



▶ HRM ACTIVITY IN THE ORGANIZATION  
▶ STAFFING PRACTICES

▶ EMPLOYEE DEVELOPMENT  
▶ COMPENSATION AND BENEFITS

# Cranet Survey

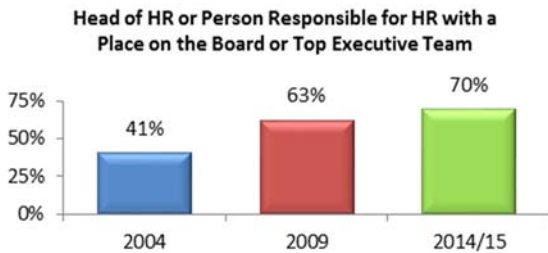
## HUMAN RESOURCE MANAGEMENT POLICIES AND PRACTICES IN THE UNITED STATES

## 2014/15 Highlights

### HRM Activity in the Organization

#### I. Strategic Role of HR

The HR function is increasing its strategic role as heads of HR are occupying roles in the top executive team of their organization. HRM strategies are also being formalized in writing with 66% of organizations reporting having a written HRM strategy.



#### II. Technology

In 2014/15, 83% of organizations report using HRIS or electronic HRM systems. 50% report using a manager self-service option, and 67% an employee self-service option.

#### III. Communication

Somewhat worryingly, communication by organizations through briefing management about business strategy, financial performance, and organization of work declined between 2009 and 2014/15.

### Staffing Practices

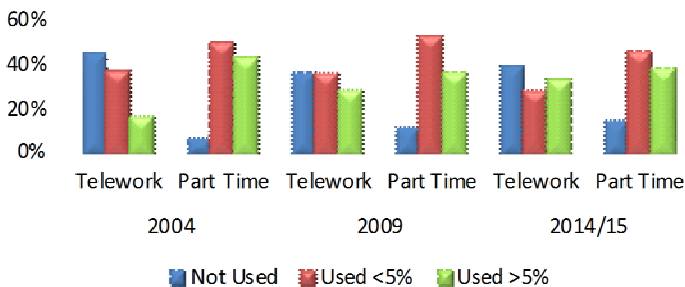
#### I. Recruitment

In 2014/15, recruitment trends reveal 39-46% of responding organizations using social media as a means to streamline recruiting processes. Other recruitment processes used to a large extent include: company websites, internal transfers, commercial job websites, and word of mouth or employee referrals. Annual staff turnover rose from 12% to 19% between 2009 and 2014/15.

#### II. Working Arrangements

Trends show more frequent use of teleworking and less frequent use of part time working arrangements.

Proportion of Employees Using Teleworking vs. Part Time Arrangements

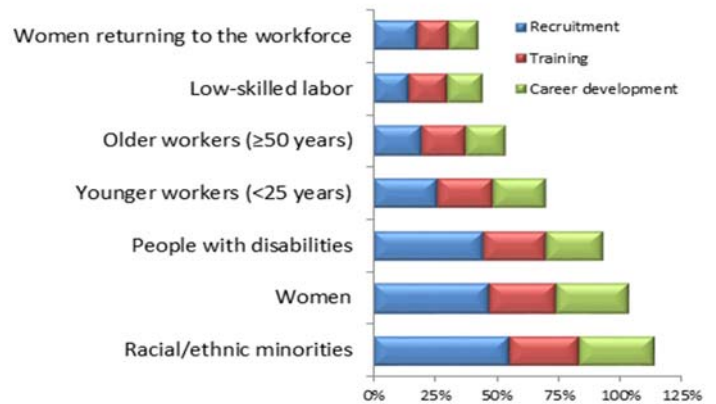


#### III. Diversity and Inclusion

Organizations are implementing diversity and inclusion initiatives primarily at the recruitment stage. The groups most frequently targeted for

inclusive effort are racial/ethnic minorities, people with disabilities and women. Inclusion efforts for women returning to the workforce and low-skilled labor are minimal.

Diversity and Inclusion Programs for the Improvement of Workforce Participation



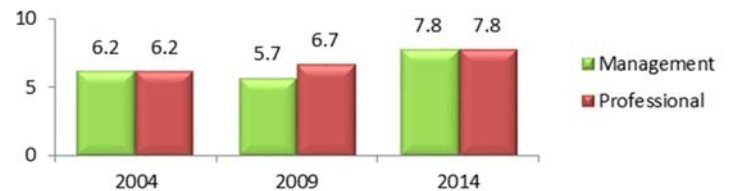
### Employee Development

#### I. Training and Development

Across organizations, the average number of training days is increasing and may be attributed to a greater use of e-learning systems and on-the-job training. The most popular practices for career management are low-cost in-house methods of on-the-job training, project team work, informal coaching, and computer-based packages.

#### II. Employee Appraisals

Average Annual Days of Training Received by Employees in each Staff Category



The most frequented source of data for performance appraisals are the employee's immediate superior (75-93%, based on employee grade), followed by self-appraisal/evaluation as (59%-74%, based on employee grade). Appraisal data are almost equally likely to be used for determining career moves and identifying training and development needs as for pay determination.

### Compensation and Benefits

The percentage of organizations offering benefits in excess of statutory requirements has declined since 2009. The exception is health care programs. The percentage of organizations offering health care programs above any statutory requirements jumped from 37% in 2009 to 65% in 2014/15.