PwC Malta HR Pulse Survey

April 2017

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We are pleased to present the second edition of the HR Pulse Survey. In this edition we gathered information from CEOs and Managing Directors, besides HR leaders, within various industries across the island, to get their views on the HR challenges we face locally. The Survey looks at various aspects of HR from Employment Law to Employee Engagement focusing on some key areas of importance within the HR sphere today.

The presence of HR in Malta seems to be quite significant with 82% of organisations reporting that they have an HR Function in place and a substantial representation in top management. Organisations report that their HR functions are proactive with a strategic approach finding the right balance between being people and corporation focused. This gives us a positive outlook on the future of HR, however this does not mean we can stop here, there is still far more to be done.

The Survey revealed that poor implementation of HR practices, Lack of ability to analyse HR data and Insufficient resources within the HR department, have been the top barriers affecting the performance of the HR functions of our respondents. Obtaining the buy in from top management to give HR the time and importance it deserves, and to see the value it can bring to the business is constantly an obstacle HR professionals are striving to overcome. These issues have remained similar to the previous Pulse Survey, emphasising the persistence of these concerns and their need to be tackled. On the other hand, the top priority on everyone's mind seems to be motivating and retaining their staff, with many organisations reporting problems of high turnover.

This time, we found that organisations seem to be taking more interest in Employee Engagement. We found higher percentages of organisations who measure it across organisations of all sizes when compared to the previous results. However, measuring engagement is not enough; it is only when action is taken that engagement will have a positive effect on the organisation. We found that the majority of organisations report allocating very little time to each employee per year (between 1 to 8 hours per year) which may have a detrimental effect on the engagement of employees.

We also found that the larger the organisation is, the more likely they are to have a performance management system in place. Global trends in performance management are looking towards an on-going approach, making use of technology to measure performance; however, this is far from the reality in Malta with only 6% of organisations measuring performance in this way. The advancements in HR technology have helped HR professionals improve their efficiency in various aspects of HR; therefore, we asked our respondents how they use HR technology to their benefit. A significant 62% of organisations have an HRIS in place but this is mainly used for basic functions.

We trust you will find this report insightful.

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About the Survey

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The second edition of the HR Pulse Survey was carried out by PwC in collaboration with Foundation For Human Resources Development (FHRD) towards the end of 2016. The online survey was distributed to a sample of HR practitioners, CEO's and Managing Directors across organisations of different sizes and sectors. 79 replied to the survey and their responses were analysed accordingly.

Responses by size of the organisation

The majority of our respondents were organisations that have 50 to 249 employees; however, we received responses from other smaller and larger organisations as shown in the graph below.

Legend:
- <10 — 9%
- 10 to 49 — 16%
- 50 to 249 — 44%
- 250+ — 31%
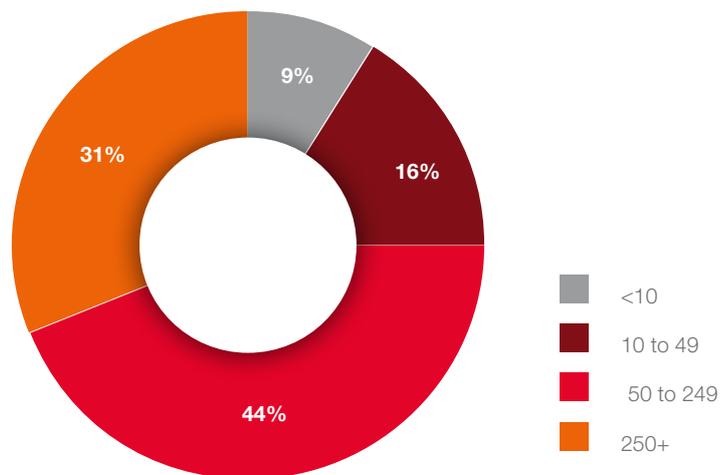
Sector

The largest proportion of responses were received from organisations within Financial Services (17%) followed by Wholesale and Retail (13%), the remaining responses were spread across various other sectors as seen below.

Sector	Percentage
Financial services	17%
Wholesale and Retail	13%
Manufacturing	9%
Gaming	8%
Accommodation and food services activities	8%
Professional services	6%
Construction/Engineering	6%
Technology	6%
Pharma and Health	6%
Oil & Gas	5%
Communication & Media	5%
Other	4%
Transport	3%
Public administration	3%

HR Function

HR Function

In this survey, it was revealed that 82% of our respondents have an HR function in place, of which 74% have representation in Senior Management. This is a very similar result to the previous HR Pulse Survey which is encouraging, however, we hope to see this increase further in coming years.

Does your organisation have an HR Funtion?

Yes
No
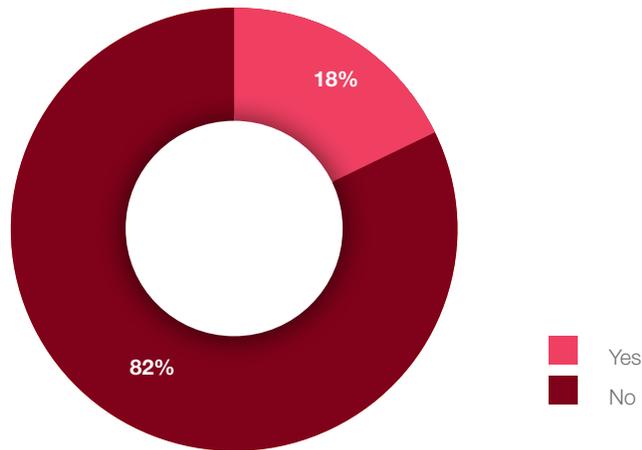
Fig 1

Highest position within the HR Function

Senior Management	74%
Middle Management	29%
Clerical	7%

Fig 2

When dissecting this by size of the organisation, as one may expect, we find that as the size of the organisation decreases so does the percentage of those having an HR function in place. This decreases gradually for organisations who have between 10 and 250 employees with the vast majority having and HR function in place. The trend then inverts for organisations with less than 10 employees, where the vast majority (86%) report they do not have an HR function within their organisation.

While this seems like a logical trend, it is our belief any organisation no matter its size may benefit from having an HR function, as investing in your employees first, will always reap benefits for the organisation as a whole. Staff who feel motivated and engaged will be more productive, loyal and more willing to go the extra mile for the organisation.

We asked respondents to evaluate their HR functions on the following criteria.

Does your organisation have an HR Function?

250+		96%
		4%
50 to 249		88%
		12%
10 to 29		77%
		23%
>10		14%
		86%

Fig 3

■ Yes
■ No
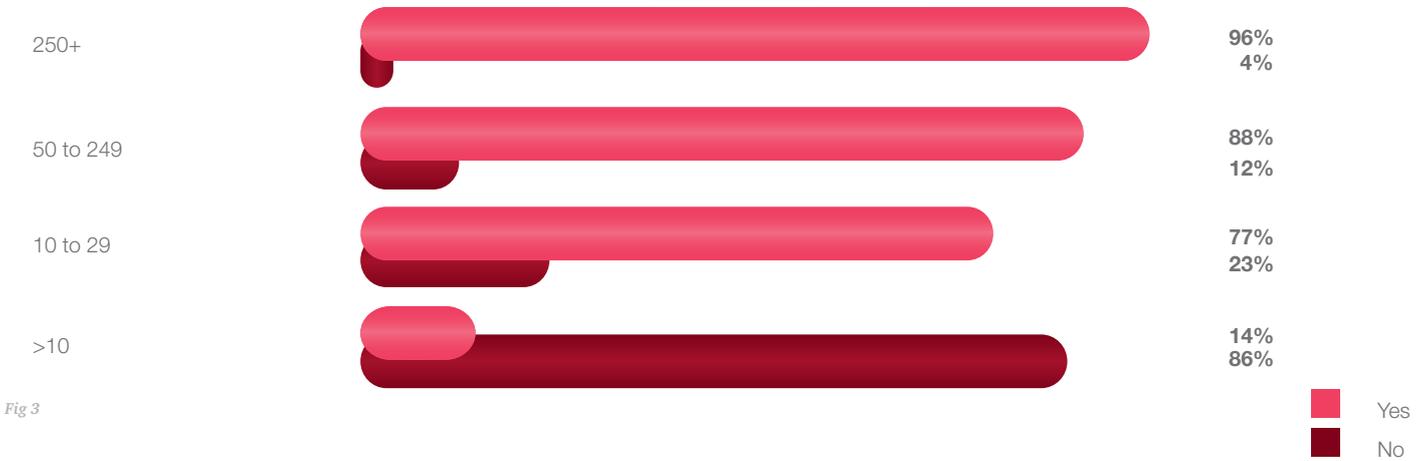
Please evaluate the approach of your HR function on the scale of 'Reactive' (0) / 'Proactive' (10)

0	1	2	3	4	5	6	7	8	9	10
3%	1%	0%	5%	7%	14%	15%	19%	20%	9%	7%
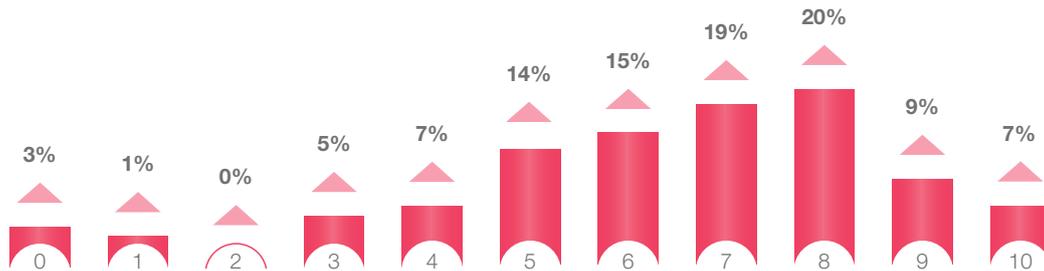
Fig 4

Organisations reported that they believe their HR Function marginally tends more towards the 'Proactive' side rather than 'Reactive' (Fig.4). This is a very encouraging result, since it indicates that the HR Function has an active role in the organisation rather than just a secondary support for the business. This is the first step to ensure that an HR Function is being effective within an organisation. The value of HR is not always clear to others in top management, therefore, having a proactive HR function is vital in order to get this message across and push HR higher up the business priority ladder.

Please evaluate your HR function on the scale of 'Operational Approach' (0) / 'Strategic Approach' (10)

0	1	2	3	4	5	6	7	8	9	10
5%	4%	5%	4%	3%	11%	17%	21%	20%	3%	7%
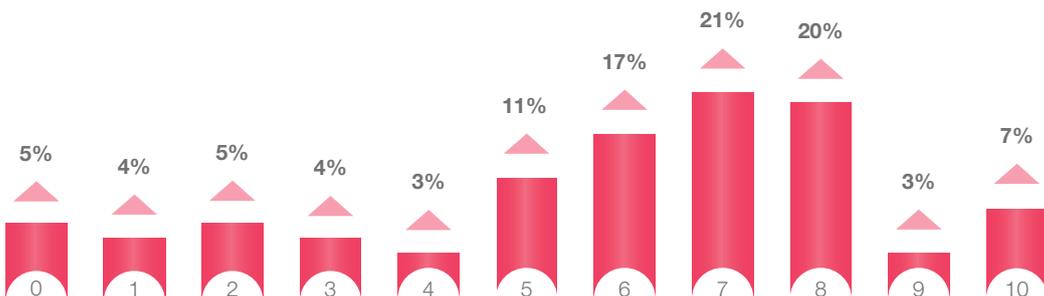
Fig 5

We see a similar trend when asking respondents whether their HR Function has a more 'Operational Approach' or 'Strategic Approach'. In this case the results were skewed slightly towards a more 'Strategic Approach', however, this is not very pronounced (Fig.5). This could be that due to lack of resources and time (or a combination of the two), where some HR functions may get held up doing the inevitable administrative related tasks, leaving little time to focus on the strategic HR aspect.

Please evaluate your HR function on the scale of 'Corporation Focused' (0)/ 'Employee Focused' (10)
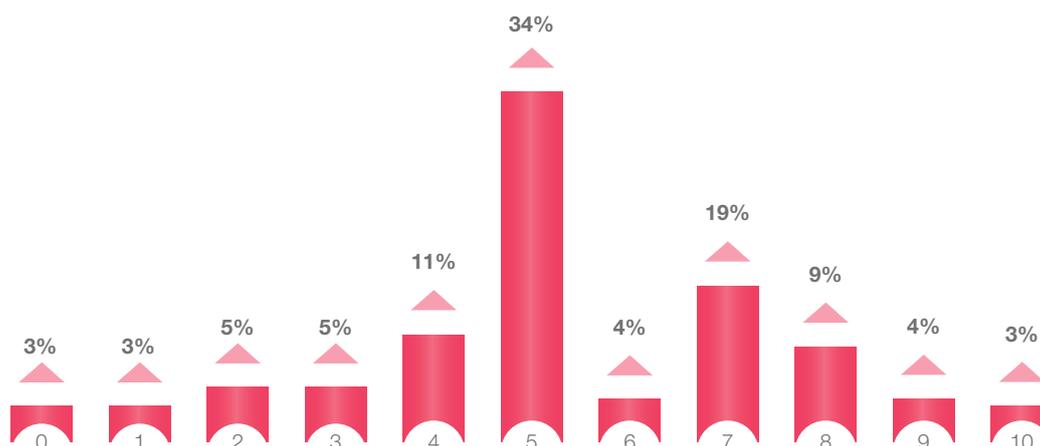
Fig 6

We also asked respondents to rate whether they were more 'Corporation Focused' or 'Employee Focused' (fig.6). The results for this were mixed, however the majority of respondents rated their HR function to be balanced between the two.
A similar response was recorded for 'Process Focused' and 'People Focused' (fig.7) with the majority rating being an equal balance between the two.

Please evaluate your HR function on the scale of 'Process Focused' (0) /'People Focused' (10)
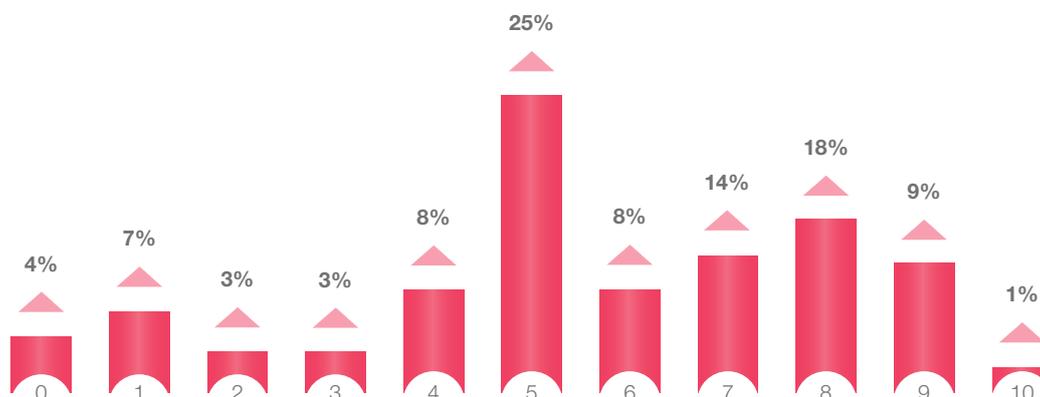

Fig 7

We obtained some interesting insights when we asked respondents which they believe are the top 3 barriers currently affecting the performance of their HR Function. The results are shown below in Fig.8.

*Top 3 barriers affecting negatively the performance of the HR function*

Barrier	Percentage
Poor implementation of HR practices by management	50%
Lack of ability to analyse data within HR	47%
Insufficient resources within HR department	46%
Management not seeing the potential value of the HR Function	42%
Lack of HR budget	38%
Engagement of top management in the HR agenda	36%
Lack of local HR control	24%
Lack of appropriate skills in the HR team	15%
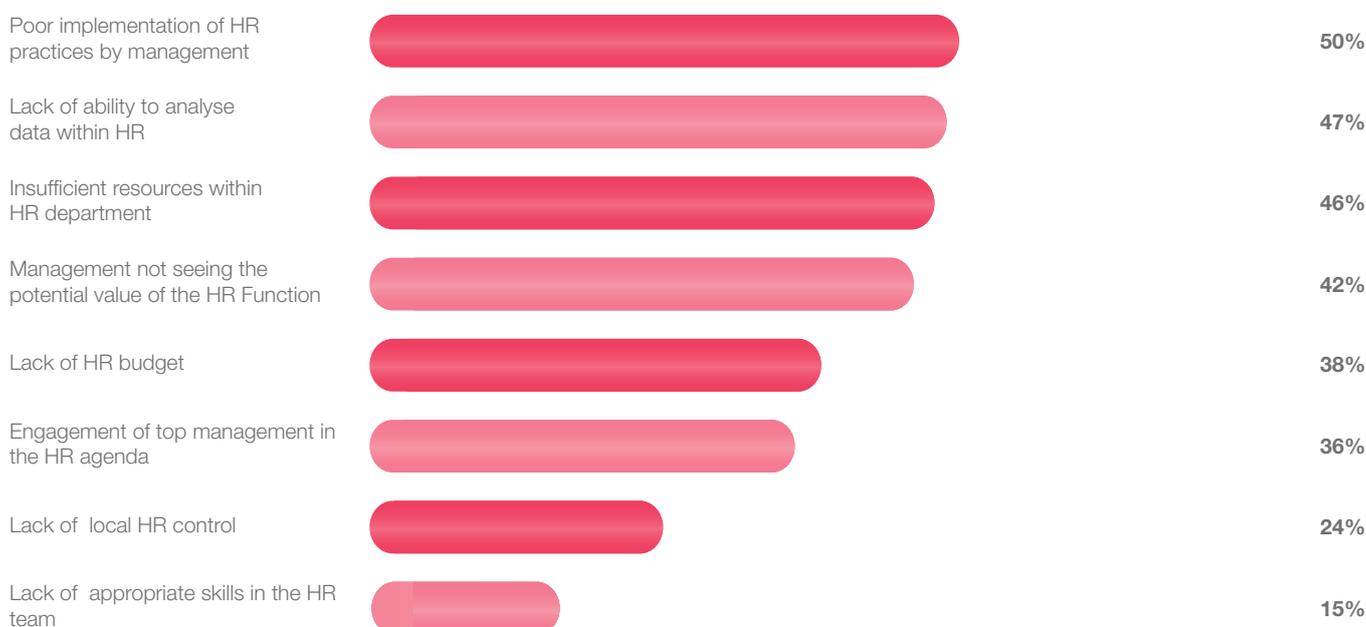
Fig 8

Organisations reported that the top 3 barriers currently affecting the performance of their HR Function are

Poor implementation of HR practices by management	Lack of ability to analyse data within HR	Insufficient resources within HR department
50%	**47%**	**46%**

These issues were also identified as the top three barriers in the previous survey, highlighting that these are persisting problems within the HR world which need to be given attention. Consistent with earlier data, it seems that management are a significant barrier when it comes to realising HR practices, possibly due to them not seeing their potential value and therefore not taking ownership of them or their implementation. This lack of support will in turn affect employees' perspective negatively. The other top two barriers are to do with insufficient resources, and the lack of the ability to analyse data. Again, these barriers are a result of the lack of support from top management, who are not investing enough resources within the HR function for it to operate and support the business in the most effective way.

The survey also found that the barrier least affecting performance is the lack of appropriate skills in the HR team (15%), suggesting the majority of respondents' HR teams are qualified and experienced. This is an important aspect to consider, as HR needs to be championed by people who truly understand how it can benefit the organisation to get their message across.

Top 3 Barriers to the HR Function split by size

Less than 10 employees: Top 3 Barriers

Insufficient resources within HR department	**71%**
Lack of HR Budget	**57%**
Management not seeing the potential value of the HR function	**43%**

Fig 9

10 to 49 employees: Top 3 Barriers

Insufficient resources within HR department	**62%**
Poor implementation of HR Practices by management	**54%**
Lack of HR Budget	**54%**

Fig 10

50 to 249 employees: Top 3 Barriers

Lack of analytics in HR	**56%**
Management not seeing the potential value of the HR function	**47%**
Insufficient resources within HR Department	**44%**
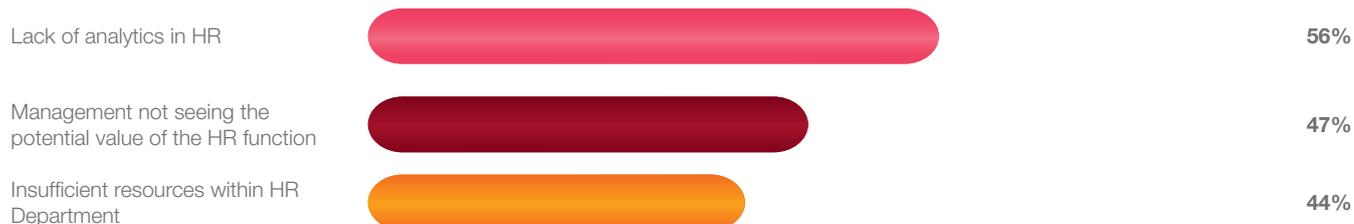
Fig 11

250+ employees: Top 3 Barriers

Poor implementation of HR practices by management	**63%**
Engagement to top management in HR agenda	**50%**
Lack of analytics capability within HR department	**46%**

Fig 12

We can see that for organisations with less than 50 employees, insufficient resources is the most influential barrier, followed by lack of support from management and lack of an HR Budget. For the bigger organisations with 50 employees and over, there seems to also be a lack of analytics capability in HR, and problems engaging top management to see the potential value that an HR function can provide the organisation. Therefore, this issue regarding being unable to engage management, is present across the board regardless of the size of the organisation.

We also asked organisations what their top 3 HR priorities are in the next 12 months. The results are presented in Fig. 13 below.

Top 3 HR priorities in the next 12 months

Priority	Percentage
Motivating and retaining staff	51%
Retention of key talent	42%
Creating a high performance culture	36%
Managing employee engagement	35%
Delivering effective learning and development programmes	25%
Improving HR technology	23%
Transforming the existing HR function	19%
Addressing skills shortage	14%
Developing HR analytics capability	13%
Operating within compensation/ reward constraints	13%
Reorganisation of business processes to meet customer needs	13%
Capability uplift in HR function	10%
Managing mobility	5%

Fig 13

Organisations reported that the top 3 HR priorities in the next 12 months are as shown below.

Motivating and retaining staff	Retention of key talent	Creating a high performance culture
51%	42%	36%
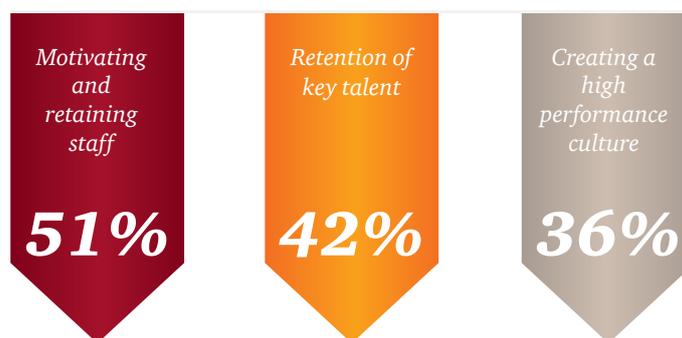
The first priority across our Survey sample as a whole is 'Motivating and retaining staff' (51%), by quite a significant margin. This is followed by 'Retention of key talent' (42%), 'Creating a high performance culture' (36%) and 'Managing employee engagement' (35%). Again these results are very similar to the priorities reported in the previous survey, highlighting their importance.

Results show that our top four priorities seemed to be centred on employee retention; this is a common theme that appears throughout our Survey results. Since this is such an important issue for many organisations, it is vital to focus on how they could be improving their retention rates. This could be linked to one of the top barriers, which was revealed earlier on, that HR Functions lack the ability to analyse data, making it more difficult to identify the roots of this problem.

Managing mobility seems to be the last priority on HR professionals list. However, it may be something to watch in the upcoming years, as the number of foreign workers in Malta continues to increase year on year, and is starting to make up a significant percentage of our working population. As of 2015 12% of Malta's working population was made up of foreign workers.*

We asked respondents, *'On a Scale from 1 to 10, 1 being the lowest and 10 being the highest, to what extent do you believe that the HR contributes highly to the success of your organisation?'* We split the results between CEO's and HR professionals, and the results are as follows.

HR Professionals
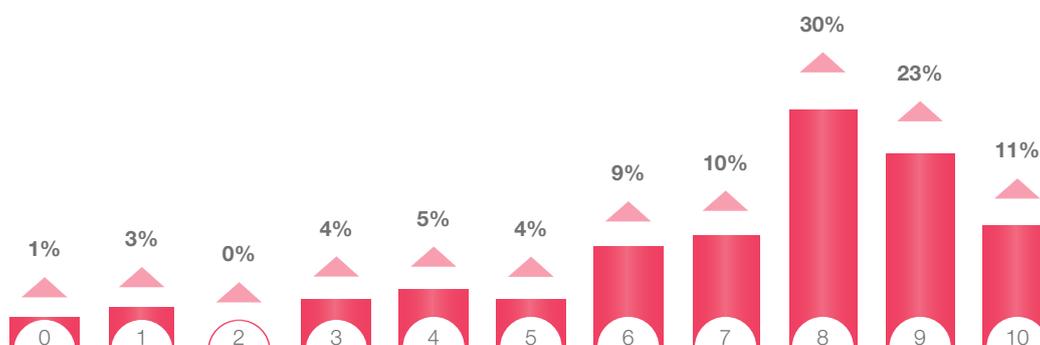

Fig 14

CEOs/Managing Directors Views
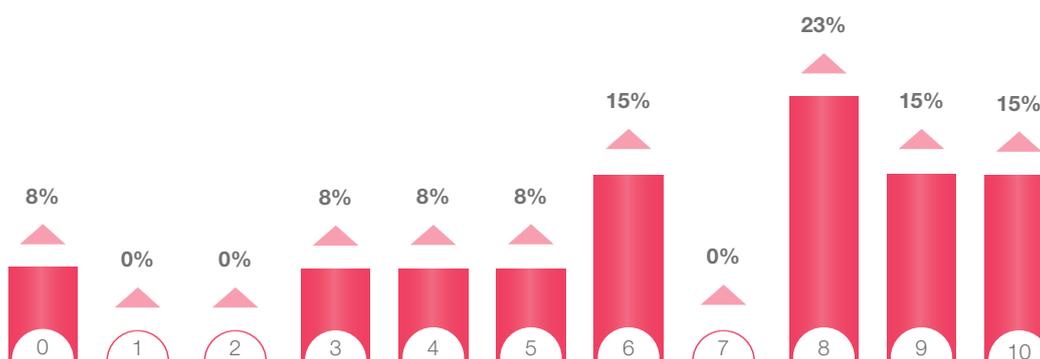
Fig 15

The results were positive as shown in the figures above. However, they also demonstrate that there is still some room for improvement and HR could possibly be contributing a little bit more. When looking at the view of CEO's and Managing Directors while they are mostly positive, a significant percentage also think their HR functions are not as effective. Highlighting again the barriers between the views of top management and how they view HR.

Risk and Regulation

Risk and Regulation

A number of questions were asked with respect to risk and regulation to gauge the level of preparedness in this regard.

Do you have employment contracts for all your employees?

- 9% — Not really
- 5% — No
- 86% — Yes

Legend:
- Yes
- No
- Not really
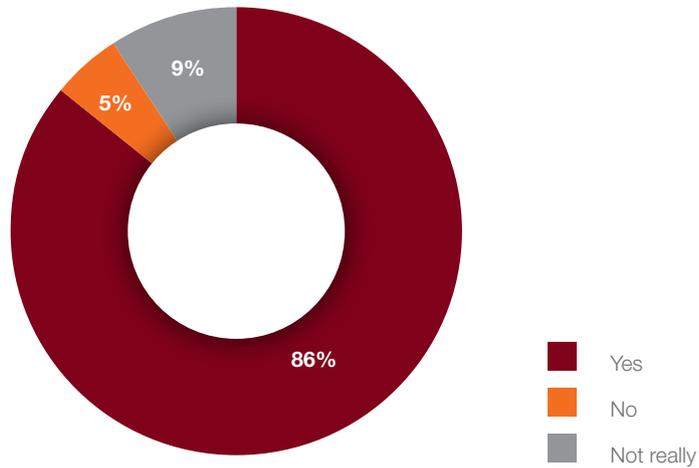
Fig 16

86% of respondents reported that they have employment contracts in place for all employees. 9% responded 'not really', suggesting they may have something in place which is either not formalised or not available to all employees. Only 5% reported having nothing in place. This trend remains unchanged from the previous survey.

Less than 10 employees

- 29% — Not really
- 14% — No
- 57% — Yes

Legend:
- Yes
- No
- Not really
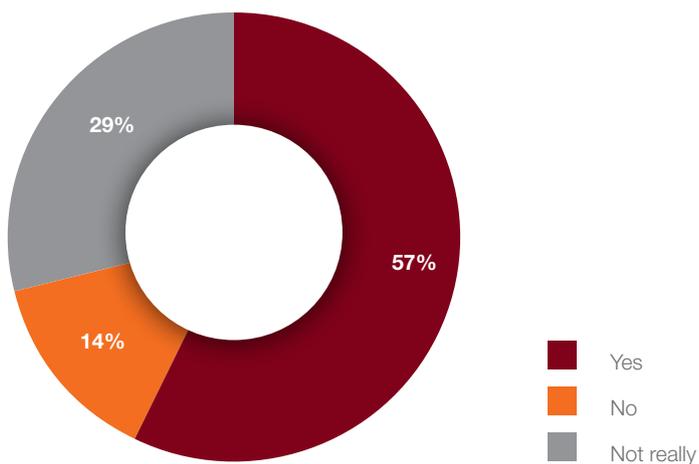
Fig 17

10 to 49 employees

15%

16%

69%

- Yes
- No
- Not really
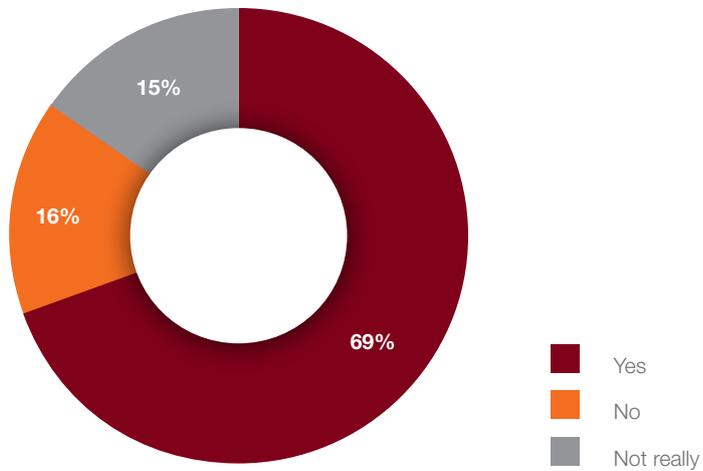
Fig 18

One notes that as the size of the organisation gets smaller, the percentage of those having employment contracts in place for all employees decreases. In organisations with less than 50 employees, around 30% do not have formal contracts in place for all employees. This pattern was also present in the previous survey. However, this is a concerning trend, as employment contracts are essential in order to protect the rights of both the employer and the employees, regardless of the size of the organisation.

Do you have procedures in place regulating disciplinary matters?

13%

87%

- Yes
- No
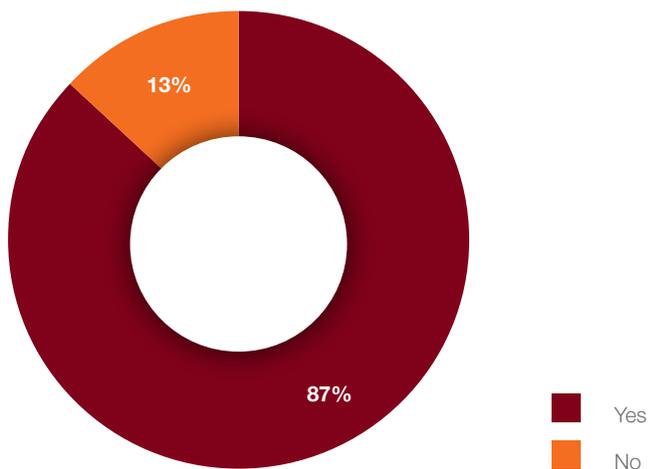
Fig 19

Are you registered with the Office of the Information and Data Protection Commissioner?
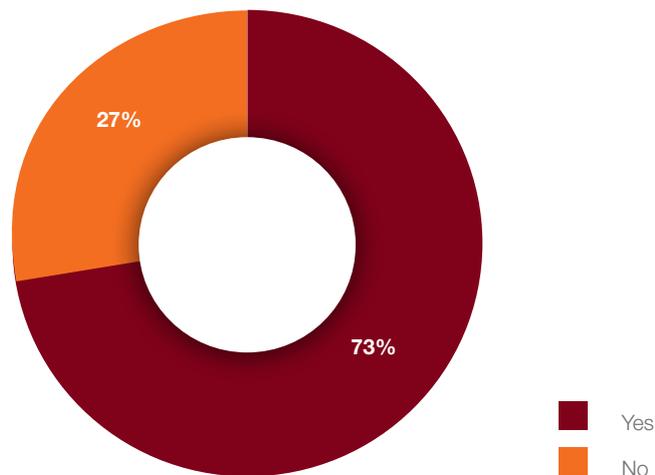
Fig 20

On a scale of 1 to 10 how comfortable do you feel that your organisation is compliant with all related employment legislation?
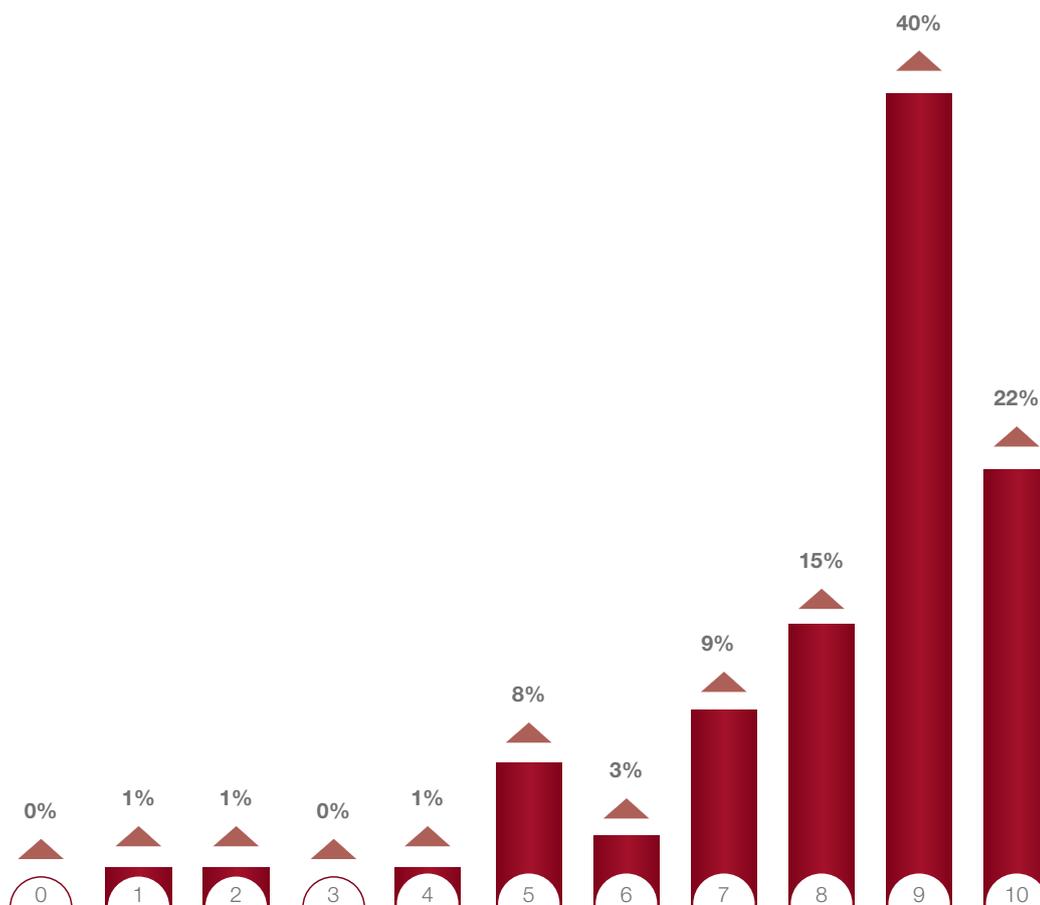
Fig 21

The majority of organisations feel that they are generally compliant with all related employment legislation, as seen in Figure 27. However, the results also suggest that there is slight uncertainty as to whether they are fully compliant in all aspects, since significantly less respondents report that they are 100% comfortable. This suggests that this is an area which may require more focus by HR professionals.

Employee Satisfaction

Employee Satisfaction

The survey revealed that 73% of organisations measure employee engagement; this is a very encouraging result as there has been an increase of 13% from the previous survey. This demonstrates that employee engagement is being taken more seriously and more employers are realising the benefits of measuring and maintaining this aspect.

Organisations measuring engagement

27%

73%

Yes
No
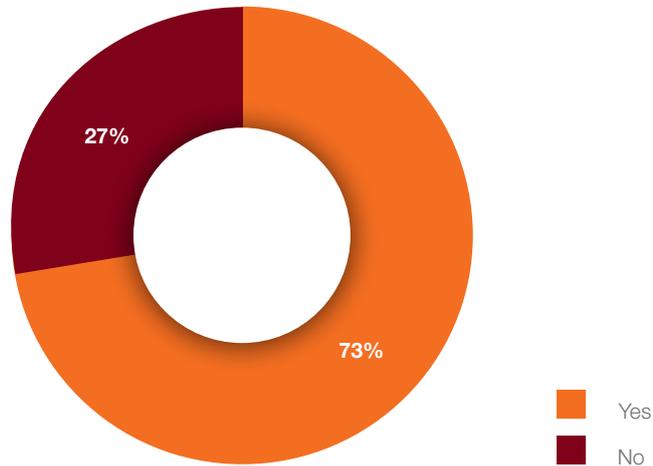
Fig 22

How often is employee satisfaction measured within your organisation

Once annually	**37%**
We do not measure engagement	**27%**
Once every 2 years	**15%**
Ongoing	**6%**
First one this year	**6%**
It is only measured for some departments	**5%**
Twice Annually	**4%**
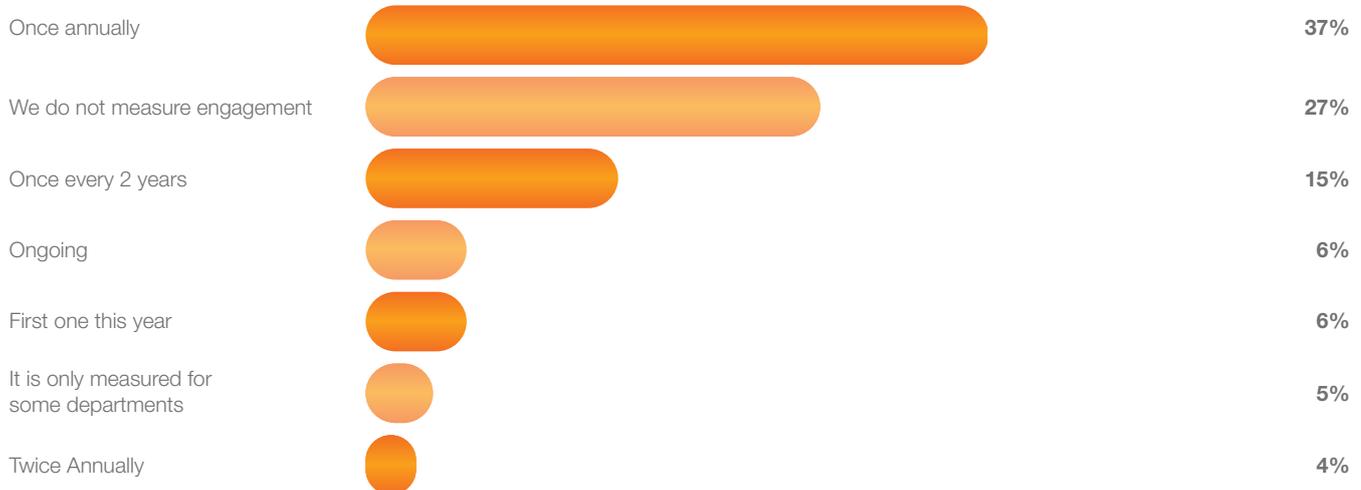
Fig 23

From Fig.23, we can see that most organisations measure employee engagement using a traditional approach and measuring it once annually. Globally, trends are moving towards making it a more ongoing process, as it is important to try to understand how your employees are feeling throughout the course of the year rather than at a single point in time once a year. This will allow a more accurate measurement, and subsequently provide HR and top management with a greater grasp of what is working well and what needs to be improved on a day-to-day basis.

Organisations measuring engagement by size

250+	79% / 21%
50 to 249	74% / 26%
10 to 49	62% / 38%
>10	71% / 29%

Yes
No
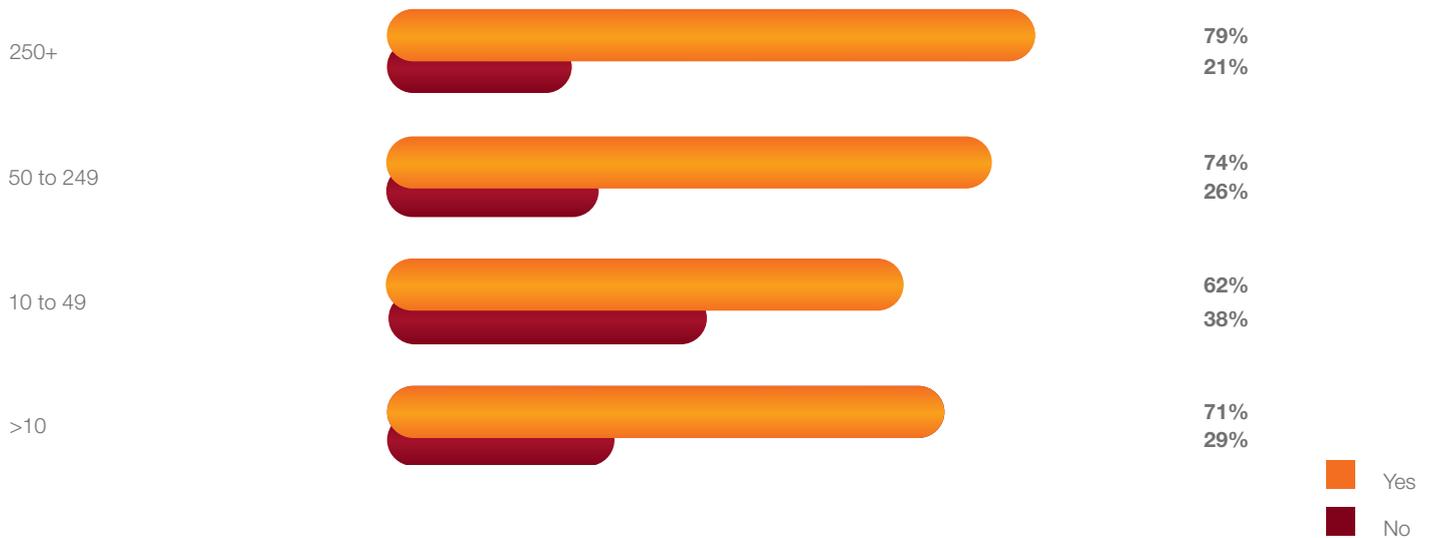
Fig 24

Another positive result is that the percentage of organisations which measure engagement remains relatively constant even when splitting them up by size; in contrast to the previous results where the percentage decreased by a significant amount respectively, with the size of the organisation.

Respondents were also asked to state their level of agreement with the following statements.

'Our organisation has had very little staff turnover over the last few years.'

Strongly Agree	15%
Agree	23%
Neither Agree Nor Disagree	18%
Disagree	31%
Strongly Disagree	13%
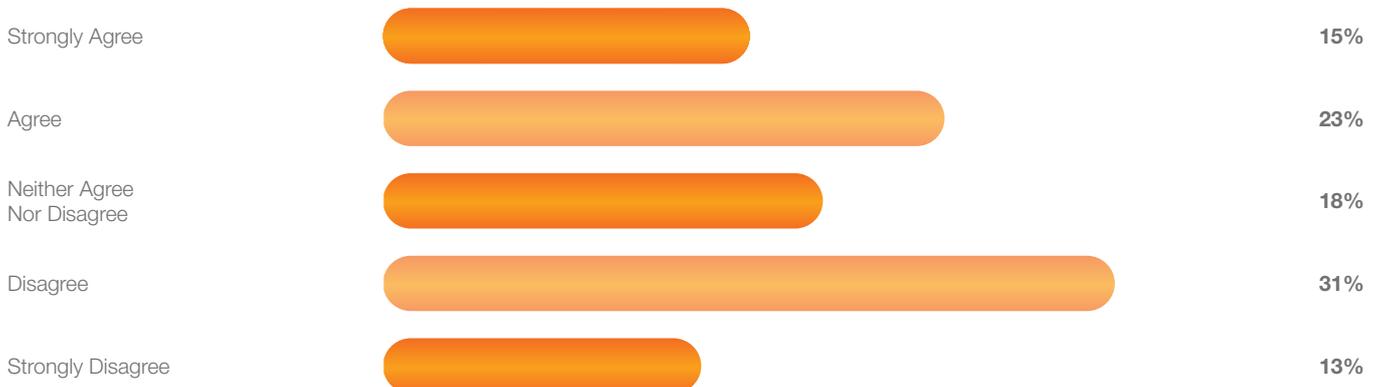
Fig 25

Fig. 25, revealed that a significant number of respondents believe that staff turnover is an issue within their organisation. When delving deeper, we can see that it is the medium sized and larger organisations who seem to have more of an issue with turnover; more specifically 66% of respondents who have 50+ employees answered that they Disagree/Strongly Disagree with this statement. Out of these 66%, 35% also Disagree/Strongly Disagree with the following statement in Fig. 26 'Our organisation has clear progression paths which employees are well aware of'.

The reasons behind high staff turnover can be due to a combination of various factors and will depend on the nature of the organisation. Our findings, suggest that larger organisations might have less time to devote individual attention to all employees, which may result in them not meeting everyone's needs. There is also the increasing trend, which we are seeing more and more in millennials regarding the notion of a boundary-less career; meaning employees favour mobility over staying in one place, which may also contribute to staff turnover. As millennials start to make up a larger percentage of the workforce, year-on-year organisations need to start tailoring more to their needs in order to increase staff retention.

'Our organisation has clear progression paths which employees are well aware of.'

Strongly Agree	**6%**
Agree	**38%**
Neither Agree Nor Disagree	**32%**
Disagree	**14%**
Strongly Disagree	**10%**

Fig 26

When looking at Fig. 26, we can see that 38% agree their organisation has clear progression path which employees are well aware of, however only 6% strongly agree with this statement possibly indicating it may not be clear-cut.

'Our organisation believes in facilitating the sharing of knowledge, expertise, skills, insights, and experiences through dialogue and collaborative learning.'

Strongly Agree	**30%**
Agree	**44%**
Neither Agree Nor Disagree	**23%**
Disagree	**0%**
Strongly Disagree	**3%**

Fig 27

A similar trend is seen in Fig. 27, however this is less pronounced.

When looking at the following statements about Managers, we can see that there is generally a positive outlook on managers' roles and accountabilities as shown in figures 28 to 31.

'Managers have an active role in building engagement plans with their team members'

Strongly Agree	20%
Agree	52%
Neither Agree Nor Disagree	10%
Disagree	14%
Strongly Disagree	4%
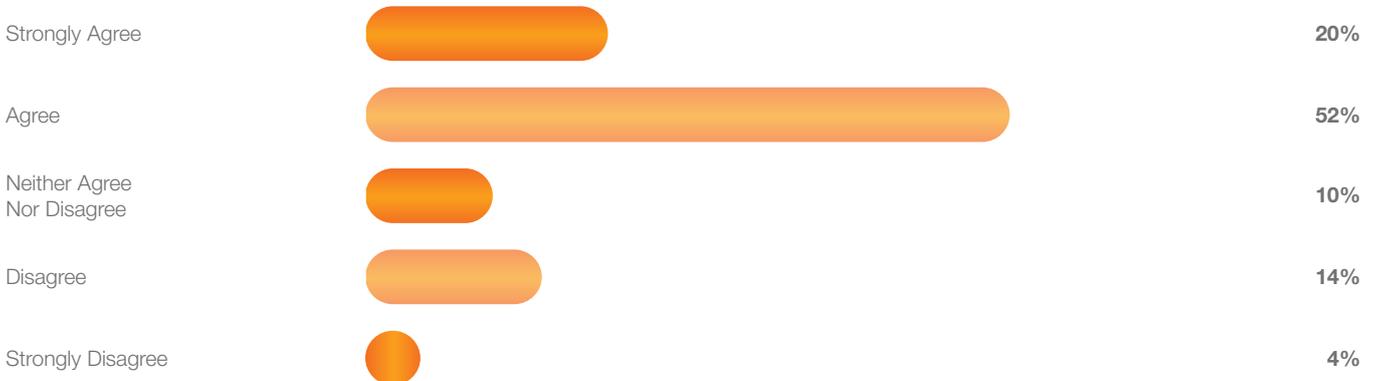
Fig 28

'Managers are held accountable for both their own performance as well as that of their team'

Strongly Agree	22%
Agree	59%
Neither Agree Nor Disagree	10%
Disagree	5%
Strongly Disagree	4%

Fig 29

'Managers' progress is continuously tracked'

Strongly Agree	13%
Agree	41%
Neither Agree Nor Disagree	32%
Disagree	11%
Strongly Disagree	3%

Fig 30

'Managers focus on emotionally engaging their team'

Strongly Agree	**10%**
Agree	**32%**
Neither Agree Nor Disagree	**32%**
Disagree	**18%**
Strongly Disagree	**8%**

Fig 31

The majority of organisations agree that managers have active roles in building engagement plans and they are held accountable for their work and that of their team. However, when looking at Fig. 30 'Managers' progress is continually tracked' and Fig. 31 'Managers focus on emotionally engaging their team' we can see that a significant percentage of organisations responding that they 'Neither Agree nor Disagree' with these statements. This suggests that these are areas of uncertainty, which may need to be analysed further by organisations.

When looking at coaching and development in Fig. 32 we found that 76% of organisations have a coaching/mentoring system in place (24% do not), 35% of which have it limited to the induction stage of the employment lifecycle, and 41% have a system in place on an ongoing basis. While it may seem logical to limit coaching to the induction phase of the employee lifecycle, employees will always benefit from having a coach or a mentor throughout their employment to help them with the inevitable questions and issues that may occur in their day-to-day work.

Choose one of the statements below that best describes the situation within your organisation

Our organisation has a coaching mentoring programme for employees by pairing them with more experienced staff on an ongoing basis	**41%**
In our organisation, coaching is limited to the duration of the induction programmes for new recruits.	**35%**
Our organisation does not have a coaching/mentoring program	**24%**

Fig 32

We also found a significant 40% of organisations do not invest in a management development programme; this percentage is quite high considering the importance of having such a programme in place. This is one of the key areas that contributes to improving employee satisfaction at management level, and therefore one of the areas that organisations should be focusing on more. Many a times we see employees being promoted into management without the proper soft skills training one needs to manage a team. This can cause various issues particularly when the individual is managing a team of people who were previously colleagues on the same level. Having this programme in place can avoid such issues. It can also act as a retention tool – one of the most common reasons employees, give for leaving an organisations is having issues with management, therefore investing time in creating and coaching good managers is definitely not an area that should be overlooked.

Does your organisation invest in a management development programme?


Yes

No
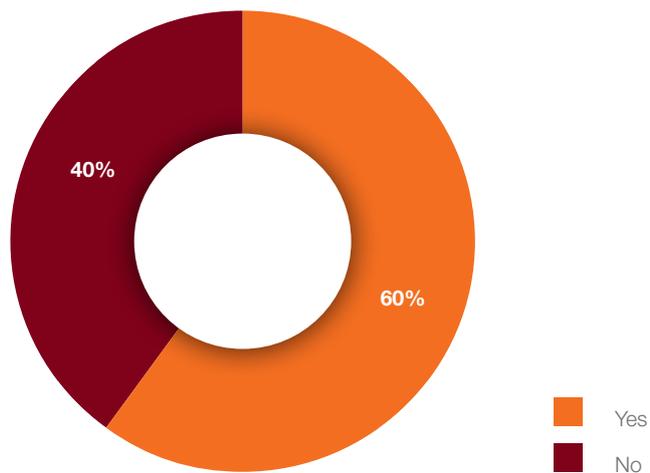
Fig 33

In terms of flexible work arrangements as seen below Fig. 34, 91% of organisations provide some form of flexible arrangements to their employees hence contributing to their work-life balance, and therefore overall employee satisfaction. However only 64% provide flexible work arrangements to all levels within the organisation. Studies show that even the availability of flexible work arrangements within an organisation, regardless of whether they are being used or not, still contributes to employee engagement, as employees perceive this as their employer taking interest in their work life balance. Therefore simply extending this to all levels can make a difference to employee satisfaction and therefore retention.

Does your organisation support & adopt flexible working arrangements?

Yes, for all levels within the organisation	64%
Yes, for females only to look after their child/children	12%
Yes, for management levels only	10%
No, we don't adopt such arrangements	9%
Yes, for lower levels only	5%
Don't agree with flexible working arrangements	0%

Fig 34

It seems that organisations are offering a variety of arrangements, the most common being flexitime.

PwC 26

Please indicate one or more areas where your organisation adopts flexible working arrangements:

Having a flexible working time schedule (flextime)	**53%**
Reducing working week	**49%**
Working from home/teleworking	**36%**
Part-time arrangements	**33%**
Other	**17%**

Fig 35

Rewards & Performance Management

Rewards & Performance Management

The rewards strategy within organisations is very much related to the performance management process adopted. In this section, we focussed on a number of aspects in this regard.

Does your organisation have a formal performance management process?

20%

80%

- Yes
- No
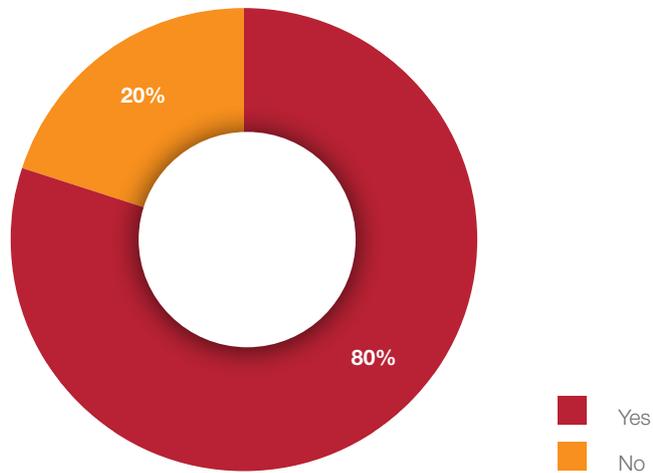
Fig 36

If yes, which category of employees are covered by a performance management system?

All categories	81%
Middle Management	19%
Supervisor	19%
Senior Management/ management only	16%
Operational/support	15%
Administrative	13%
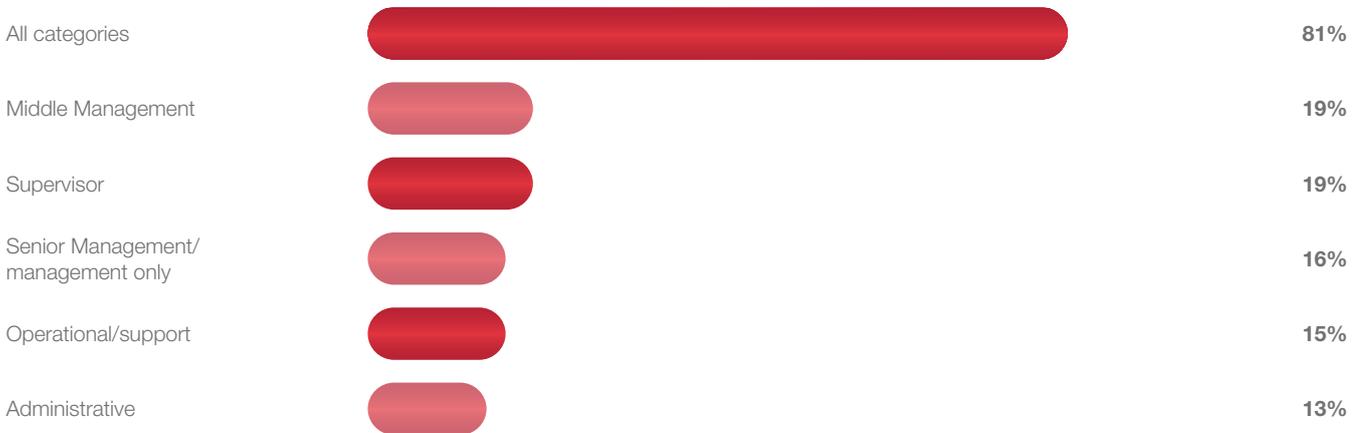
Fig 37

Our survey revealed that 80% of respondents report having a formal performance management process in place. This figure has remained unchanged from our previous survey. 81% of organisations have this in place for all categories of employees.

Performance Framework in place by size

| Category	Yes	No
>100 employees	43%	57%
10 to 49 employees	62%	38%
50 to 249 employees	91%	9%
250+ employees	83%	17%

■ Yes
■ No

Fig 38

When splitting organisations by size, as seen in Figure 38, one can note that the general trend is that the smaller the organisation, the lower the percentage of those who have a formal process in place.

It is interesting to note that even in organisations with 250+ employees a significant 17% still have no performance management process in place despite the importance of having one in organisations of such size.

Views on performance management of both employers and the perceived views of employees were positive overall (Fig.37). The majority of respondents (46%) stated it is crucial for a true high performing organisation, and 42% believe it helps to enhance performance productivity and motivation. However, a significant number of respondents also commented on how it is old fashioned and needs a more modern approach (24%). This goes hand in hand with global trends in performance management which are leaning towards much more frequent real time feedback supported by technology.

If yes, what is your view on performance management as implemented in your organisation. Please select all that apply

Category	Percentage
Crucial for a true high performing organisation	46%
An objective process	26%
It's an "old fashioned" system, needs a more modern approach	24%
A good idea, but it does not work	22%
Other	15%
Mainly very time-consuming	15%
A bureaucratic process	14%
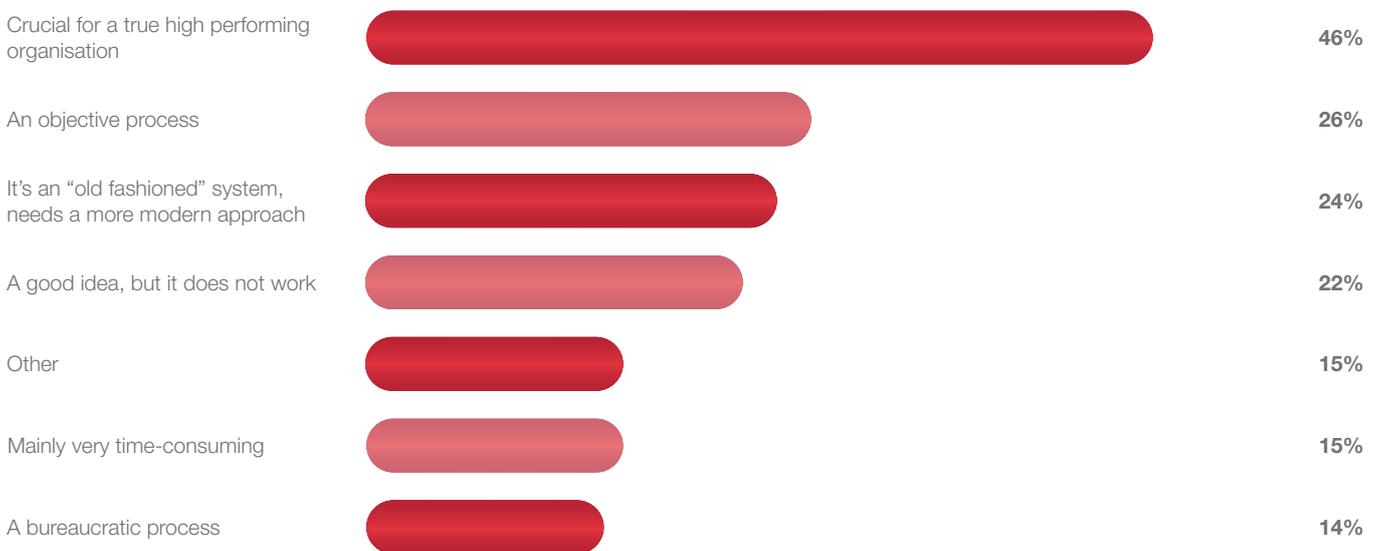
*Fig 37*

*In your opinion, what are the views (or feelings) of employees on the current performance management system*

Helps to enhance performance, productivity and motivation	**42%**
Performance needs to be managed through other systems	**20%**
Other	**16%**
A "ticking of boxes" exercise, but nothing else	**14%**
A very good process	**9%**
See no relevance of it	**8%**
A waste of time	**8%**
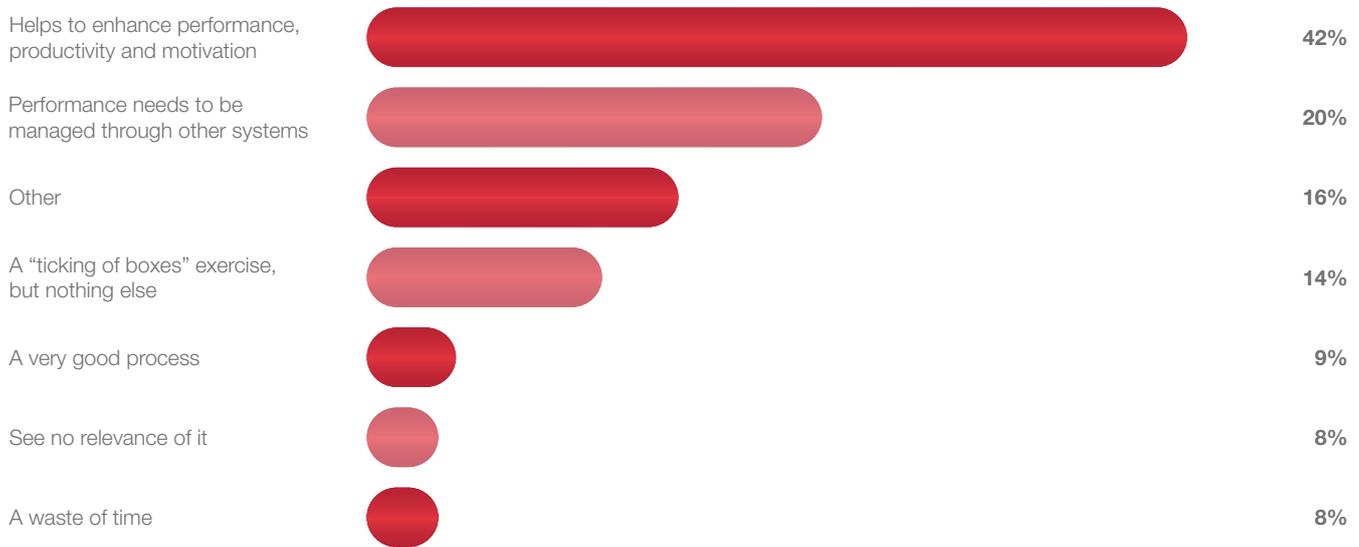
Fig 38

How frequent is your performance management cycle?

|	
Annual	**53%**
Twice yearly	**28%**
Not applicable	**9%**
Ongoing and in real-time (i.e. direct feedback by anyone,anytime, anywhere)	**6%**
At end of a specific project and/or achievement of a milestone	**4%**
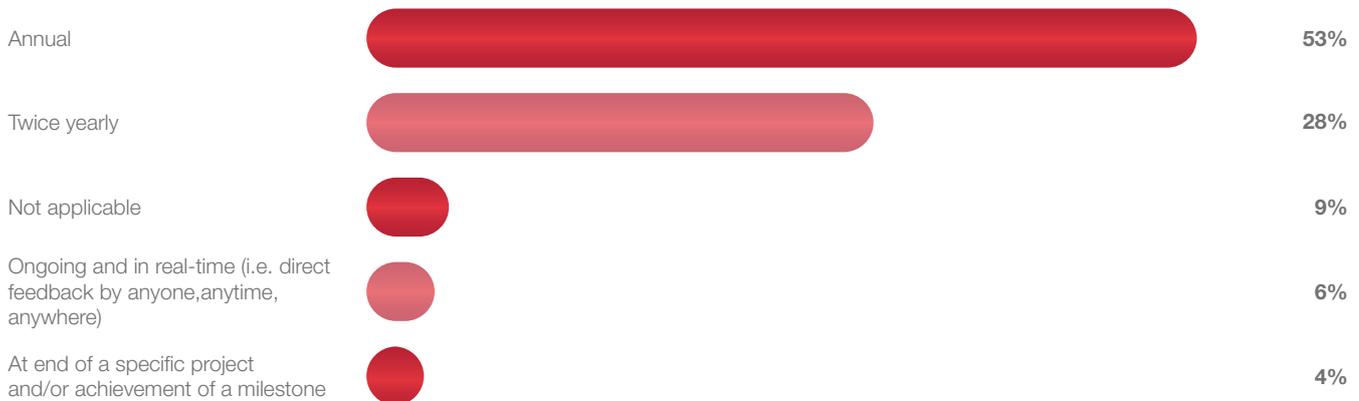
Fig 39

When we asked respondents how effective the overall execution of their performance management framework is, 62% reported it is 'somewhat effective' while only 14% reported it to be 'highly effective'. This indicates that it is felt there is room for improvement within this area and the way it is being approached and carried out (Fig.40).

How effective is the overall execution of your Performance Management process currently?

Somewhat effective	**62%**
Highly effective	**14%**
Ineffective	**14%**
Unsure	**10%**

Fig 40

What changes, if any, are you planning to your performance management system over the next 12 to 24 months?

|	
Overhauling the entire performance management system	**37%**
Introducing performance bonus directly linked to performance	**27%**
No changes	**19%**
Optimising the current system	**9%**
Removing it altogether	**9%**
Changes to KPI's	**5%**
Changes to appraisal forms	**5%**
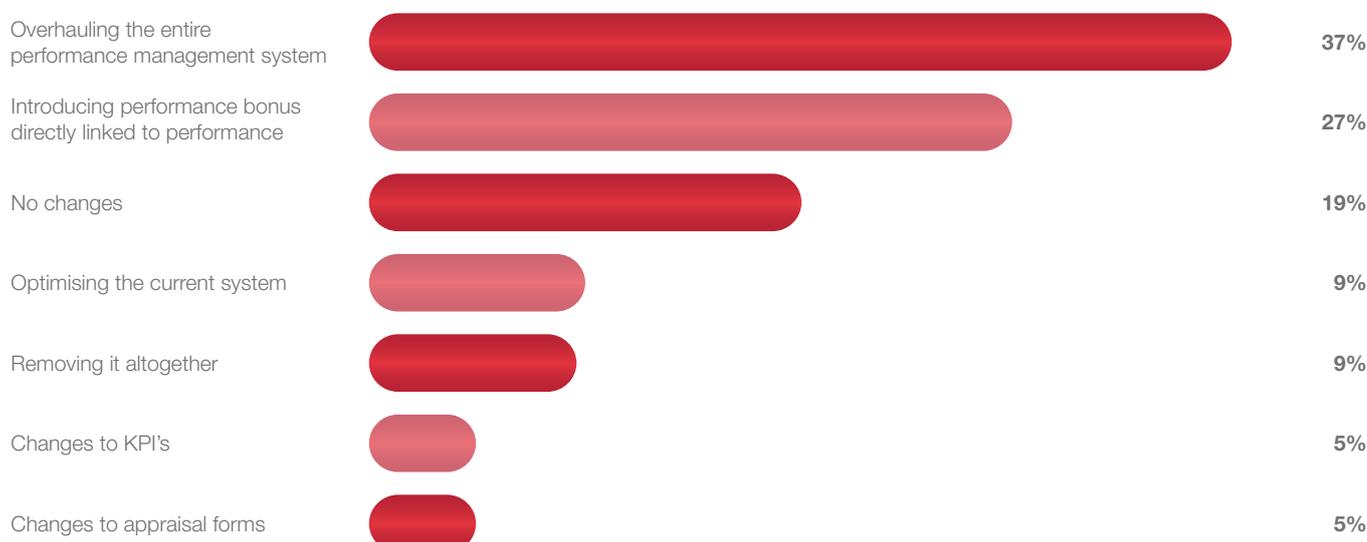
Fig 41

81% of respondents reported that they are planning to change their performance management system in some way, with the majority (37%) who stated they would like to overhaul the entire performance management system. This further emphasizes the desire for change within this area, in line with global trends in performance management that change needs to happen.

We also explored whether organisations are linking their performance management system to reward, and if so, what implications this has. Results are shown in figures 42 & 43 below.

*Is your performance management framework linked to rewards?*

40%

60%

Yes

No
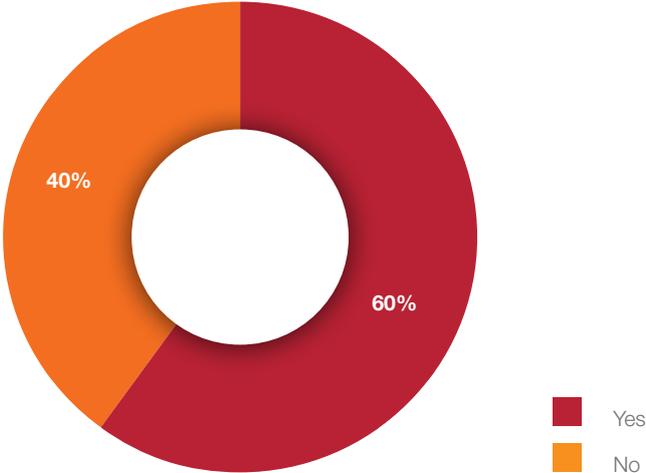
Fig 42

*If yes, what is the effect of linking reward to performance ratings in your organisation?*

Motivates employees to improve performance	**57%**
Forces the performance management process to be taken seriously by all	**27%**
Ensures tangible consequences for certain behaviours/risk-taking	**25%**
Distort decision making on ratings	**11%**
Distort decision making on ratings	**9%**
Creates divisiveness between individuals and teams	**7%**

Fig 43

Learning and Development

Learning and Development

Our survey found that the majority of organisations give their employees between 1 and 8 hours of training on average each year. This is a surprisingly low figure suggesting nowhere near enough training is being provided to employees on a yearly basis.

How much time do you allocate each year for each employee on average?

Category	Percentage
0 Hours	4%
Between 1 and 8 hours	40%
Between 9 and 24 hours	30%
Between 25 and 40 hours	22%
More than 40 hours	4%
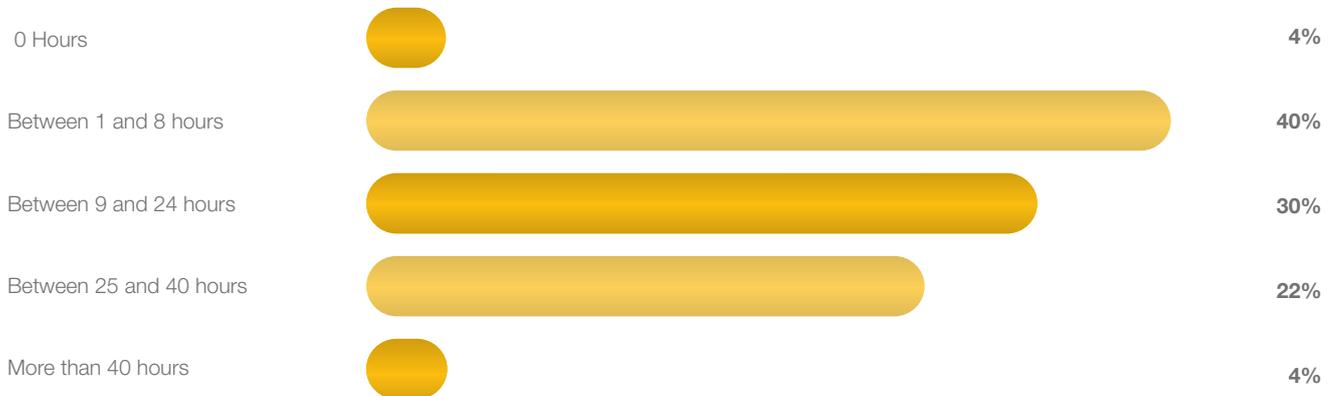
Fig 44

The majority of organisations (37%) state their training is mostly classroom based. This is showing a shift towards a more blended training compared to the previous survey's results where the majority of organisations (40%) had stated they had only classroom based training.

How much of your training is classroom based versus online?

Category	Percentage
Only classroom based	29%
Mostly classroom based	37%
50/50 Classroom/Online	23%
Mostly online	6%
Only online	5%
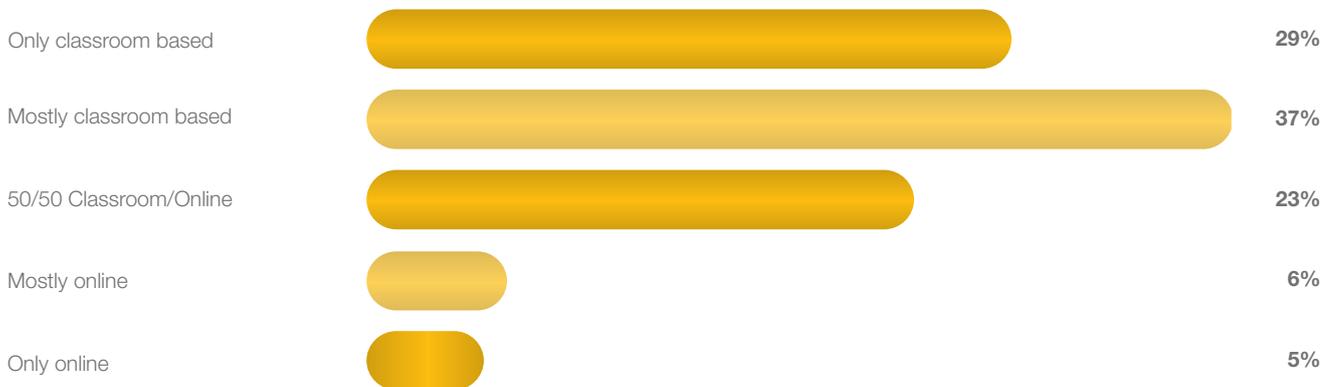
Fig 45

When looking at online training specifically, 51% of respondents believe online training can be useful and effective depending on the subject, however, 38% responded 'Don't know'. This highlights the lack of awareness in the area. Nevertheless, 56% reported a push towards blended online training within their organisation. This can be seen in the following figures.

## Do you think online training is useful and effective?

38%

51%

7%

4%

- Yes
- No
- Depends on the subject
- Don't know
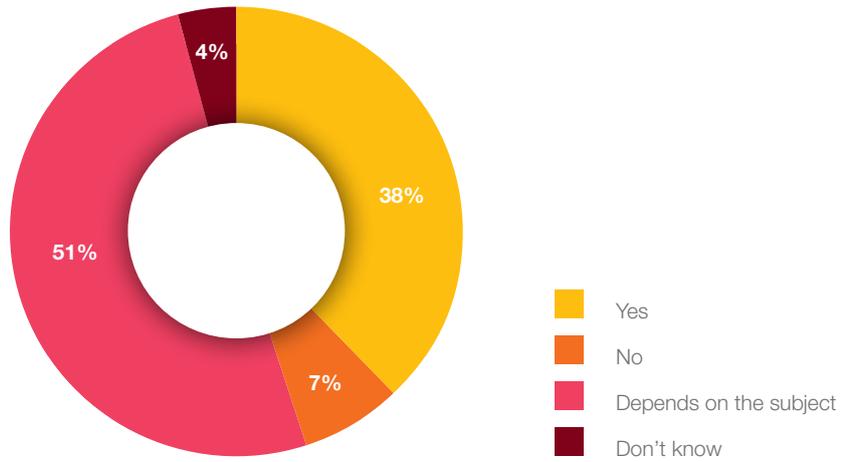
Fig 46

Is there a push towards blended or even on-line training in your organisation?

56%

44%

- Yes
- No
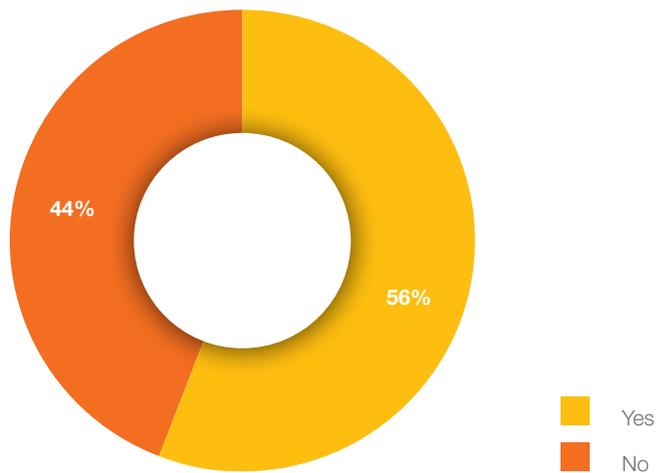
Fig 47

In relation to awareness in this area we also asked respondents whether they feel they know enough about how online training could help their training needs. Results are shown in Fig. 48 below.

Do you feel you know enough about how online training could help your staff and training needs?

I know enough about what is available	42%
I'm not sure what is available	40%
I don't know how to judge quality or reliability	18%
I need examples of applicable training	15%
I need to hear from other companies who have used online training to train their staff	15%
I need to hear from other companies who have already used online training as learners	12%
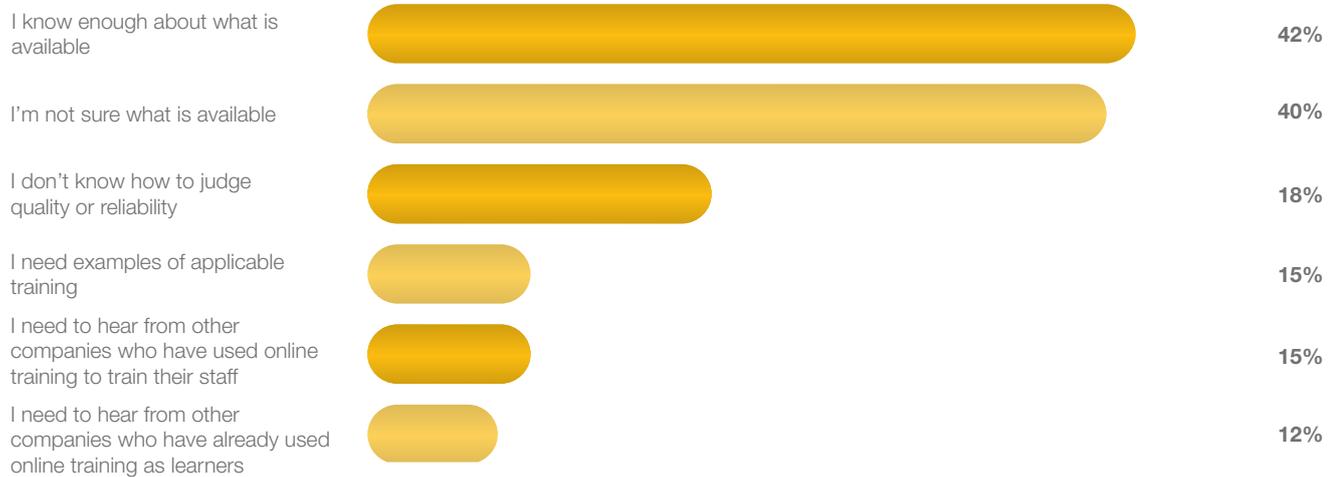
Fig 48

42% of respondents stated they know enough about what is available in terms of online training while 40% stated they are not sure what is available. These mixed results emphasise the uncertainty on what online training consists of and how this can benefit organisations.

HR Technology

HR Technology

With the digital revolution, HR technology is becoming increasingly important within the HR domain. The figures below give us a snapshot of the local scene in this respect.

*Does your organisation have an HR information system?*

38%

62%

- Yes
- No
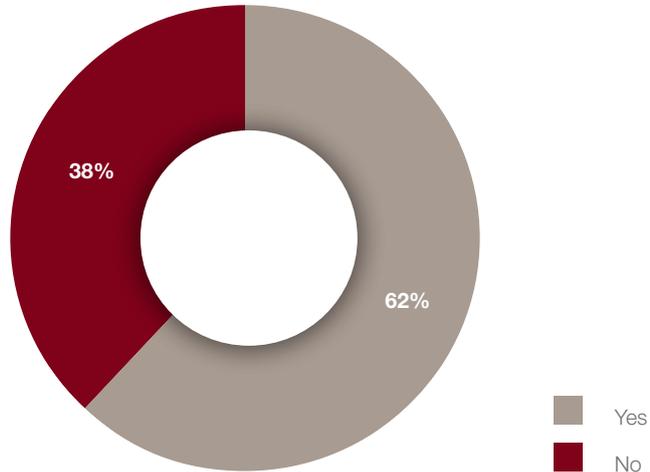
Fig 49

Do you have a formal HR Technology roadmap/strategy?


56%

44%

- Yes
- No
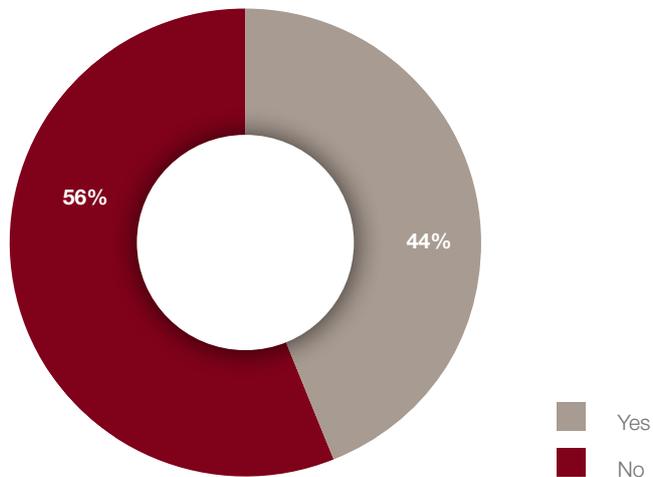
Fig 50

The survey revealed that 62% of organisations have in HR information system in place, consistent with the previous survey. However, 56% do not have a formal HR technology roadmap/strategy in place to further their HR technology needs. When splitting these figures by size, one notes that in larger organisations (50+ employees) there is a higher percentage who have an HR Information System (HRIS) and an HR Strategy.

We also asked those who have an HRIS the type of system they have in place. Universally there has been a shift towards using Cloud based systems proving to have various benefits.

*Please specify whether the HR Information System is*

Off-the-shelf	**62%**
Custom developed	**42%**
In-house	**24%**
Cloud	**18%**
Software as a Service (SaaS)	**13%**
On-Premise	**5%**
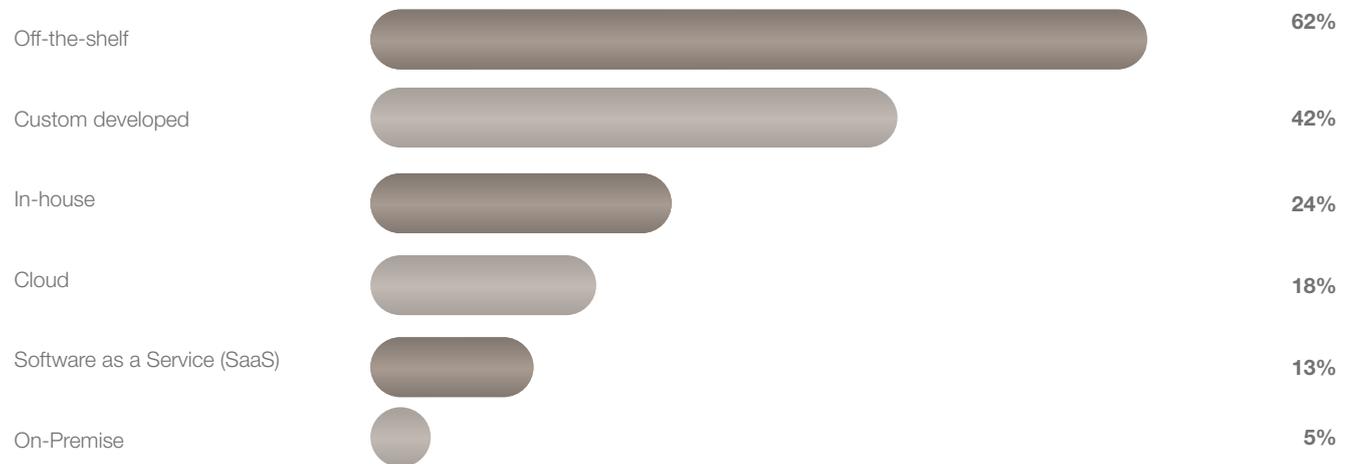
Fig 51

When asking respondents how they were using their HR Data, keeping in mind that the second top barrier to the HR function indicated by respondents was the "Lack of ability to analyse data within HR", results are as follows.

For what reason do you use HR data?

For standard date (name, address etc)	**86%**
For payroll purposes	**85%**
For management of leave and sick leave purposes	**79%**
To issue reports on an ad hoc basis	**68%**
For Time and Attendance purposes	**62%**
For recruitment purposes	**47%**
To monitor performance of employees	**29%**
For rostering purposes	**24%**
Other	**10%**
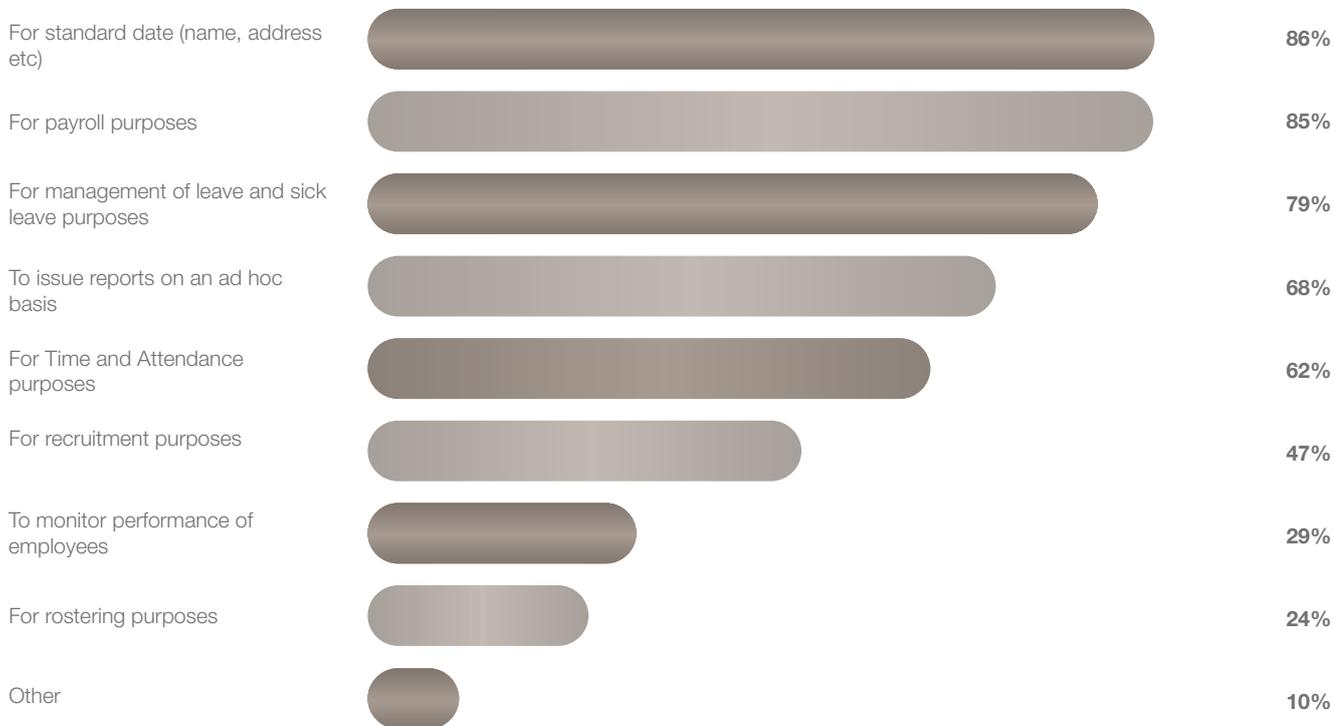
Fig 52

One can note that HR data is mostly being used for administrative HR processes such as the storing of employee data, payroll and leave management. These results highlight that HR data is not being used to its full potential. Organisations will benefit looking into how HR data can help in other strategic areas of HR.

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