

Future Insights ▶

Top Trends Affecting the Workplace and the HR Profession According to SHRM Special Expertise Panels

About This Report

About SHRM

Founded in 1948, the Society for Human Resource Management (SHRM) is the world's largest HR membership organization devoted to human resource management. Representing more than 275,000 members in over 160 countries, the Society is the leading provider of resources to serve the needs of HR professionals and advance the professional practice of human resource management. SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China, India and United Arab Emirates. Visit us at shrm.org.

About the SHRM Special Expertise Panels

The SHRM Special Expertise Panels serve as a resource to SHRM by identifying topics of importance to the HR profession. Panel members also serve as subject matter experts for SHRM and represent the profession in their area of expertise in media interviews, conference panels and online forums. The panels are composed of a mix of senior HR practitioners, consultants, academics and policy experts who possess advanced HR skills and experience in one of six HR concentrations.

Each of the Special Expertise Panels is made up of as many as 15 SHRM professional members who each serve a one-year term (up to two terms). Panel members report emerging trends in specific HR topic areas. They also provide expert advice and give guidance on public policy.

Panel member competencies must include subject matter expertise in the panel topic area, good communication and interpersonal skills, an established professional network with strategic/operational connections, and the ability to participate. Members are identified, reviewed and recommended by the Panel Selection Committee and approved by the SHRM Board Governance Committee.

About the Special Expertise Panels' Trends

The lists of key trends each panel produces in its subject area make use of panel members' insights to uncover a wide range of HR-related trends. These lists assist SHRM in creating forward-looking information and content for our members in forums such as the online HR Focus Areas, research articles, reports and surveys, and through media and outreach efforts.

The six Special Expertise Panels are:

- Ethics/Corporate Social Responsibility and Sustainability.
- Global.
- HR Disciplines.
- Labor Relations.
- Technology and HR Management.
- Workplace Diversity and Inclusion.

Some of the panels produce lists of trends in multiple topic areas, reflecting the broader scope of their subject matter coverage. For example, the Ethics/Corporate Social Responsibility and Sustainability Panel produces two lists of trends, one covering ethics trends and the other covering CSR/sustainability trends.

Acknowledgements

SHRM would like to acknowledge the efforts of each of the members of the Special Expertise Panels. A full list of panel members can be found near the end of this report.

What the HR Experts Are Forecasting

As part of their role as advisors to SHRM, the SHRM Special Expertise Panels conduct regular environmental scanning and trends monitoring exercises. The panels first began to shape their findings into more formal lists of key trends more than seven years ago. This not only enabled SHRM to tap into the cutting-edge insights from the most experienced thought leaders in the HR field, but also has allowed us to share these insights more broadly with our members. The SHRM Special Expertise Panels regularly review the most recent trends for their areas of expertise, and every two years they come together to update these lists as new developments occur.

Although the panels cover a very wide range of subjects, a number of trends in their different lists show some overlap, indicating that broader trends are influencing many aspects of HR and the workplace simultaneously. Some of these broader trends include:

- **Stepped-up competition for talent.** As labor market conditions have improved and as the need for skilled and educated workers rises around the world, organizations are finding it more difficult to compete for the best employees. This is placing greater importance on building a strong employer brand. In addition, the factors that go into building a strong employer brand are multiplying. Issues like corporate social responsibility, employee safety and security and civility in the workplace are an important part of the conversation around building a great place to work. The competition for talent is also continuing to influence everything from compensation and benefits strategies to immigration policies and global relocation of operations.
- **The ongoing influence of new developments in technology.** In addition to the Technology and Management Panel's trends, many other panels included trends related to technology in their lists. These touched on the growing importance of big data creating the opportunity—and pressure—to produce data-driven evidence of the success of HR interventions. The use of big data in HR processes was also cited, such as more targeted staffing and improved HR metrics. Technology's ability to support a virtual workforce raised issues with employee management and teambuilding. Security issues in relation to technology were also frequently raised within the different contexts of the panels. For example, for the Ethics Panel, this related to the ethical imperative to keep employee personal data safe and secure, whereas the Global Panel highlighted the importance of being able to keep up with tech developments in global supply chains.
- **A rising sense of insecurity.** Related to the security issues involving technology, many panels mentioned threats to security—whether they involved data breaches of employee data or actual threats to employee well-being through workplace violence or political or social instability in countries where organizations do business and have staff.
- **The continuing impact of the economy.** Although many aspects of the economy have improved across the globe, many organizations still feel a strain on budgets. These budgetary limitations will continue to have an influence on hiring and HR strategies. In addition, increased globalization, market interdependence and other factors such as political unrest and partisanship in countries around the world continue to make economic uncertainty the “new normal.”
- **Demographic changes.** As in previous years, several panels included in their trends lists demographic issues such as the aging workforce, more generations working together, the changing nature of the family and parental roles, and the globalization of the workforce, bringing with it increased diversity of cultures and languages. These trends are expected to continue to affect many aspects of employment and HR practices.
- **A growing demand for evidence-based, data-driven HR practice.** Business leaders are increasingly demanding that HR professionals, like their colleagues in other functional areas, use metrics and in-depth data analysis to both make decisions and demonstrate the return on investment of key HR expenditures. Customers are also growing more demanding in their expectations of organizations' ability to demonstrate follow-through on service promises or key commitments. For example, the CSR trends suggest that it is no longer enough for an organization to publicly commit to CSR initiatives; instead, it will need to be able to demonstrate that its promises have made a real impact.
- **Global issues.** Globalization formed a backdrop for many of the trends different panels—in addition to the Global Panel—mentioned. These included issues such as global

What the HR Experts Are Forecasting

labor law, international political developments, changes in the global economy, and security issues stemming from conflicts or security weaknesses and vulnerabilities in areas around the world.

- **The growing complexity of government legislation.** Many panels mentioned the need for HR professionals to ensure

compliance with a wide array of global, federal and state laws.

These and other trends contributed by the Special Expertise Panels and their overall themes will help inform the development of the research and resources SHRM offers to its members in the years ahead.

Overview of the Key Trends

Following is an overview of each of the panels' top trends and a link to the individual panel's webpages featuring the full list of trends.

Corporate Social Responsibility and Sustainability

The corporate social responsibility and sustainability (CSRS) trends highlighted the growing awareness of the importance of these issues to organizations' operations, with each business needing to determine the role CSR plays in the organization. Increasingly, CSR initiatives will need to be adopted to compete for and retain top talent, but HR professionals and CSR leaders will also need to examine their return on investment. Employees are seeking out organizations with strong CSR programs as well as opportunities to volunteer, and thus, these initiatives are an increasingly important part of the employer brand.

Driven by social and regulatory pressures, companies will include human rights issues, such as children's rights, whistleblowing and corruption, and transparency on their business agenda. Due to economic pressures and increased use of technology, organizations will focus on building CSRS initiatives that can produce scalable solutions and data-rich results. Cause marketing and reputation branding on traditional and digital media are a way to communicate CSRS initiatives to stakeholders and the global community at large. Organizations will use the U.N. Global Compact, international conventions and the global sustainability index to expand their global reach, compete in the global marketplace and evaluate their CSRS initiatives.

For the full list of trends, visit the Ethics/Corporate Social Responsibility and Sustainability Special Expertise Panel at <http://www.shrm.org/communities/shrmspecialexpertisepanels/pages/ethicscsrexpertise.aspx>.

Employee Health, Safety and Security

Employee health, safety and security trends focused on both virtual and physical threats to employee well-being. Increasing use of technology and smartphones creates a fertile ground for cyber security breaches, which is compounded by bring-your-own-device (BYOD) policies and telecommuting. Growing knowledge of the impact of health risk factors will continue to sharpen the focus on workplace wellness. A particular area of focus is likely to be managing obesity, which is on the rise in the U.S. and worldwide. Another potential trend in this area is related to drug use; there is a rapidly increasing number of states that are legalizing or decriminalizing recreational or

medical use of marijuana, and the growing use of prescription opioids is creating a new category of employees—employees who are working legally high.

There is also increased awareness of other threats to employee well-being, including the hidden costs of workplace bullying and workplace violence, which will prompt employers to establish or refine their prevention and intervention strategies. Meanwhile, the Occupational Safety and Health Administration (OSHA) will continue to fast-track many new regulations, and the more frequent natural and manmade disasters will encourage employers to develop or improve their organizational resilience management.

For the full list of trends, visit the HR Disciplines Special Expertise Panel at <http://www.shrm.org/communities/shrmspecialexpertisepanels/pages/hrdisciplinesexpertise.aspx>.

Employee Relations

The changing views on the use of traditional annual employee performance reviews were the top trend identified by the experts in employee relations. There is an increased focus on the use of the performance review and ways in which the process can be made more effective for the employee, the team and the organization. Other trends included the influence of regulatory development and executive orders, the impact of limited resources on employee engagement, and changing strategies for succession planning. Organizations are finding that they need to look much lower in the organization for talent needed to meet today's business objectives, necessitating more frequent "talent review" meetings to address skills gaps, flight risk and professional development to meet the future needs of the organization.

The issue of civility in the workplace and respect for others was highlighted, along with using metrics to measure employee engagement. In addition, technology-based training is expected become more prominent, enabling workplaces to become more flexible, versatile, on demand and global. Many organizations are using independent contractors and an open/shared workspace design, both of which allow for that flux without adding office space costs, especially because temporary and contract workers often work offsite with no need for permanent office space. A final trend looked at responding to the needs of transgender employees as more workers reveal their transgender status.

For the full list of trends, visit the HR Disciplines Special Expertise Panel at <http://www.shrm.org/communities/shrmspecialexpertisepanels/pages/hrdisciplinesexpertise.aspx>.

Overview of the Key Trends

Ethics

Legal issues were an ongoing theme within the ethics trends. Organizations continue to struggle with balancing the competing interest of bottom-line results, legal obligations and employee demands when making ethical decisions in all aspects of the employment life cycle. Companies operating in multinational, multicultural and multigenerational environments will need to adapt to manage the tensions within a workforce made up of unique ethical perspectives while remaining compliant with applicable laws, regulations and customs. In areas where no clear legal standard exists, supervisors will be relied upon to properly address these issues. But though organizations are increasingly aware of how to properly respond to legal accusations, ethical complaints and retaliation claims due to stepped-up government enforcement, a challenge is dealing with contradictory legal requirements.

As organizations accept, recognize and measure the impact and return on investment of workplace culture, they will increasingly make business decisions through an ethics- and culture-based frame of reference.

The influence of technology also played prominently among the ethics trends identified; organizations are becoming more aware of the need to develop technology-based ethics and compliance guidelines, especially in relation to security and the use of information from social networks for employees both on and off the job, as well as the ethical issues surrounding the organizations' own use of social media.

For the full list of trends, visit the Ethics/Corporate Social Responsibility and Sustainability Special Expertise Panel at <http://www.shrm.org/communities/shrmspecialexpertisepanels/pages/ethicscsrexpertise.aspx>

Global HR

Technology issues formed a backdrop to many of the trends identified by the Global Panel. Technology will be applied more ubiquitously in all parts of the global business and supply chains and will need to change to keep up with the speed of business. Greater demand will be placed on HR to deliver data-driven business insights. Other themes included security: collecting and processing personal data is an area of increased focus due to data sensitivity, along with the growing risk of breaches, and changing political and social environments affecting the ability of companies to work freely across borders and maintain talent in unstable regions. Another area of focus was managing talent,

such as the need for companies to be more aggressive/proactive in defining their global talent management strategy to attract and retain the best talent available. The loss of institutional knowledge due to the aging/retiring workforce will also require new approaches, whereas the multigenerational workforce will bring varied opportunities and challenges.

Meanwhile, mergers and acquisitions across countries will continue to require different levels of due diligence because of different legislative frameworks. Globalization will continue to change the way organizations work, and businesses will need to ensure compliance with local tax and other laws, especially those related to travel, contingent workers and data privacy.

For the full list of trends, visit the Global Panel at <http://www.shrm.org/communities/shrmspecialexpertisepanels/pages/globalexpertise.aspx>

Labor Relations

A top concern of the Labor Relations Panel was that the general expertise and experience in the area of labor relations is in decline among HR professionals, yet labor law is increasingly influenced by globalization, trade agreements and global labor standards as well as intensified activity in the legislative and regulatory arenas that has led to unpredictability within the public policy process. According to the panel, unions have expanded their use of several organizing tactics and have become more strategic in their efforts to align their priorities with other stakeholders to build consensus and influence.

Demographics and workforce shifts are putting more pressure on benefits, thus affecting negotiations during a union campaign. Flexible work arrangements are becoming imperative for employers across all demographics and industries, posing a potential challenge for public sectors and unions, as these arrangements have not been a typical component of a 40-hour workweek and, therefore, have not been considered during labor/management contract negotiations. The complexity of legal issues is compounded by state and local governments implementing their own labor and employment policies often due to ambiguity on the federal level related to labor relations practices.

For the full list of trends, visit the Labor Relations Panel at <http://www.shrm.org/communities/shrmspecialexpertisepanels/pages/laborexpertise.aspx>

Organizational Development

Economic pressures, longer life spans and other factors will

Overview of the Key Trends

increase the number of generations expected to be in the workforce to five generations. These demographic changes will necessitate preparing for an aging workforce through training workers to replace those exiting the labor force. Work has become project-based, resulting in the need to simplify processes and reexamine performance management feedback to move to frequent check-ins. Organizational structures need to be adaptable due to the rapidly evolving nature of business, and employees must be empowered to respond rapidly to changing market conditions. One way managers are responding is by involving employees more in their career planning, and there is an increased focus on the separation of individual development goals from annual performance review in favor of goals solidly linked to business strategy and objectives.

For the full list of trends, visit the HR Disciplines Special Expertise Panel at <http://www.shrm.org/communities/shrmspecialexpertisepanels/pages/hrdisciplinesexpertise.aspx>

Staffing Management

A key staffing trend identified was that mass sourcing of candidates through “big job boards” and broad networks is giving way to more targeted sourcing of subpopulations, enabled by the use of analytics and big data. Companies will need to use new and effective Web 2.0 recruitment methods to create a solid selection strategy. Recruiting challenges were another strong theme; as the economy recovers and hiring volume increases, recruiting has shifted from an employer-driven market to a candidate-driven market, causing more competition for strong candidates and challenges in retaining current employees. This rapidly changing environment is challenging higher education to find ways to ensure that students graduate with the skills and training needed to be attractive to employers. Similarly, converting complicated military specialties to civilian skill sets is another challenge. New regulations may mean that employers will not be able to rely as much on contractors. Due to the shortage of STEM graduates in the U.S., pressure is increasing for the U.S. government to dramatically increase or abolish H-1B visa ceilings.

Skills shortages around communication were another theme. Employers will need to ensure effective communications, particularly in-person, and to consider ways to personally and actively engage the next generation of workers. With these staffing challenges as a backdrop, organizations will need to create and communicate a compelling and unique perception of their company to attract candidates.

For the full list of trends, visit the HR Disciplines Special Expertise Panel at <http://www.shrm.org/communities/shrmspecialexpertisepanels/pages/hrdisciplinesexpertise.aspx>

Technology and HR Management

The use of social networking throughout HR was a top trend from the Technology and HR Management Panel. HR is changing to become a virtual contributor in a global organization. New technologies are influencing everything from HR communications to recruiting talent and measuring outcomes. The importance of learning formed a backdrop to several trends, such as the shift to a more educated workforce that seeks out certifications to demonstrate knowledge and competence, and HR expanding its knowledge and the use of tools that create a better understanding of the skills of the workforce. HR measurement, employee measurement and user-centric analytics need to include merging data from many sources, not just HRIS. Providers of HR technologies are also responding to and creating key trends. Large technology providers are expanding their market share by acquiring the platforms to round out their product suites and to better handle the total employee lifecycle. Technology is adapting to ongoing statutory changes, ensuring that HR is operating within the confines of the law. Developments in technology are also influencing the use of telecommuting, causing HR to evaluate who should and should not telecommute.

Like several of the other panels, the Technology and HR Management Panel emphasized security issues—greater focus is being placed on cyber threats and taking proactive steps to defend against them, especially in countries that have strict privacy laws regarding data sharing across borders. The use of wearable technology, watches, mobile technology and BYOD as a means of working on the go creates another security challenge.

Another theme was changing models of employment. For example, the emergence of “free agents” or independent contractors is juxtaposed against changes in the Fair Labor Standards Act (FLSA) and the Department of Labor regulations that are putting tighter controls on a company’s ability to classify an independent contractor. Meanwhile, shorter tenures of employees raise questions of how to manage employee engagement.

For the full list of trends, visit the Technology and HR Management Special Expertise Panel at <http://www.shrm.org/communities/shrmspecialexpertisepanels/pages/technologyexpertise.aspx>

Overview of the Key Trends

Total Rewards/Compensation and Benefits

Legislative issues were highlighted among the total rewards and compensation and benefits trends list. The top issue was mandated paid sick leave/disability leave. Another issue was defining employee status, such as employee vs. contractor vs. temp worker vs. intern. With the upcoming changes to the FLSA, employers will begin to take a serious look at not only exempt/nonexempt status of their employees but also whether independent contractors truly meet the IRS guidelines and if the employer can be considered a joint employer of temporary employees that may have lingered too long at the organization. The question of whether the Affordable Care Act's Cadillac tax would be repealed was explored, including the conundrum of what would replace the dollars that were expected to be raised through this tax. In addition, as more companies are considering or have instituted telework as a recruitment and retention tool for Millennials and others, the proposed changes to the FLSA may put a damper on this movement.

Among the benefits trends, wellness initiatives dealing with stress, financial planning, credit counseling, student debt and legal issues are expected to grow in prevalence. The use of onsite/near-site health clinics to reduce claims cost and better manage diseases like diabetes, obesity and hypertension were also forecast to increase, as were concierge-type services. On the other side, continued reductions in retiree health benefits were expected.

In relation to compensation, more companies were forecasted to return to performance-based increases as organizations realize they need to implement performance/results-based programs to "lock in" future leaders and attract and retain personnel performing at a high level.

For the full list of trends, visit the HR Disciplines Special Expertise Panel at <http://www.shrm.org/communities/shrmspecialexpertisepanels/pages/hrdisciplinesexpertise.aspx>

Workplace Diversity and Inclusion

Stronger commitment to diversity from government entities, resulting in increased diversity recruitment, development and retention efforts was the top diversity and inclusion trend identified. Demographic factors were a theme behind several trends. Changing workforce/census demographics were expected to continue to drive recruitment and retention strategies. Companies will need more enhanced cultural diversity programs in the U.S. workplace as Caucasians are projected to become a minority by 2050 as African American, Hispanic and Asian populations grow at a faster pace. In addition, more than a decade of war has resulted in a high number of veterans whose unemployment rate outpaces that of the general population. Many states are enacting legislation to allow private employers to voluntarily give preference to veterans in hiring and retention decisions.

The changing face of caregiving was another theme, including recognition of working fathers in family leave policies. With the recent news of some companies providing 12 months of paternal leave, companies will need to be aware of any potential perceived inequity in benefits.

Technology was expected to create some potential challenges, especially managing a virtual and culturally diverse workforce across many different geographical areas. Recognition of diversity in the workplace and the inclusivity of all groups in the organization will be necessary to meet organizational goals in the years ahead.

For the full list of trends, visit the HR Disciplines Special Expertise Panel at <http://www.shrm.org/communities/shrmspecialexpertisepanels/pages/hrdisciplinesexpertise.aspx>

SHRM Special Expertise Panels Members

ETHICS/CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY PANEL

George Boue, SHRM-SCP, SPHR
Lisa G. Carlton, SHRM-SCP, SPHR
Deborah Colar, SHRM-SCP, SPHR
Richard Dawson, Jr., SHRM-SCP, SPHR-CA
Dorothy C. Douglass, SHRM-SCP, SPHR
Abayomi Fawehinmi, SHRM-SCP, GPHR
Charles Joseph Giesting, MBA
Phyllis Hartman, SHRM-SCP, SPHR
Sharlyn Lauby, SHRM-SCP, SPHR
Joyce LeMay, SHRM-SCP, MBA, SPHR
Shannon Matlock, MHRM
Alison Nolan, SHRM-CP, PHR
Laurie P. O'Loughlin, SHRM-SCP, SPHR
David S. Twitchell, SHRM-SCP, CBP, CCP, PHR

GLOBAL PANEL

Nwamaka Anita Ajayi, SHRM-SCP, GPHR
Paul Belliveau, SHRM-SCP, HRIP, MBA, SPHR
Michael Butler, SHRM-SCP, GPHR, HRMP
Maya Chang
Anne M. Ferrante, MBA, M.S., Ph.D.
Lisa Marie Gustafson, SHRM-SCP, BSBA, SPHR
Andrea Huggard Caine Reti, SHRM-SCP, GPHR, HRMP
Alex Khatuntsev, M.S. HRM
Cora Koppe-Stahrenberg, Ph.D.
Robert Livingston, SHRM-SCP, GPHR
Danielle Monaghan, MBA
David Mulligan, CIPD
Christine Sloan, SHRM-SCP, MBA, SPHR, GPHR
Kandice Zeman, SHRM-SCP, SHRP, SPHR, GPHR

HR DISCIPLINES PANEL

Joseph Adler, SHRM-SCP, SPHR
Thomas M. Anderson, SHRM-SCP
Jaime M. Churchill, CEBS, MBA, PHR
Sylvia Francis, SHRM-SCP, SPHR
Lori Johnson, SHRM-SCP, B.S., SPHR-CA
Mary Jo Lavorata, SHRM-SCP, SPHR
Parker C. McKenna, SHRM-SCP, HCS, SPHR
Vivian E Rank, M.A.
Rita Revels, SHRM-SCP, SPHR
Kim Ruyle, HCS
Nancy Slotnick, SHRM-SCP, MBA HRM, SPHR, GPHR
Bonnie Turner, SHRM-SCP, Ph.D., SPHR
Christine V. Walters, SHRM-SCP, J.D., MAS, SPHR
Linda M. Willey, SHRM-SCP, SPHR

LABOR RELATIONS PANEL

Deborah Aebi, SHRM-SCP, MHROD, SPHR
Robert Archibold, SHRM-SCP, SPHR
Beverly Butler-Burns, SHRM-CP, PHR
Douglas Gilbert
Travis Gregory, SHRM-SCP, M.S. Ed., SPHR
Marie LaMarche, SHRM-SCP, SPHR
Nancy McKeague, SHRM-SCP, SPHR
Bruce Olin, SPHR
Eric Oppenheim, SHRM-SCP, SPHR
Celeste A. Bethell Purdie, SHRM-SCP, M.A., SPHR
James Rhollans, SHRM-SCP, SPHR
Thom Stohler
Michael VanDervort
Nancy Volpe, SHRM-SCP, SPHR, GPHR
Patricia Wise, J.D.
John Wolfe, SHRM-SCP, SPHR

TECHNOLOGY AND HR MANAGEMENT PANEL

Jeremy Ames, HRIP
Heather Bemis, SHRM-SCP, MBA, SPHR
Carolyn Broderick, SHRM-SCP, HRIP, M.A., SPHR
Diego Chavez, SHRM-CP, B.S., PHR
Deirdre Dietz, PHR
Laura L. Goff, SHRM-SCP, SPHR
Kathy Herndon, SHRM-SCP, GPHR
Jill Hood
Daniel Houston, MBA, PHR
Victoria Krotzer, SHRM-CP, PHR
Valerie Lee, SHRM-SCP, MBA, SPHR
Kate Lister, B.S.
Carol Olsby, SHRM-SCP, CCP, GRP, HRMS, M.S. HRM, GPHR
Phyllis Parker, Ph.D., SPHR
Sybil Romley, CSA
Patricia Zulic, SHRM-SCP, SPHR

PROJECT TEAM

Project Leaders: The volunteer members of the SHRM Special Expertise Panels

SHRM Special Expertise Panels staff liaisons:

Ethics/Corporate Social Responsibility and Sustainability

Staff Lead: Nancy Hammer, senior government affairs policy counsel

Content Liaison: Bill Schaefer, M.A., CEBS, SHRM-SCP, manager, Content Integration

Global

Staff Lead: Howard Wallack, director, Global Member Programs

Content Liaison: Jen Schramm, M. Phil., SHRM-SCP, manager, Workforce Trends and Forecasting

Labor Relations

Staff Leads: Mike Aitken, vice president, Government Affairs, and Kathleen Coulombe, advisor, Government Relations

Content Liaison/Support: Allen Smith, J.D., manager, Workplace Law Content

Technology and HR Management

Staff Lead: Vivek Patel, director, Technology Business Services, Technology Business Solutions

Content Liaison: Aliah Wright, online editor/manager

HR Disciplines

Staff Lead: Amy Maingault, director, Knowledge Center

Content Liaisons: Joanne Deschenaux, senior legal editor (Health/Safety/Security), Anne St. Martin, manager, HR Knowledge Center (Talent Management), Steve Miller, online editor/manager (Compensation & Benefits), Dana Wilkie, online discipline manager (Diversity & Inclusion), Jen Schramm, M. Phil., SHRM-SCP, manager, Workforce Trends and Forecasting

Project Contributors: Evren Esen, director, Survey Research; Robert Lagow, manager, communications, Member Programs; Laurie McIntosh, director, Membership, Member Programs; and Rachel Rosen, specialist, Membership Programs, Member Programs.

Copy Editing: Katya Scanlan, copy editor

Design: Jim McGinnis, manager, creative services

Disclaimer: *The views presented in this report are those of the members of the SHRM Special Expertise Panels and do not necessarily represent the views of SHRM. All content is for informational purposes only and is not to be construed as a guaranteed outcome. The Society for Human Resource Management cannot accept responsibility for any errors or omissions or any liability resulting from the use or misuse of any such information.*

© 2016 Society for Human Resource Management. All rights reserved.
Printed in the United States of America.

This publication may not be reproduced, stored in a retrieval system or transmitted in whole or in part, in any form of by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior written permission of the Society for Human Resource Management, 1800 Duke Street, Alexandria, VA 22314, USA.

For more information, please contact:

SHRM Research Department
1800 Duke Street, Alexandria, VA 22314, USA
Phone: (703) 548-3440 Fax: (703) 535-6432
Email: SHRMResearch@shrm.org
Web: www.shrm.org/research



1800 Duke Street
Alexandria, VA 22314
USA
shrm.org/research