HR Perception Survey Analysis

orange™ Prepared: February 2018

Overview

Survey Objective

- **Behind the scenes :**

  - A team consisting of participants across Orange are working on a global project to address the theme of "What is the HR mindset to attract, develop, and retain the future skills of tomorrow?"

  - Context: Given the evolving market trend (start-ups appealing to millennials, more agilty, digital as the norm, need for HR to become true business partners) coupled with the perception from Business that that HR's added value remains questionable, the team decided to focus on three key mindsets that are essential for the HR community now and moving forward.

  - Accordingly, the survey was developed to asses how HR today is perceived in relation to these mindsets. The mindsets are:

    - **Market Oriented Posture**
    - **People Developer**
    - **Inspirational Influencer**

Survey Respondents

- **Number of participants:** Reached out to a sample of 100 per population group (HR & Non-HR "Business"), total 400

- **Survey respondents from Multinational organizations:**
  - 61% of Business participants
  - 85% of HR participants

- **Tenure of employees with 10+ years in HR:**
  - 59% of participants

- **Participants with 1000+ employees in their organization:**
  - 42% of participants

25 countries across all regions IMEAR, APAC, Europe, & AME

USA
Belgium
Botswana
UK
Brazil
South Africa
Burkina Faso
Slovakia
Canada
Singapore
Congo
Saudi Arabia
Egypt
Russia
France
Pakistan
Germany
Niger
Guinea
Netherlands
India
Morocco
Madagascar
Mauritius
Mali
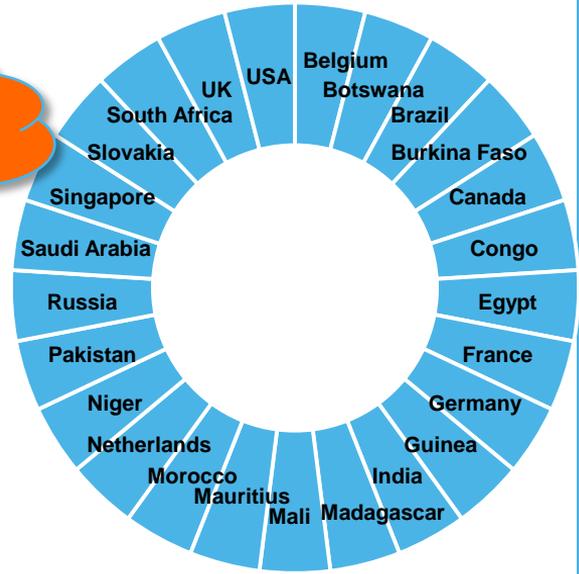
Market Oriented Posture

HR being perceived as an active contributor to the business.
- Business participants
  - 28% "Totally Agree"
  - 11.5% "Totally Disagree"
- HR participants
  - 54% "Totally Agree"
  - 2.5% "Totally Disagree"

HR is an attractive field of career.
- Business participants
  - 7% "Totally Agree"
  - 26.5% "Totally Disagree"
- HR participants
  - 41.5% "Totally Agree"
  - 1% "Totally Disagree"

Employees can easily approach HR as serving employees is an HR priority.
- Business participants
  - 14.5% "Totally Agree"
  - 15% "Totally Disagree"
- HR participants
  - 57.5% "Totally Agree"
  - 0% "Totally Disagree"

HR needs to be recognized as more customer oriented to be a credible partner.

HR is customer oriented, provides an excellent service to employees whom express high satisfaction.
- Business participants
  - 13% "Totally Agree"
  - 15% "Totally Disagree"
- HR participants
  - 37% "Totally Agree"
  - 0% "Totally Disagree"

Employees are fully aware of the innovative projects HR drives and supports.
- Business participants
  - 9.5% "Totally Agree"
  - 18% "Totally Disagree"
- HR participants
  - 29% "Totally Agree"
  - 4% "Totally Disagree"

HR treats others with courtesy and respect, and are considered great listeners and respond with pertinence.
- Business participants
  - 25% "Totally Agree"
  - 11% "Totally Disagree"
- HR participants
  - 58% "Totally Agree"
  - 0% "Totally Disagree"

People Developer

HR cares about the general well-being of employees and demonstrates this through concrete actions.
- Business participants
  - 11% "Totally Agree"
  - 14% "Totally Disagree"
- HR participants
  - 30% "Totally Agree"
  - 0% "Totally Disagree"

HR needs to improve the perception of not being "people" focused.

HR will always take care of what is best for the employees' professional career.
- Business participants
  - 0% "Totally Agree"
  - 30% "Totally Disagree"
- HR participants
  - 3% "Totally Agree"
  - 6% "Totally Disagree"

Employees trust HR because they feel they are trustworthy and responsible.
- Business participants
  - 11% "Totally Agree"
  - 14% "Totally Disagree"
- HR participants
  - 42% "Totally Agree"
  - 0% "Totally Disagree"

Very satisfied with the tools HR provides to help identify development needs.
- Business participants
  - 7% "Totally Agree"
  - 21% "Totally Disagree"
- HR participants
  - 6% "Totally Agree"
  - 6% "Totally Disagree"

Employees feel that training and learning experiences offered by HR are very useful for their career and personal development.
- Business participants
  - 4% "Totally Agree"
  - 11% "Totally Disagree"
- HR participants
  - 9% "Totally Agree"
  - 0% "Totally Disagree"

Inspirational Influencer

HR embraces change and feels positive when direction shifts.
- Business participants
  - 10% "Totally Agree"
  - 11% "Totally Disagree"
- HR participants
  - 39.5% "Totally Agree"
  - 0% "Totally Disagree"

HR brings new ideas and ways to approach business and life.
- Business participants
  - 28.5% "Totally Agree"
  - 12.5% "Totally Disagree"
- HR participants
  - 43.5% "Totally Agree"
  - 0% "Totally Disagree"

HR is open and flexible to discuss changes to the status quo.
- Business participants
  - 6.5% "Totally Agree"
  - 13% "Totally Disagree"
- HR participants
  - 50.5% "Totally Agree"
  - 0% "Totally Disagree"

HR needs to be less process driven and more inspirational.

HR supports employees to make the best decisions for themselves.
- Business participants
  - 8% "Totally Agree"
  - 15% "Totally Disagree"
- HR participants
  - 48.5% "Totally Agree"
  - 0% "Totally Disagree"

I regularly contact HR to receive coaching/advice on my career path.
- Business participants
  - 8.5% "Totally Agree"
  - 32% "Totally Disagree"
- HR participants
  - 30.5% "Totally Agree"
  - 0% "Totally Disagree"

The HR team is composed of inspiring people, known, appreciated, and trusted by employees.
- Business participants
  - 19% "Totally Agree"
  - 22% "Totally Disagree"
- HR participants
  - 30% "Totally Agree"
  - 3.5% "Totally Disagree"

HR Career Attractiveness

HR

Business

The Business as we speak today doesn't perceive HR as an attractive function.
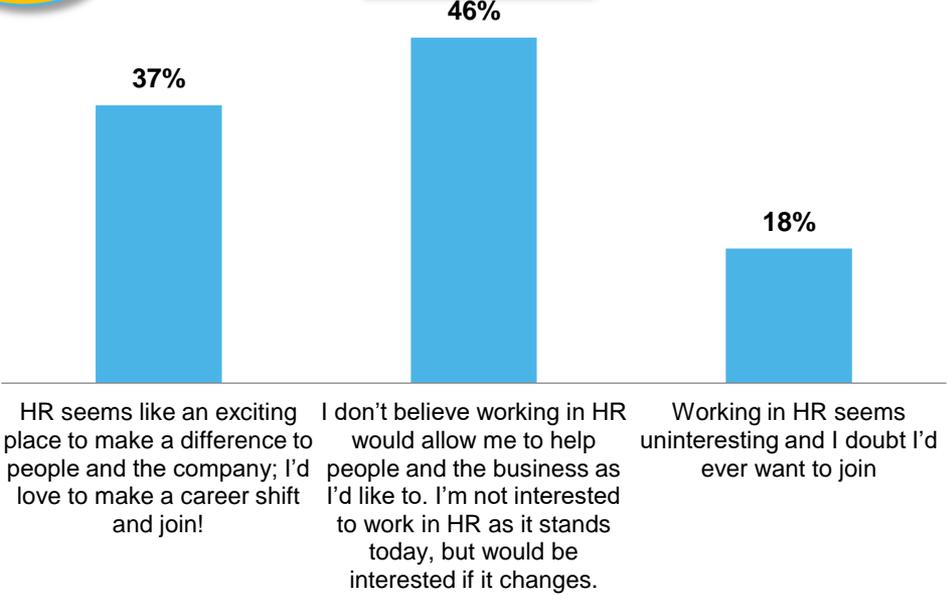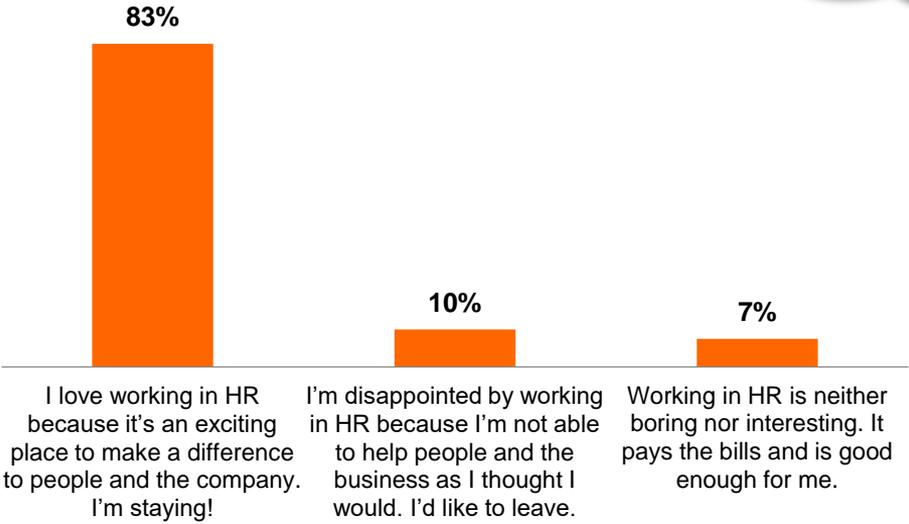
83%

10%

7%

37%

46%

18%

I love working in HR because it's an exciting place to make a difference to people and the company. I'm staying!

I'm disappointed by working in HR because I'm not able to help people and the business as I thought I would. I'd like to leave.

Working in HR is neither boring nor interesting. It pays the bills and is good enough for me.

HR seems like an exciting place to make a difference to people and the company; I'd love to make a career shift and join!

I don't believe working in HR would allow me to help people and the business as I'd like to. I'm not interested to work in HR as it stands today, but would be interested if it changes.

Working in HR seems uninteresting and I doubt I'd ever want to join

HR Career perception
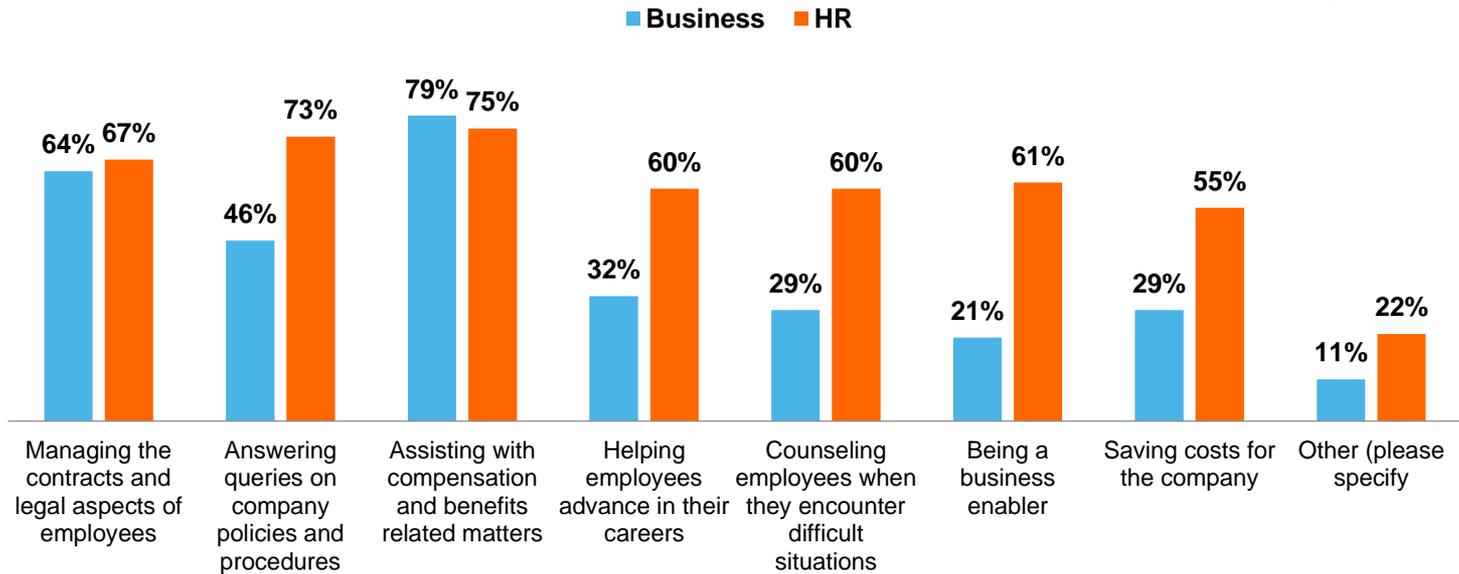
Summary of Analysis by Mindset

Market Oriented Posture

- HR needs to actively contribute to the business.
- The HR job line is not perceived as attractive, rather more administrative.
- HR employees are not approachable nor customer oriented.
- HR needs to become more agile.
- HR can become more strategic with an enhanced digital focus.

People Developer

- HR should care more about the well being of employees.
- HR employees should become more people oriented.
- HR should offer career development opportunities based upon the needs of individual career needs of employees.

Inspirational Influencer

- HR needs to become more proactive and innovative.
- HR employees should facilitate change.
- HR needs to be less process centric.

General observation:

- Although HR employees that answered the survey generally rated themselves higher than the Business rated HR in the various mindsets, the verbatim revealed that the results were more aligned with the Business respondents. The project team will consider the verbatim strongly when considering the project's objectives and related actions.

Appendix

'Future of HR' aspirations related to Marked Oriented Posture*

Business Verbatim

- To enable employees, especially the people managers, to deal with the digital native generation's expectations and capabilities

- In the future we will have a big Imagination, team work, and business support

- HR to ask me what I would need what are the issues I am facing

- HR to no longer be very limited in terms of empowerment and awareness of the core business of the company

- HR will help facilitate the digital transformation of our work, workspace and toolset. It is vital that they are willing, capable, and experienced in carrying out this enabling role

- *Plus d'alignement avec la stratégie*

HR Verbatim

- An HR that works seamlessly with the Business. A true partner that is able to provide guidance and look at new ways to make positive change and provide support when the changes necessary might not feel so positive

- Continued strategic innovation, becoming more digital, tools enhancement to support our growth

- To be recognized as a true business enabler by the business at all levels

- Innovative, agile, able to support the business as it transforms quickly

- To strengthen its position in the company guiding and challenging the business in their decision in order to meet both interests of the company and employees - current and potential

- *Être vraiment une Entreprise Digitale et Humaine comme le veux la promesse Orange et mettre l'employer au centre du business en privilégiant l'écoute*

Italicized verbatim is in French

'Future of HR' aspirations related to People Developer*

Business Verbatim

- I would love HR to consider people and not numbers

- More friendly and accommodating HR individuals are expected

- HR should realize more the old employees at the company and show any kind of appreciation to them for their loyalty to the company

- More intimacy and proximity

- *Améliorer l'attitude positive qui attirerai les salariés vers les Ressources Humaines - Mettre le salarié au centre de ses intérêts - Traiter les salariés avec courtoisie et un minimum de respect -Un agent RH doit inspirer confiance et très discret*

HR Verbatim

- I wish that the HR of the future has more Human connection that enables all employees to be proud of the HR team

- That we as HR Professionals can continue to make a difference in a personal way. As we become more and more digital, I believe it is vital that HR provides a caring, helpful, and personal approach

- Credibility and engagement

- Staying in personal contact with employees - no full service center solutions

- Wish we would have more people in HR who would have time to listen to complaints, demands, questions, and problems of employees

Italicized verbatim is in French

'Future of HR' aspirations related to Inspirational Influencer*

Orange Business Verbatim

- I'd like HR to bring inspiring new ideas that help us innovate and do new things. Not just sticking to the old rules. Best practice ideas from anywhere not just from our organization. And a partner that works with me to help me achieve my business goals

- HR to have an upper hand when it comes to supporting Employees Career Shifts, advancement recommendations, and manage business cases for employees

- Flexible, flexible, and flexible

- HR is an enabler for employees to support and orient individual change

- *Je vois les RH comme un compagnon fidèle du personnel et de l'Entreprise. Il aide à se maintenir en pleine forme en assurant son développement et sa transformation par le biais de l'anticipation et de la gestion du changement*

Orange HR Verbatim

- I wish that HR will move away from a process driven approach to actually making a difference for employees, managers, and the business (i.e. customers)!

- I wish it remains looking for new ideas and projects, supporting people, being more human and supportive (providing encouragement or emotional help, caring, empathetic, concerned, helpful, etc.)

- Continued strategic innovation, becoming more digital, tools enhancement to support our growth

- Help for deep transformation not administration

- To realize talent

- HR is considered as a change agent, we show full agility and our systems and tools match the needs to be digitally aligned

- HR of the future will be spearheading change through empowerment of the people. This means that HR should be given the liberty to be as innovating as can be in HR related Projects. HR of the future will be less routine and more project based.

- More and more agile

- That it be THE COOL PLACE TO WORK!

Italicized verbatim is in French

Thank you
Merci
Gracias