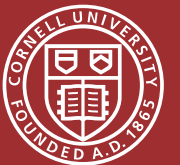


WHAT ISSUES ARE TOP OF MIND FOR HR LEADERS HEADING INTO 2021?

Bradford S. Bell

William J. Conaty Professor of Strategic Human Resources and Director of the Center for Advanced Human Resource Studies (CAHRS)



CAHRS PARTNER END-OF-YEAR PULSE SURVEY



End-of-year pulse survey sent to all CAHRS partner companies in December 2020



Please describe the 3-5 HR issues that are top of mind for your organization as you look ahead to 2021

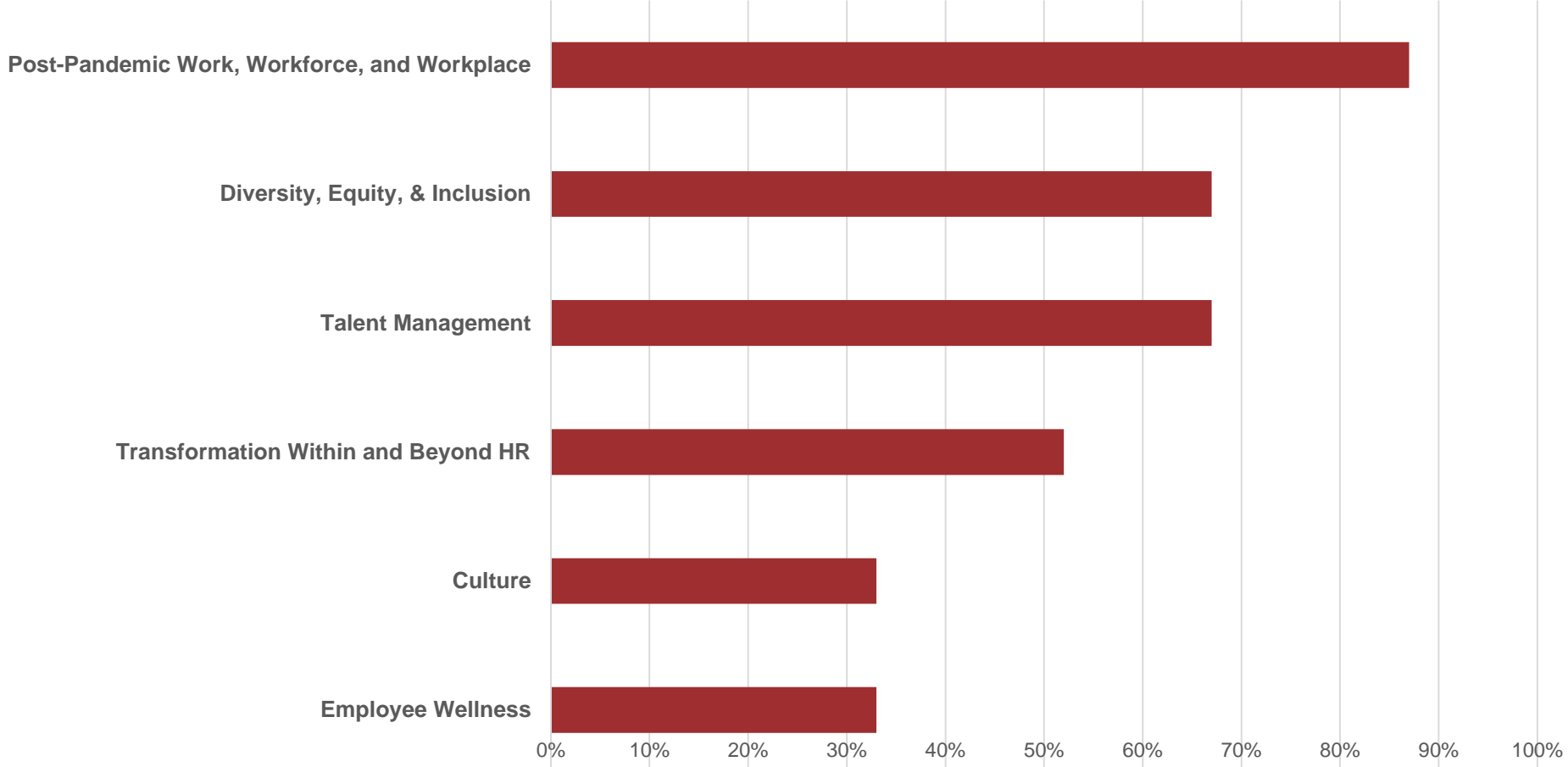


Analyzed submitted responses to identify key themes and subthemes

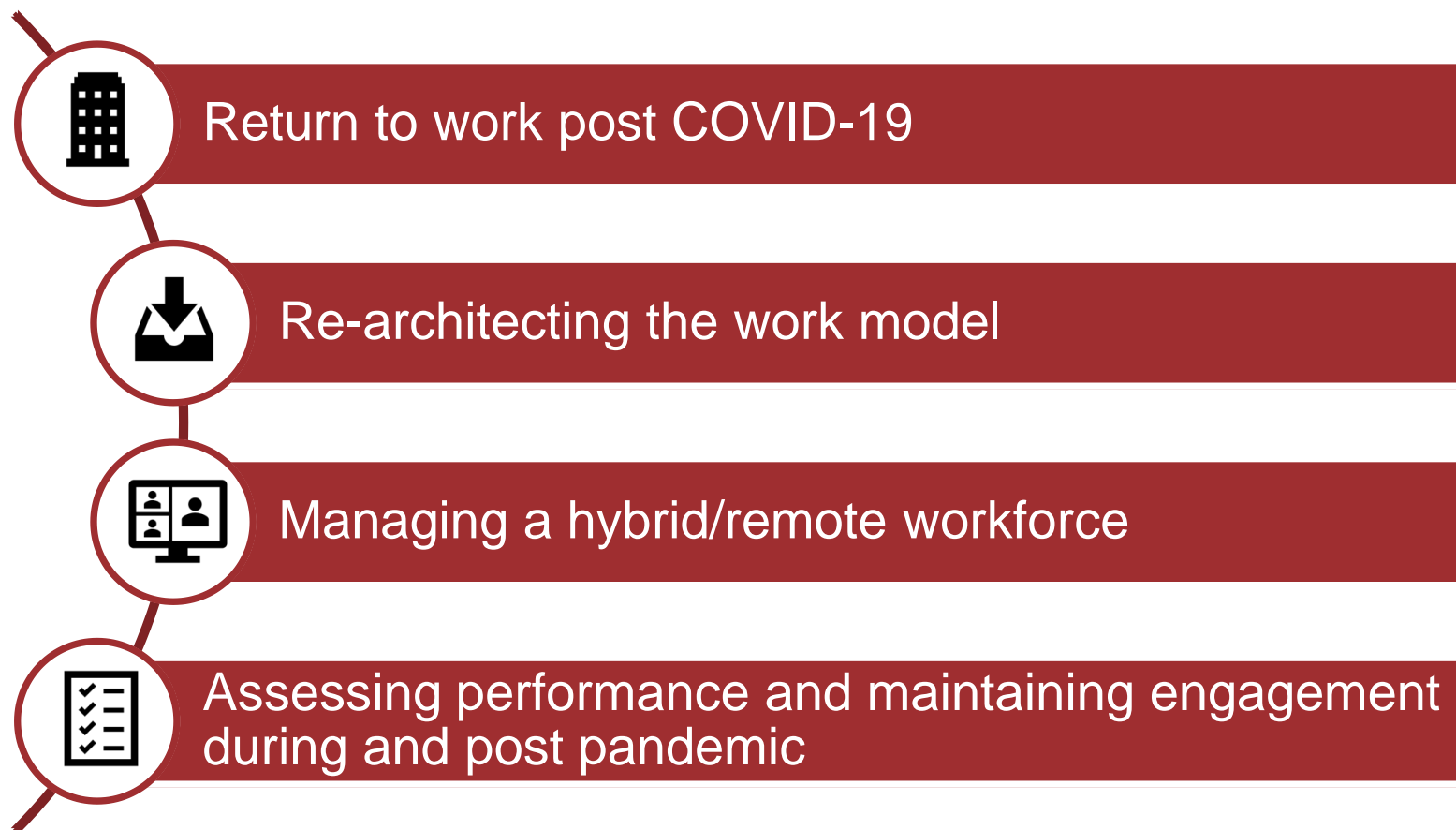
PARTICIPATING COMPANIES



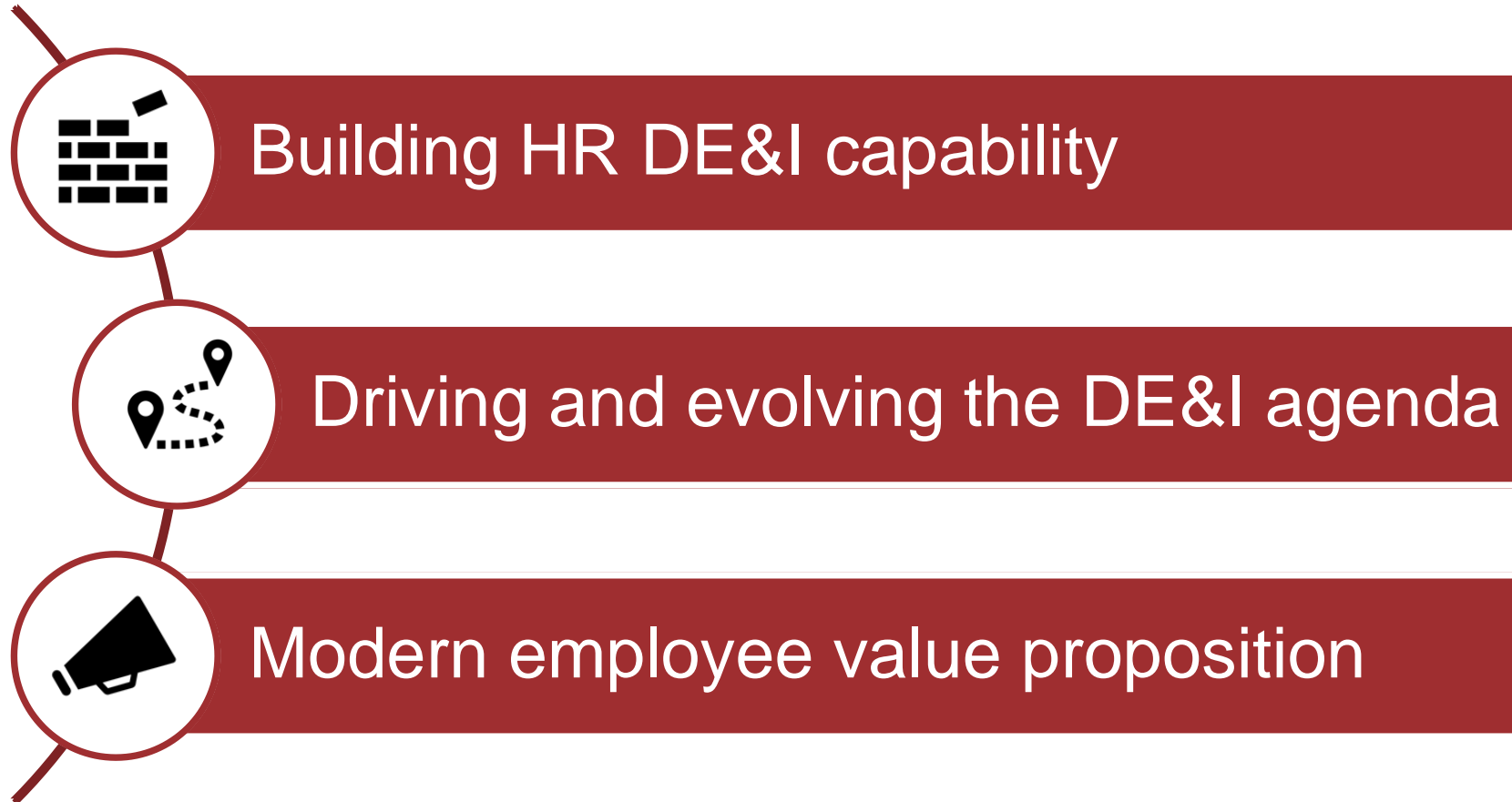
KEY THEMES



POST-PANDEMIC WORK, WORKFORCE, AND WORKPLACE



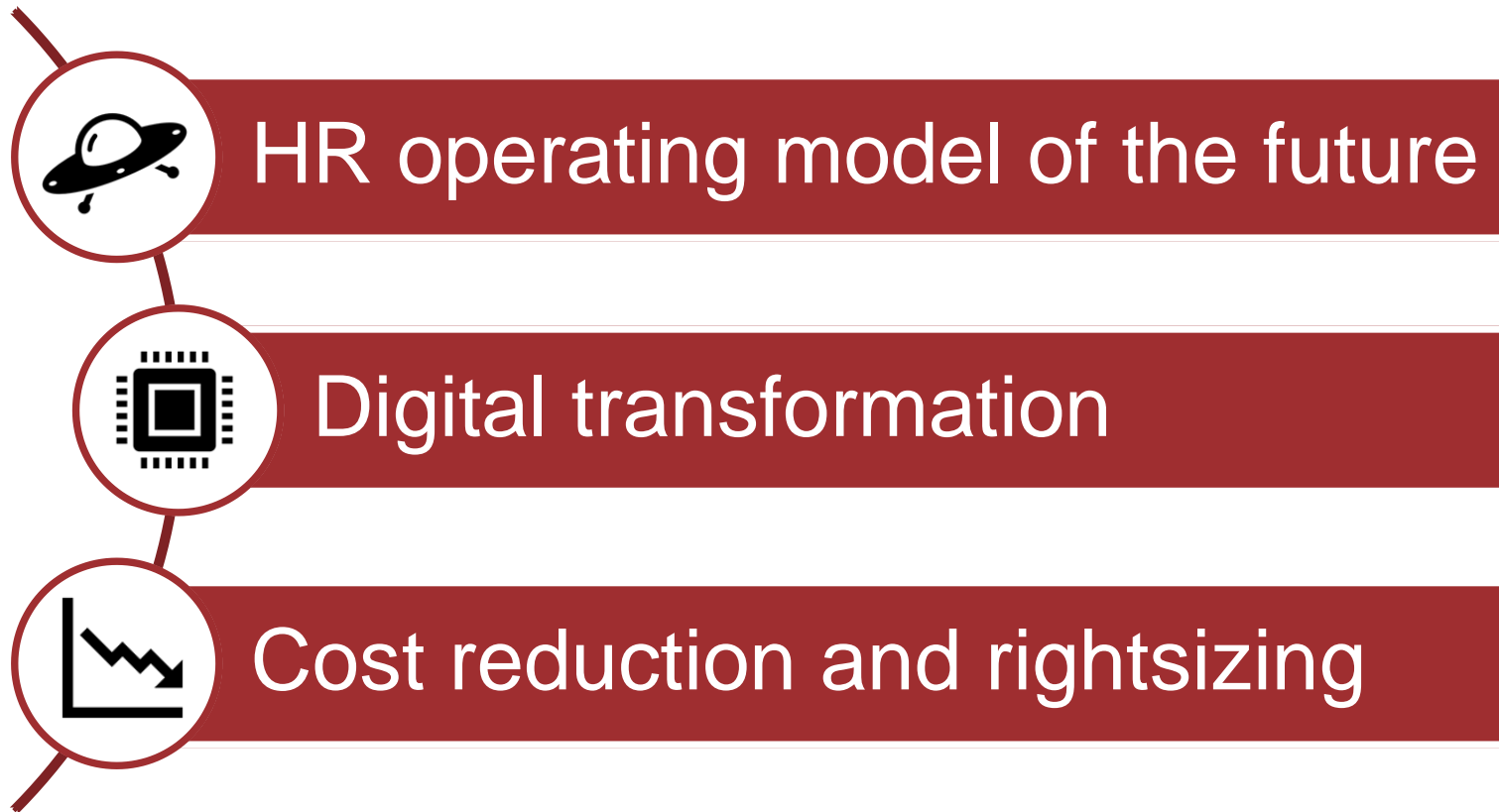
DIVERSITY, EQUITY, & INCLUSION



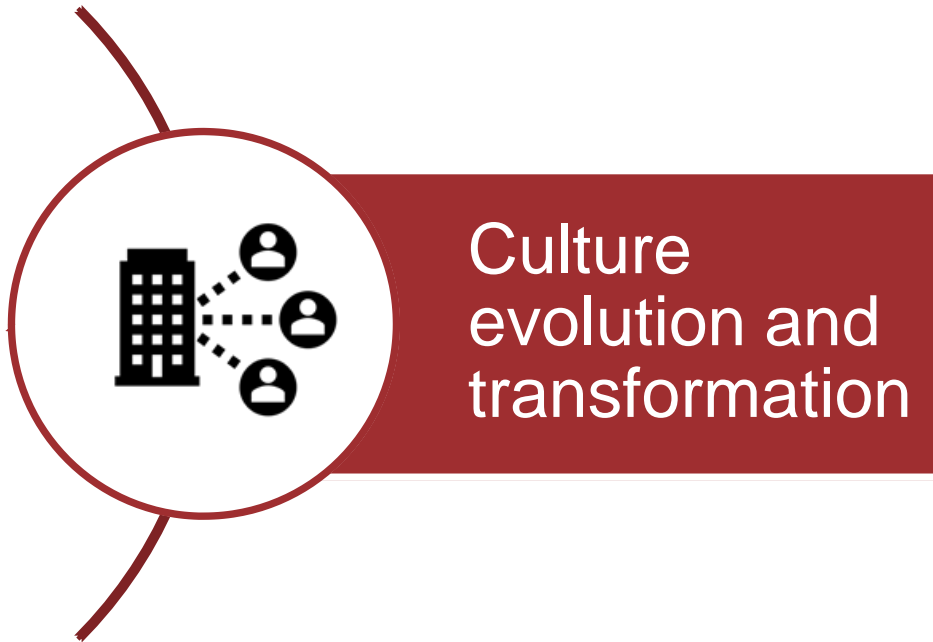
TALENT MANAGEMENT



TRANSFORMATION WITHIN AND BEYOND HR



Culture



Employee Wellness



CAHRS SPRING 2021 VIRTUAL WORKING GROUP SERIES

Post-Pandemic Work and Workplace

- **Preparing for the Return to the Office**
- **Supporting Employees through the Post-Pandemic Transition**
- **Managing Hybrid Work Arrangements**
- **Resetting the Culture Post-Pandemic**

Diversity, Equity, & Inclusion

- **Facilitating Constructive DE&I Conversations in the Workplace**
- **Addressing Bias in Internal and External Hiring**
- **Building Inclusive Cultures**
- **DE&I Analytics**

Rethinking the HR Operating Model

- **HR Operations and Shared Services – What’s New**
- **Adjusting COEs post COVID**
- **HR Business Partners – Lessons from Working Remotely**
- **Aligning HR Capabilities with Changes to the HR Operating Model**

QUESTIONS?

THANK YOU

See our website: cahrs.ilr.cornell.edu