



Experts in Business-to-Business Research

2022 FOTP QuickPulse™

HR Pulse Survey (2nd Wave) Executive Summary

April 2022

Who we are



Finger on the Pulse (FOTP) is a Business-to-Business market research company. We specialise in gathering feedback from key stakeholder groups, and in particular, **Customers, Suppliers and Employees.**



The insights we gain **help our clients to understand, and act on** what is most important to them and their stakeholders.



We have **gained our extensive expertise** from working on research projects **across a broad range of industries** including FMCG, food production, healthcare, logistics, DIY and defence.



The **bespoke nature** of the projects ensures our approach is tailored for each of our clients.



How the 2nd Wave of the Survey Worked

Research Approach

Survey Highlights:

- An online survey with a combination of ratings and open text boxes.
- Strong support for the survey with a total of over 250 respondents working in HR Teams (all other job functions were screened out).
- A mix of seniority across Directors/Heads of Depts, Senior & Middle Management and Coordinators/Analysts, with Senior and Middle Managers being the largest segment.
- There was a strong response from Large Businesses (accounting for 55%) with the second largest segment being Medium-sized companies (28%).



N.B. Field Stage Timings: 1st April - 8th April 2022.

What is included in the **Executive Summary**

Key trends and highlights

- 1 Eight key trends, based on data/ratings
- 2 Key highlights, based on feedback from “open” text boxes

FOTP HR Pulse Rating Scorecard and Detailed Results

The FOTP HR Pulse Rating is calculated by aggregating the 4 attributes below:

- How would you describe the **change to your company's workforce** over the **last 12 months**?
- How do you expect your **company's workforce to change** over **next 12 months**?
- Thinking about **employee turnover** in your company, how would you say it has changed over the **last 12 months**?
- Compared to **12 months ago**, thinking about the **workload for your team**, how would you describe it?

Top-Line Summary Slide for the Research Areas

- Staff Retention
- ED&I
- Employee Data & Analytics
- Importance of Trust
- Employee Wellbeing
- Hybrid/Remote Working

What is included in the **Insights Report**

Key trends and highlights

- 1 Eight key trends, based on data/ratings
- 2 Key highlights, based on feedback from “open” text boxes

FOTP HR Pulse Rating Scorecard and Detailed Results

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Detailed Results for each of the Research Areas

- Staff Retention
- ED&I
- Employee Data & Analytics
- Importance of Trust
- Employee Wellbeing
- Hybrid/Remote Working

Qualitative Insights, Based on the 4 Open Text Questions Below

- What types of insights, derived from **employee data & analytics**, would be most beneficial for your business?
- What initiatives, if any, have you undertaken to **build trust** between colleagues in your business?
- What do you think is the biggest challenge for **managing teams with remote/hybrid working**?
- How, if at all, do you think the **role of people managers** across your business has changed in your business over the last 2 years?



Key Trends and Highlights (2nd Wave)

Eight key trends, based on data/ratings

- 1 Employee turnover** remains a major disruptor which goes hand in hand with the **ongoing recruitment difficulties**.
- 2 Flexible working hours and hybrid/remote working options** are the two main initiatives that HR teams are currently using to both **improve retention and attract new talent**.
- 3 Building trust in employer-employee relationships** is growing in importance.
- 4 Team building/socialising** are important for unlocking trust and building relationships, yet **“in person or virtual socialising after work hours” is the lowest rated attribute**, highlighting a mismatch.

Eight key trends, based on data/ratings, Cont'd.

- 5 Despite the importance and focus on ED&I, there is still a **lack of diversity in the leadership pipeline.**
- 6 Businesses are **investing more in employee mental wellbeing**, but some **don't necessarily have effective ways of tracking employee wellbeing** or measuring the effectiveness of their investment.
- 7 For “knowledge-based” employees, the preference for working arrangement is either **“mostly at home, with some time in the office”** or an **“even split of home/office” work.**
- 8 HR teams and their businesses are having to **balance “trust” and “autonomous” ways of working with understanding and tracking performance/productivity and employee wellbeing.**

Key highlights

based on feedback from “open” text boxes

What respondents said about:

- 1 Employee data & analytics
- 2 Building trust

1 When using **employee data & analytics**, the most beneficial insights for the HR teams are:

- Retention insights
- Salary/bonus/benefit/pay gap analysis
- Reasons for leaving
- Engagement & satisfaction measure

2 The **importance of trust** in employer-employee relationships has grown significantly, following the new ways of working during and post-pandemic.

HR teams shared that to build trust, they focus on having an **open-door policy, regular 1:1s, organising team building and staff socials and supporting and offering flexible working.**

Key highlights, Cont'd.

based on feedback from “open” text boxes

What respondents said about:

- 3 Managing teams with remote/hybrid working
- 4 How the role of managers has changed over the last 2 years

3 When **managing teams with remote working**, HR respondents are finding the following particularly challenging:

- Understanding and measuring levels of **productivity and performance**
- Dealing with the complexities of **maintaining culture/values and relationships**
- **Communication**
- **Managing IT/equipment and information security issues**

4 **People management skills** have become more important when juggling different ways of working.

Some HR respondents feel that **Managers' workload has increased**, as employees require more support.

Managers are having to **communicate and keep in touch more often, with regular 1:1s**.

Managers are having to find a fine balance between **trusting employees more and ensuring that work gets done** (in particular, with remote working).

Managers are **having a bigger involvement in ensuring employee wellbeing**.



FOTP Pulse Rating - Detailed Results (2nd Wave)

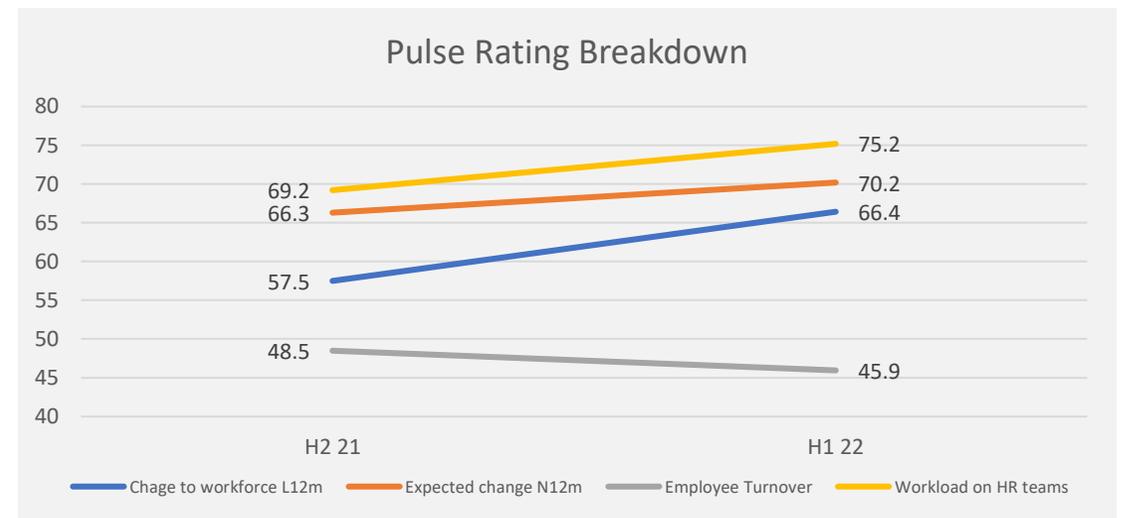
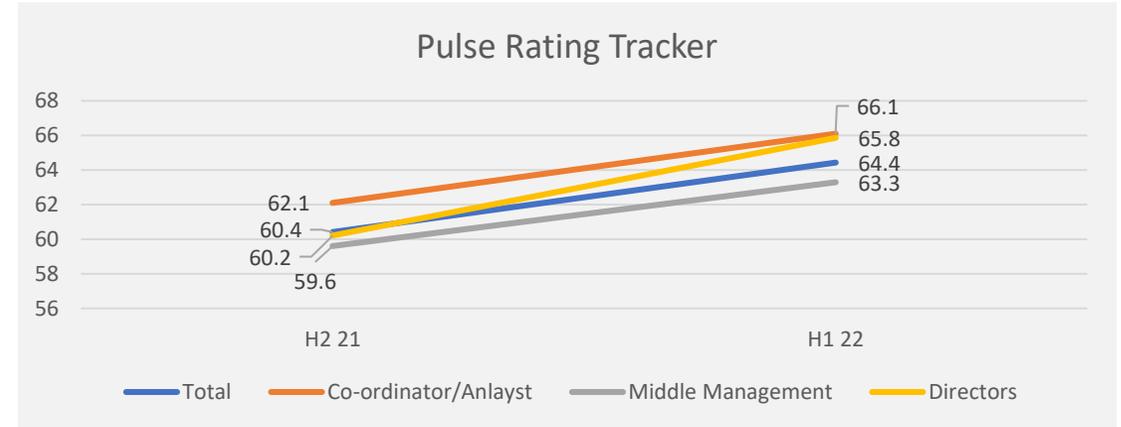
- How would you describe the change to your company's workforce over the **last 12 months**?
- How do you expect your company's workforce to change over **next 12 months**?
- Thinking about employee turnover in your company, how would you say it has changed over the **last 12 months**?
- Compared to **12 months ago**, thinking about the workload for your team, how would you describe it?

FOTP HR Pulse (2nd Wave) Rating Scorecard

| Segment | Pulse Rating | Change vs. 2021 |
|--|--------------|-----------------|
| FOTP HR Pulse Rating* (2nd Wave) | 64.4 | +4.0 |
| Directors/Head of Dept | 66.1 | +4.8 |
| Senior/Middle Management | 63.3 | +3.7 |
| Coordinators/Analysts | 65.8 | +5.6 |

*The FOTP HR Pulse Rating is calculated by aggregating the 4 attributes below:

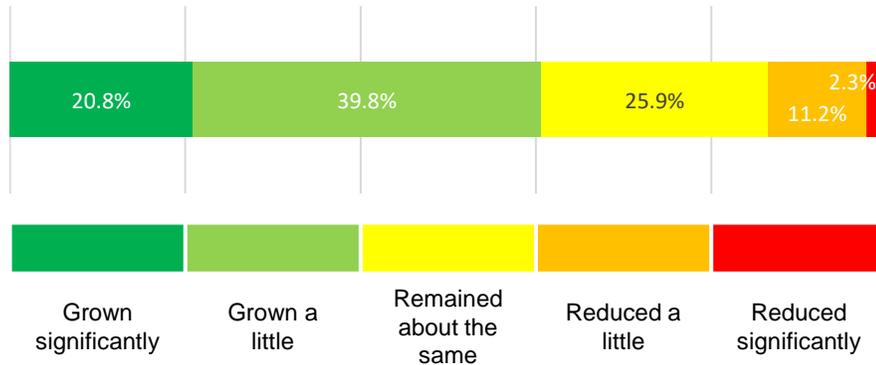
| Survey Attribute | Pulse Rating | Change vs. 2021 |
|-----------------------------------|--------------|-----------------|
| Workforce change (last 12 months) | 66.4 | +8.9 |
| Workforce change (next 12 months) | 70.2 | +3.9 |
| Employee turnover | 45.9 | -2.6 |
| HR team workload | 75.2 | +6.0 |



FOTP HR Pulse Rating

Breakdown of the four Pulse Rating measures

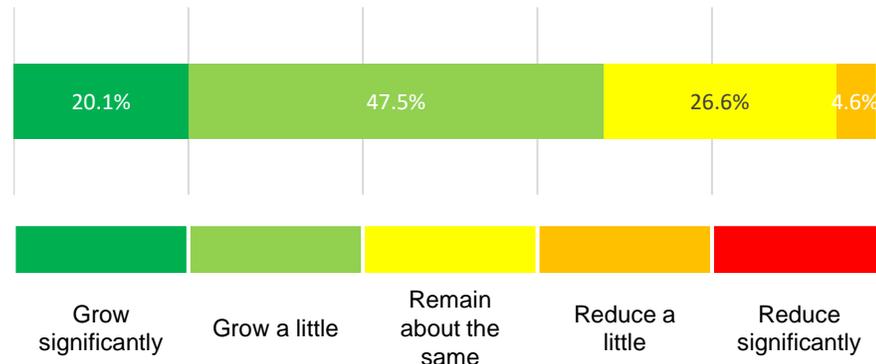
How would you describe the **change to your company's workforce over the last 12 months?**



66.4

- An increased number of companies are reporting growth in the workforce, with a Pulse score of 66.4, up from 57.5 in the 1st Wave (2021).
- Medium-sized business are reporting the strongest growth, with nearly 7 in 10 indicating the workforce has grown in the last 12 months.

How do you expect your **company's workforce to change over next 12 months?**



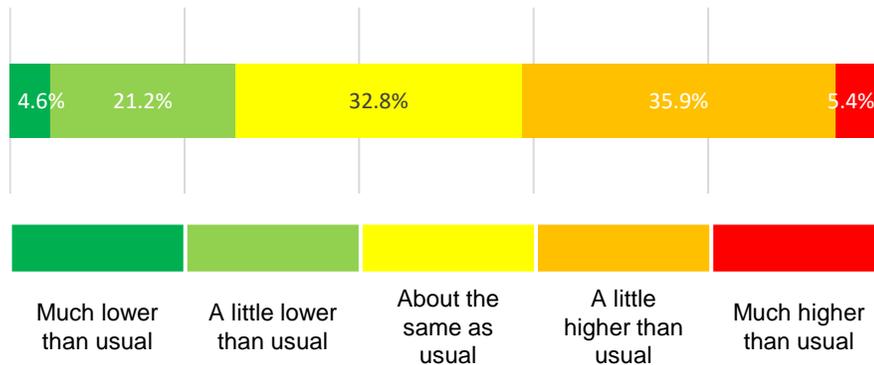
70.2

- Despite concerns about the wider economy, companies are predicting this growth will continue into the next 12 months, with a Pulse score of 70.2, up 3.9pts on the 1st Wave (2021).
- This is particularly true, again, in medium-sized business, where 75% anticipate growth over the next 12 months.

FOTP HR Pulse Rating, Cont'd.

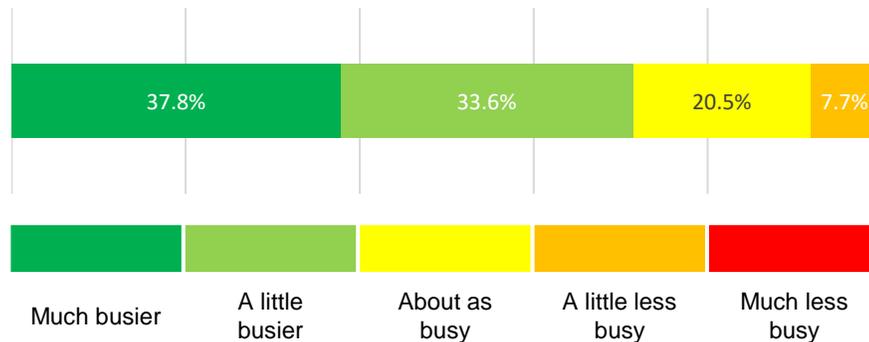
Breakdown of the four Pulse Rating measures

Thinking about **employee turnover** in your company, how would you say it has **changed over the last 12 months?**



45.9

Compared to 12 months ago, thinking about the **workload for your team**, how would you describe it?



75.2

- Employee turnover remains the major disruptor which directly impacts staff retention and adds to the ongoing recruitment difficulties.
- Of the four FOTP HR Pulse measures, this is the only one to decline (by 2.6pts) since the 1st Wave (2021).

- With the higher employee turnover, there is also a corresponding increase in the workload for the HR teams.
- This could be driven by the increased focus on recruitment, conducting more regular reviews and check-ins, supporting employee wellbeing, and delivering initiatives to facilitate staff retention.



Research Areas - Top-line Results (2nd Wave)

- Staff Retention
- ED&I
- Employee Data & Analytics
- Importance of Trust
- Employee Wellbeing
- Hybrid/Remote Working

Finger on the Pulse - Research Areas Measured and Ratings

Research Area and Attribute Pulse Rating 

| Research areas measured* | Level of agreement | Points allocated |
|---------------------------|-------------------------------|---------------------------------|
| Staff Retention | Strongly agree | 100 |
| ED&I | Somewhat agree | 75 |
| Employee Data & Analytics | Neither agree nor disagree | 50 |
| Importance of Trust | Somewhat disagree | 25 |
| Employee Wellbeing | Strongly disagree | 0 |
| Hybrid/Remote Working | Don't Know/N/A | Not included |
| | Attribute Pulse Rating | Average number of points |

***Note:** Each research area is based on a number of individual attributes. Results on the next slide show the overall score for each of the research areas which is calculated by aggregating the relevant attribute ratings.

Research Areas Summary

Attribute Pulse Rating 



Thank you

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