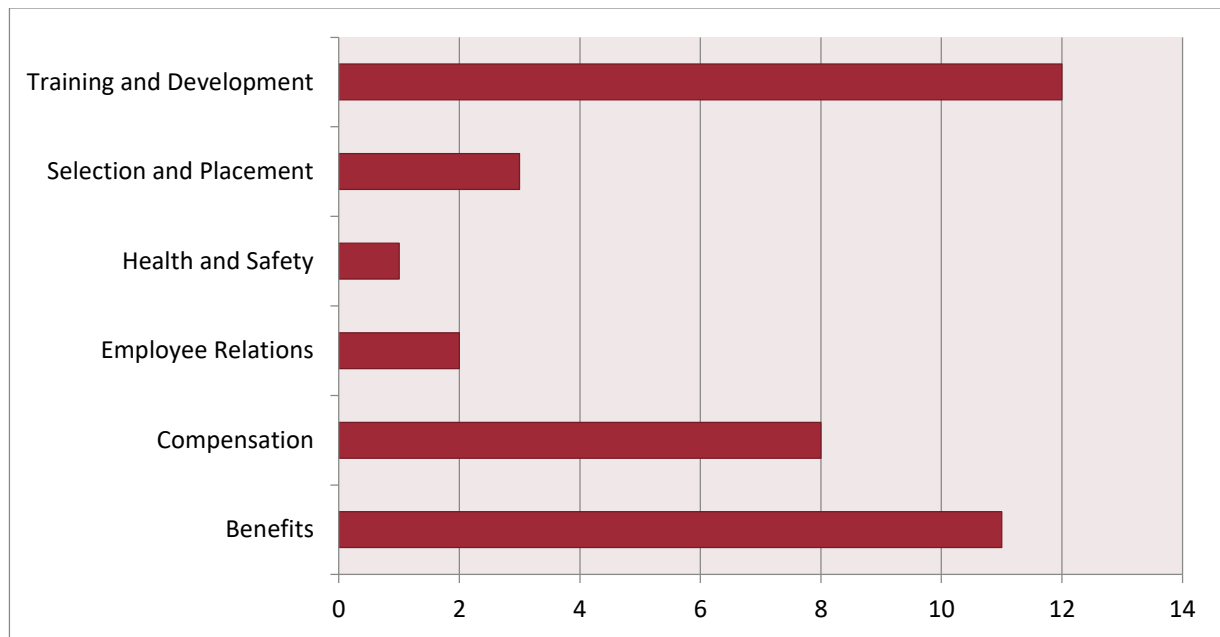


# JSAHR Program Question of the Month

November 2017

37 Respondents

- 1 As you begin your human resource budget planning process, what area will your department look to make the biggest strategic investment for 2018? Choose one.



- 2 Based on your answer above, what is the goal you will look to achieve?

- Making sure we are in the right place relative to competitive market for the different skills needed
- Implement a true "Pay for Performance" Compensation Program that controls costs and increases productivity.
- I really like the employee relations' focus in our meetings. I would welcome additional speakers with expertise in employee relations and examples.
- Better wellness objectives up to and including financial wellness
- We are a small business and have struggles with the ever-increasing costs of benefits.
- Adding more supplemental insurances to our current total benefits package.
- Retention through change in company ownership.
- Imaginative ways to keep costs down.
- One area where we will be making the most strategic investment is Technology or Human Capital Management. Other choices for this list could be Talent Acquisition, Workforce

Planning/Analytics, Risk Management and Corporate Social Responsibility. ( I only selected benefits because a choice was forced)

- I am retired -- which means that I am no longer involved with HR budgets. However, I will comment on what I believe should be a key strategic goal for all JSAHR organizations in 2018, although it's not necessarily an item that has to be budgeted. Most importantly, I believe that EVERY HR DEPARTMENT HAS TO BE READY FOR AN UNEXPECTED CRISIS AT ANY TIME -- AND STRATEGY MUST BE TESTED, IN PLACE AND COMMUNICATED TO ALL IN ADVANCE SO IT CAN BE HANDLED PROPERLY. It could involve any or all of the six functions noted above; it could be something completely new (e.g. a virus that ruins all HR IT systems), it could be something that is a shock to all (e.g. your CEO admits to multiple cases of the Matt Lauer and Harvey Weinstein disease). Whatever it is that comes down the highway, your crisis management team should be ready and in place before the problem hits. When a crisis does happen, that is not a good time to say, "OK, what do we do now?"
- A more active pipeline for skilled positions.
- As a national employer with many entry-level employees we are struggling with the variety of minimum wage adjustments and the impact they have on the rates of all existing employees. Compression is a serious problem but very expensive to address.
- We need to effectively manage rates and communicate with employees, especially who feel that they should receive an increase because others have.
- Understand what harassment in the work place means and translate that into a global perspective.
- We are looking to cut costs on benefits, yet save on the employees' money as well.
- We did a 6-month renewal on our benefits, to hold the rate down a bit, as we were looking at a large increase due to experiences.
- Fingers crossed that we did the right thing.
- Any other suggestions would be helpful
- Provide comprehensive, cost effective benefits to all full time employees.
- Actually, systems would be our major investment. The objective for the year is not clear at this time
- A better connection with educational institutions to help train people for jobs that exist now and into the future
- Our organization is the typical advancement to supervisor because you are doing well in your role; therefore we have a depth of supervisors who have no people management or team leadership skills. Our goal is to enhance their skills so they can be effective leaders and enhance staff development and engagement.
- Looking for ways to share resources
- Looking at "soft" benefits for employees. For example, corporate programs that offers discounts and other white glove services for residential lending to our employees.
- Employee retention
- N/A. I am not responsible for budgeting.
- I would say Compensation, however, my Administrator handles these items.
- To develop talent and build skills to be the best in class organization.
- Pay more competitive wages to attract and retain staff.
- I hope to hire an experienced trainer in the coming year.
- Increased knowledge, more confidence, hopefully more opportunities for career growth.

- Increasing affordability of benefit offering. Expanding benefit offering. Becoming more competitive to attract better talent and retain current employees
- Cutting edge programs
- Each employee has a learning and development plan with access to training. Also allowing the employees to grow both professionally and personally
- We've recently done some rebranding within our organization so we are planning to update a lot of our training programs to reflect that and help our teams remain more competitive in the retail industry
- Reduce cost to company (in particular, medical plan)
- Adjust cost sharing between employer and employees
- Target prescription costs for reduction
- We will have a 13% increase in 2018 to our annual medical cost. We are continuing to pursue ways to reduce the impact of growing costs.
- Will be looking for ways to improve the communication and interaction of Upper Management with employees. As the commercial driver market hits a dangerous low, it will take something special to attract those drivers to our company. One important facet is positive feedback from other employees on the relationship with upper management after the money.
- My selection above is based on my role in Career Services, as I would be most interested to hear from my HR connections regarding selection and placement.
- I am not responsible for budgeting at all.
- Implement wellness incentives to achieve lower medical costs overall