-50%</td>
<td>22.58%</td>
</tr>
<tr>
<td>51-75%</td>
<td>6.45%</td>
</tr>
<tr>
<td>76-100%</td>
<td>0%</td>
</tr>
</tbody>
</table>
Learning technologies are being used by your organization?

- Video Learning: 61.29%
- Mobile Learning: 43.55%
- Career Pathing: 51.61%
- Social Learning: 35.48%
- Gamification: 16.13%
- Virtual Reality: 16.13%
- Augmented Reality: 11.29%

Using just one of these can create a more agile mindset for learning and development, but it’s important to know which works best for each company’s workforce. It’s also important to note learning is now the key differentiator for the most important companies in the world.

Multiple answers per participant possible. Percentages may exceed 100 since a participant may select more than one answer for this question.
Employee engagement is defined as a workplace approach in which the atmosphere is ripe for all workers to do their best work each day, committed to the company’s goals and values, motivated to help the company succeed, as well as having a focus on their own well-being. In short, allowing employees to capitalize on their capabilities and potential. Employee engagement is based on trust, integrity, two-way commitment, and communication between the company and its employees. This leads to increased chances for a company’s success.

How important is employee engagement to your organization?

Very important: 79.03%
Slightly important: 8.06%
Neutral: 9.68%
Slightly unimportant: 3.23%
Very unimportant: 1.61%
What technologies is your organization using to engage employees?

Multiple answers per participant possible. Percentages may exceed 100 since a participant may select more than one answer for this question.

- Surveys: 70.97%
- Social platforms: 46.77%
- Career pathing: 45.16%
- Video: 22.58%
- Surveys: 70.97%
- Career experience marketplace: 16.13%
- Gamification: 8.06%
- Wearable technology: 9.68%
- Augmented reality: 9.68%
- Virtual reality: 11.29%
- Artificial intelligence: 12.90%
For the employee, engagement is about being fully invested as a team member, focused on clear goals, being trusted and empowered, and receiving regular and constructive feedback, developing new skills, and being thanked and recognized for achievements.

For the employer, engagement is about positive attitudes, drawing on employees’ knowledge and skills for improvement, better communication, and making sure the company’s values are consistent and respected.

“We were able not only to have that sense of that the company cares about my physical well-being, but also a way to create some healthy competition and connect people who might not normally be connected.”

~Debra Wasserman – Director of HR Service Delivery, TransUnion~

Engagement begins the moment a potential employee applies for an open position within any given organization. But just getting the jobseeker in the door and engaged can be challenging.

According to respondents, it simply takes too long to fill vacant roles. That is being exacerbated by a lack of candidates in the pipeline and the amount of time spent on repetitive tasks like interview scheduling.

What are the biggest recruiting challenges your organization is currently facing?

Multiple answers per participant possible. Percentages may exceed 100 since a participant may select more than one answer for this question.
When dealing with candidates, communication channels have to stay open. Those can include anything from email to messaging apps. Depending upon the company and the generation of the worker, some are more successful than others. We asked survey respondents to rank the following channels when it comes to quick responses from candidates. As indicated below, email led the pack, followed by a traditional phone call and then text messaging.

**How would you rank the following communication channels when it comes to getting a quick response from candidates?**

<table>
<thead>
<tr>
<th>Answer</th>
<th>Rank 1</th>
<th>Rank 2</th>
<th>Rank 3</th>
<th>Rank 4</th>
<th>Rank 5</th>
<th>Rank 6</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email</td>
<td>22</td>
<td>20</td>
<td>10</td>
<td>01</td>
<td>06</td>
<td>03</td>
<td>1 (290)</td>
</tr>
<tr>
<td>Phone Call</td>
<td>23</td>
<td>18</td>
<td>09</td>
<td>04</td>
<td>03</td>
<td>05</td>
<td>2 (287)</td>
</tr>
<tr>
<td>Text Message</td>
<td>10</td>
<td>14</td>
<td>13</td>
<td>16</td>
<td>07</td>
<td>02</td>
<td>3 (246)</td>
</tr>
<tr>
<td>LinkedIn InMail</td>
<td>04</td>
<td>04</td>
<td>12</td>
<td>20</td>
<td>13</td>
<td>09</td>
<td>4 (187)</td>
</tr>
<tr>
<td>Live Chat</td>
<td>02</td>
<td>02</td>
<td>10</td>
<td>11</td>
<td>15</td>
<td>22</td>
<td>5 (147)</td>
</tr>
<tr>
<td>Messaging Apps (WhatsApp, Facebook Messenger, WeChat)</td>
<td>01</td>
<td>04</td>
<td>08</td>
<td>10</td>
<td>18</td>
<td>21</td>
<td>6 (145)</td>
</tr>
</tbody>
</table>

Respondents ranked each option from 1 to 6, with 1 being the strongest rank. Each option was then scored based on the weight of each ranking.
WORKFORCE MANAGEMENT

“You can have all the necessary tools in place to help you bring in people who are a great fit and have all the right experience and knowledge...but if their manager doesn’t have the tools or the time to focus on actually converting this engagable state into results, it ain’t gonna happen.”
~Jan van der Hoop – Thought Leader~

WORKFORCE MANAGEMENT IS A TECHNOLOGY SOLUTION THAT ALLOWS COMPANY’S TO MANAGE THEIR WORKFORCE THROUGH AUTOMATED TECHNOLOGY.
WFM solutions are cloud-based, so they’re available to employees at all times, even outside of work. It offers fast implementation, the elimination of some equipment and licensing costs, and doesn’t require specialized IT employees.

How is your company using workforce management technology solutions?

- Bidding on open shifts: 8.06%
- Disclosing availability: 9.68%
- Requesting time off: 16.13%
- Application of time and attendance rules: 29.03%
- Not using WFM solutions: 37.10%

WFM solutions can put employees in charge of their own schedule and performance. For example: employees can trade shifts and request time off. It allows them to share ideas and strategies leading to an increase in success rates. This allows managers to focus more on employee engagement as those minor duties are automated through a WFM solution.
Employees are demanding a better experience not just from their Workforce Management Solutions but also from their organizations. With over 41% of employees wanting better career path transparency than their existing HR Technologies can provide there is increasing impetus for better tools for career growth and development including a significant proportion of employees looking to find stretch assignments and gigs, along with 6% wanting support to find a coach or mentor. People are looking for next-generation career pathing WFM solutions to assist with this increased business demand.

What does your exit survey data tell you are the most common reasons people leave?

- Money: 30.65%
- Lack of career development: 29.03%
- Manager relationships: 29.03%
- Company policy: 4.84%
- Did not answer: 6.45%

Even when organizations continue to better these options, the reality is employees still choose to leave organizations. Through workforce management solutions, exit survey data can help leaders address and mitigate reasons employees may site when leaving. According to respondents, the number one reason given by employees leaving an organization, coming in at nearly 31%, money. Interestingly enough, lack of career development and manager relations were tied for second... both holding at 29%. In a distant third place, non-answers from exiting employees.
Imagine, if you will, a world where job applicants engage with artificial intelligence long before speaking to an actual human being, where employees of a company ask an AI-controlled device questions about benefits, and humans learn from an AI-driven teacher. Sounds like a science fiction movie, doesn’t it? For Human Resource professionals around the globe, it’s less sci-fi and more just another day at the office.

Put simply, AI is changing the way human resource departments function. It is starting to permeate every topic discussed thus far. AI isn’t taking humans out of the equation, only complementing and adding efficiency to the resources. That being said...it’s important to accept that AI is merely a tree in a technological forest standing alongside other trees - including Virtual Reality, Augmented Reality, and Robotics.

Artificial Intelligence is defined by Merriam Webster Dictionary as:

1. A branch of computer science dealing with the simulation of intelligent behavior in computers

2. The capability of a machine to imitate intelligent human behavior
While the first definition is certainly valid, it’s the second definition that is of most significance to Human Resources professionals. So, how is AI in Human Resources imitating intelligent human behavior? Chances are you, as an employee, have come in contact with AI already and didn’t realize it.

Recruitment seems to be the AI of choice when it comes to companies employing the technology. As HR professionals know, hiring and recruitment requires a lot of work - such as reading resumes, going over those resumes with managers, and talking with candidates. AI can help streamline the process by pulling information through applicant tracking systems.
The data can then be used to score each applicant. Those receiving the highest scores continue through the hiring process. Despite that fact, our survey seems to point to a trend where folks are less enamored with AI. In fact, our research shows 66% percent of companies are not planning to expand AI’s use.

If using AI, is your company considering the expansion of its use?

- "No" 66.13%
- "Yes" 33.87%

Following up on that, we asked respondents if there are plans to expand AI’s use, in what area would the expansion be pushed? The majority of answers put hiring/recruitment at the top.

If there are plans to expand AI’s use, in what area(s) would you push expansion?

- Customer experience 29.03%
- Hiring/recruitment 53.23%
- Training 41.94%
- Chat bots 17.74%
- Did not answer 29.03%
“And with the addition of AI, which is gonna come fast and it’s going to evolve very quickly, we can imagine a world where you have a character that is entirely powered by a computer... essentially a VR robot that understands what you’re saying and can respond accordingly.”
~Pinky Gonzales – Director of VR and Online Learning – Industrial Training International~

Artificial Intelligence will, at some point, be a prevalent part of Virtual Reality.

Until that happens, however, VR can continue to operate in the human resources space without AI’s influence.

Virtual Reality is defined by Merriam Webster as:

1. An artificial environment which is experienced through sensory stimuli (such as sights and sounds) provided by a computer and in which one’s actions partially determine what happens in the environment; also, the technology used to create or access a virtual reality

Does your organization employ virtual reality and/or augmented reality in training?

“No” 74.19%

“Yes” 25.81%
VR seems to be most effective in training. Before allowing any new employee an opportunity to perform their job function in real life, employers are able to train and test them in virtual scenarios. Construction companies are getting in on the action in order to improve site safety, prevent injuries, and increase training success. We look to the Bechtel Corporation as evidence.

Bechtel is collaborating with Industrial Training International (ITI) to create the most widely used crane simulator on the market. The two companies will marry their expertise in the construction and VR fields, Bechtel's in rigging, safety, and crane operation and ITI's VR and craft training experience, to expand the training library of crane types and practice assessments endorsed by the National Commission for Certification of Crane Operators.

UPS is also getting on the VR bandwagon. The company is using the technology to train drivers long before they step foot in an actual truck. In terms of training, Walmart is doing the same. They are putting new associates in training scenarios, allowing them to experience situations they will most likely encounter. One of those includes a training simulation for Black Friday.
Not to be confused with virtual reality, augmented reality is a rising technology.

If not currently employed, is your company interested in the use of virtual reality and/or augmented reality in training?

But what is AR’s impact on the HR space? Like VR, AR certainly can serve as a training tool, but unlike VR, AR has many daily applications.

A more precise answer to the question is AR will affect business processes, workflows, and employee training. What’s amazing, all of those could be impacted at the same time.

Through augmented reality the phrase “jack of all trades” has new meaning.

For example, a company is asked to send a home repairman to a job where furniture needs to be fixed. The problem is the repairman has no experience repairing furniture.

Enter augmented reality. Knowing the specific type of furniture, he’s going to repair - and the problem with it - would allow him to download step-by-step instructions to his smartphone.

Augmented reality is defined by Merriam Webster as:

1. an enhanced version of reality created by the use of technology to overlay digital information on an image of something being viewed through a device (such as a smartphone camera); also, the technology used to create augmented reality.

As consumers, we’re seeing it more and more, especially in gaming. A perfect example: Pokémon Go.

He can then overlay those using the phone and his camera and thus, be guided through the repair.

The business process was impacted by sending an unskilled worker to a job he had no training for. The workflow was affected because the worker had to lean on technology to assist in the repair. Lastly, the repairman received on the job training while fixing the furniture through use of the technology.

It’s through augmented reality we will see companies working with clients in a wide variety of industries, regardless of mission.
If you’re a fan of comic books or science fiction, you probably know a thing or two about robots. At least, you think you do. Robots in those settings tend to be a bit different than the robots we’re seeing today.

While there are many differences, there are also some similarities. Robots are being used to complete tasks that range from sweeping the floors of your home to changing the blinds in a home to maximize or minimize sunlight. And in the professional world, robots are helping build sinks and make food for their human operators.

While that’s all fun and good, from a Human Resources perspective robots present a unique challenge: how do professionals deal with robotics and its impact on people and employment?

“MANY OF THE THINGS THAT WE MAKE ARE REPETITIVE IN NATURE, SO NOT ONLY IS IT DIFFICULT TO RETAIN PEOPLE FOR A LONG TIME DOING THE REPETITIVE TASK, WE ALSO THEN CONSTANTLY BATTLE REPETITIVE WORK-RELATED INJURY BECAUSE OF IT.”

~LARRY BRAND – CHIEF HUMAN RESOURCES OFFICER - ELKAY MANUFACTURING~
For a long time, robots were employed on industrial assembly lines. That’s no longer the case. Additionally, robots are showing up in offices, hospitals, and schools, warehouses, fulfillment centers, and small manufacturing centers. That sounds great for employers, but it worries employees.

Recent surveys by other reputable outlets show the American workforce is becoming increasingly more concerned about losing jobs to automation and/or robots.

38% of US jobs could be lost to automation by the early 2030s. The sectors most impacted: transportation and storage, manufacturing, and wholesale and resale. Health and social work sectors seem to be at a lower risk.

On the flipside, however, some say robotics increases job opportunities.

Spending on robotics will reach $135.4 billion by 2019. That’s up a whopping $71 billion from just two years ago. $32 billion of that accounts for services in training, deployment, integration, and consulting. Translation: new jobs.

WITH TECHNOLOGY MARCHING FURTHER INTO THE HR SPACE, IT’S DIFFICULT FOR SOME TO VIEW IT AS ANY LESS THAN AN INVASION.

The reality is it’s more of a revolution. The difficulties for HR professionals will be finding a way to apply new technologies to their daily, professional actions. The use of technology is not mandatory, but it is necessary to find the best talent available - thus staying ahead of competitors and building better client relationships.

“There’d have to be some type of really epic game changing type of technology at least in our company where we’d actually send good employees out the door. We would repurpose them and figure out how to manage that through attrition.”

~Larry Brand – Chief Human Resources Officer – Elkay Manufacturing~
ABOUT THIS REPORT

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This report draws upon both qualitative and quantitative data from surveys, interviews with subject matter experts, third-party resources, and proprietary data collected from both IQPC’s live events and the HR Exchange’s network of more than 250,000 human resources and learning professionals.

ABOUT THE AUTHOR:
Mason Stevenson is the Editor at HR Exchange Network, overseeing content and engagement across all digital platforms, as well as coordinating research for monthly and quarterly research projects.

Mason worked at radio and television stations in Kentucky, Tennessee, and Florida - most notably WBKO in Bowling Green, Kentucky, NewsChannel 5 in Nashville, and News 13 in Orlando. He has worked with elected officials at all levels of government, produced political debates, traveled to Cuba, and produced half hour specials and town hall meetings on a variety of topics.

Mason graduated from Western Kentucky University in 2006 where he earned a Bachelor's Degree, double majoring in Political Science and Broadcasting.

ABOUT HR EXCHANGE NETWORK:
HR Exchange Network is the digital partner of live event producer HR Exchange, engaging a community of more than 250,000 HR professionals across our digital platforms. HREN provides news and advice from our staff, contributors, columnists and sponsors, as well as educational and informational products, including research reports, news, videos, podcasts, columns and more.

HR Exchange Network is a division of IQPC, which leverages a global research base of best practices to produce an unrivalled portfolio of problem-solving conferences. Each year IQPC offers approximately 2,000 worldwide conferences, seminars, webinars, online events and related programs.

IQPC Exchanges are unique, invitation-only events driven by pre-scheduled face-to-face business meetings between pre-qualified solution providers and senior decision makers. Thought-provoking conference sessions, panel discussions, executive roundtables and innovative networking opportunities round out the agenda, resulting in three days of focused knowledge exchange and high-level relations.
**FUEL50**

Fuel50 is award-winning career path software that enables leaders to engage and motivate their teams, and empowers employees to have a visible career pathway within their organization.

**TEXTRECRUIT**

TextRecruit was founded in 2014 from a simple observation: people have changed the way they communicate, but businesses have not adapted. TextRecruit helps businesses recruit more talent by allowing job seekers to research career opportunities, engage recruiters via text messaging, and complete job applications directly from their mobile devices.

**THE TALENT GENIUS**

The Talent Genius helps you find the right people and give you the tools to make them flourish. The Talent Genius’ system takes the guesswork out of the hiring process, combined with analysis and coaching, to help you hire the best talent.
Our reports provide high-level content featuring insights from Top Leaders in the industry and exclusive research. Our direct connection with CHROs, CLOs and CTOs allows us to have a unique perspective on hot topics and relevant issues Human Resources Executives are facing.

Each month our editorial team produces and exclusive report, and our Executive Reports are more in-depth insights to the global market.

**January**
Developing an Innovative Workplace Culture

**February**
Implementing Recruiting Technologies to Accelerate Talent Acquisition

**March**
Executive Report: The Transformation of Talent Management

**April**
Executive Report: Disruptive Trends Redefining HR

**May**
Creating an Integrated EX Program

**June**
Building a Global Succession Planning Strategy

**July**
Using Predictive Analytics to Transform Your Learning Programs

**August**
Executive Report: Leveraging Technology to Improve Learning Experience

**September**
Creating Engaging Programs for Gen Z

**October**
Driving Growth with People Analytics

**November**
How AI is changing HR

**December**
Executive Report: HR Tech Global Report