THE STATE OF THE
Human Resource
Profession in Australia

2022 REPORT

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Introduction

The human resource (HR) profession in Australia has faced many challenges and crises. Most recently the COVID-19 pandemic has had a big impact on the profession. The purpose of this research was to examine the current state of the profession through understanding how HR now operates and the emerging issues for professional practice.

This report is a part of a broader project that compares the current state of the HR profession with previous data collections since the 1940s.

The research was conducted with researchers from Deakin University, University of South Australia, Swinburne University and RMIT University, with the support of the Australian HR Institute (AHRI).

Method

The survey was distributed to the AHRI member database via email and circulated through other HR practitioner social media channels during April-June 2022. The survey was developed as a contemporised version of a previous State of the Profession Report, which was initially run in 1985, and again in 1995 and 2006,[1] building on studies conducted each decade since the 1940s. The survey captured the current state and future concerns for the profession, and it will allow us to chart the evolution of the HR profession. The sample included both HR practitioners and consultants.

The survey and methods were approved by the Deakin University Faculty of Business and Law Ethics Committee.

We distinguished between HR practitioners and consultants with different items. No forced choice questions. Scale totals could exceed 100% as respondents could select multiple answers.

Demographics

In this sample 88.9% identified as HR practitioners and 11.1% identified as HR consultants (Table 1). The gender profile of the sample included 81.9% women, 15.8% men, 0.5% trans/non-binary/other[2], and 1.8% chose not to disclose.

TABLE 1: GENDER AND AGE OF HR PRACTITIONERS AND CONSULTANTS (%)

GENDER	PRACTITIONER	CONSULTANT	%	N
Woman	84	65.1	81.9	315
Man	14.3	27.9	15.8	61
Trans/ Non-binary, other	0.0	0.0	0.5	2
Prefer not to disclose	0.0	0.0	1.8	7
n=	343	43		386

AGE GROUP	PRACTITIONER	CONSULTANT	%	N
18-24	0.9	0.0	0.8	3
25-34	14.1	7.0	13.3	52
35-44	31.9	20.9	30.7	120
45-54	32.2	32.6	32.2	126
55-64	20.1	27.9	21	82
65+	0.9	11.6	2.0	8
n=	346	45		391

All states and territories in Australia were represented in the sample. Participants from Victoria and New South Wales had the highest number of responses to the survey (Table 2).

TABLE 2: STATE OF RESIDENCE (%, N=390)

Australian Capital Territory	3.6
New South Wales	22.1
Northern Territory	0.8
Queensland	17.9
South Australia	12.3
Tasmania	3.6
Victoria	29.2
Western Australia	10.5

Table 3 reports on the formal level of credential held by respondents. Most participants had a university-level qualification as their highest level of qualification. 25% reported an undergraduate qualification and 58% reported a postgraduate degree. Fewer than 18% reported a TAFE level qualification or below as their highest educational qualification.

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1 PJ Dowling and SJ Deery (1985) The Australian personnel and industrial relations practitioner: A 1984 profile. *Asia Pacific Journal of Human Resources, 23*(4), 49-57; PJ Dowling and C Fisher (1997) The Australian HR professional: A 1995 profile. *Asia Pacific Journal of Human Resources, 35*(1), 1-20; C Sheehan, P Holland and H De Cieri (2006) Current developments in HRM in Australian organisations. *Asia Pacific Journal of Human Resources, 44*(2), 132-152.
2 As these groups represent such small numbers, we will protect the anonymity of the data from transgender, gender non-binary, other and 'prefer not to disclose' by aggregating the data from these groups. These classifications were also not recorded for HR practitioners and consultants separately.

TABLE 3: HIGHEST QUALIFICATION (%, N=391)

Less than Year 10	0.3
Year 10 or equivalent	0.3
Year 12 or equivalent	1.8
TAFE/Technical training	2.3
Diploma	12.5
Undergraduate	25.1
Postgraduate	57.8

As can be seen in Table 4, the respondents were drawn across the workforce. For both practitioners and consultants, the highest response came from the health care and social assistance industries with 19.3% and 20.3% respectively. Practitioners from the public administration and safety (16.3%), and the education and training (12.8%) industries were the next two highest represented industries. For consultants, education and training (13.6%), and professional, scientific and technical services (13.6%), were equal as the next represented industry followed by manufacturing (11.9%).

TABLE 4: EMPLOYING INDUSTRY (%)

INDUSTRY	PRACTITIONER	CONSULTANT
Agriculture, forestry, fishing	2.2	3.4
Mining	2.4	5.1
Manufacturing	5.7	11.9
Electricity, gas, water, and waste service	2.9	0.0
Construction	5.1	6.8
Wholesale trade	1.6	1.7
Retail trade	4.9	1.7
Accommodation and food services	1.2	0.0
Transport, postal and warehousing	2	0.0
Information media and telecommunications	2.2	1.7
Financial and insurance services	6.3	1.7
Rental, hiring and real estate services	1.2	0.0
Professional, scientific, and technical services	12	13.6
Administrative and support services	0.8	10.2
Public administration and safety	16.3	10.2
Education and training	12.8	13.6
Health care and social assistance	19.3	20.3
Arts and recreation services	0.8	0.0
n=	491	59

Figure 1 highlights the majority of respondents worked in mid-level (48%) and senior manager HR (40%) roles.

This is consistent with the titles of the HR job titles provided by the respondents. 48% of the titles provided included the nomenclature of 'director' and 'manager' and these extended in the majority of instances to the Director of Human Resources, Human Resource Manager, and the many variations.

Some examples are 'people and culture', 'talent', 'corporate services' and 'employment relations'. 'Business partners' from 'HR' and 'people and culture' were well represented (11.4%).

The roles of 'advisor', 'coordinator', 'officer' were also consistently identified (14.7%).

The majority of the core functions of HR were also identified in job titles across the various levels of HR role. These included: 'workplace, health and safety'; 'people, safety and wellbeing', 'recruitment and engagement', 'change management', 'workforce planning', 'organisational development', 'learning and development', 'performance and sustainability'.

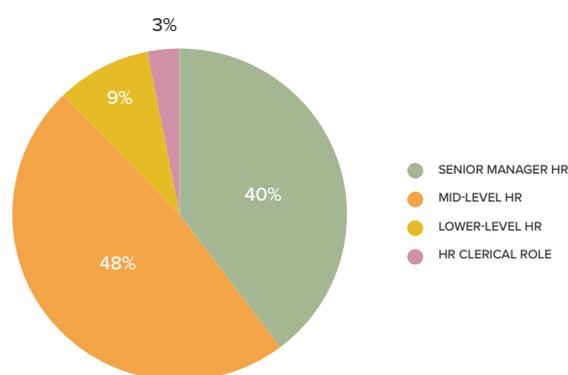**FIGURE 1: RESPONDENTS BY HR HIERARCHICAL LEVEL (N=505)**

Table 5 reports on (a) the number of people reporting to the respondent, and (b) the number of people employed in the HR function in the respondent's organisation. Interestingly, a third of respondents did not manage anyone. Almost 50% managed between 1 and 9 HR practitioners.

TABLE 5: NUMBER OF PEOPLE DIRECTLY MANAGED BY RESPONDENTS AND SIZE OF ORGANISATIONAL HR UNIT (%)

	DIRECT MANAGER (A)	FULL-TIME EMPLOYEES IN HR (B)
0 people	36.0	1.8
1-9 people	48.9	47.9
10-29 people	8.7	16.6
30-49 people	2.0	6.3
more than 50 people	4.4	27.3
n=	505	505

Further, the HR function varied substantially in size. HR units employed between 1 and 9 full-time practitioners in about half of respondent organisations. About a quarter of organisations employed over 50 full-time HR practitioners.

When asked about the HR role held by the respondent (Table 6), about 50% said that they were HR decision makers. This draws parallel with Figure 1 where the 40% of the responses were senior level HR positions. Only 4.4% classified themselves as 'data analysts' and 6.2% classified themselves as 'HR data processor and inputter'. HR implementers, who are responsible for the introduction and maintenance of HR initiatives, composed 31% of the sample.

TABLE 6: ROLE CLASSIFICATION (%, N=505)

HR decision maker – the person who makes the HR decisions	43.8
HR news breaker – the person who is the key communicator for HR decisions	14.7
HR implementer – the person who takes responsibility for the implementation of decisions	31.0
HR data analyst – the person who analyses data for decision-making	4.4
HR data processor and inputter – the person who prepares the data for decision making	6.2

The level of experience for the HR practitioners varied substantially (Table 7). The majority of practitioners had worked in their current role for less than five years (79%), with 28.4% in their current role for less than one year. In this sample, 69.5% had worked within HR for more than ten years.

TABLE 7: EXPERIENCE (%, YEARS IN CURRENT ROLE AND TOTAL YEARS AS A HR PROFESSIONAL)

	CURRENT ROLE	HR PROFESSION
1 year or less	28.4	2.6
Between 1 – 2 years	18.1	3.9
Between 2 – 5 years	32.5	9.1
Between 5 – 10 years	14.0	14.7
Between 10 – 15 years	4.6	20.5
Between 15 – 20 years	1.4	17.5
Between 20 – 25 years	0.7	16.1
Between 25 years or more	0.4	15.4
n=	570	568

Respondents were asked to provide their business unit name, revealing a wide variety of naming approaches. 53.2% of the sample reported a business unit name with 'people' in the title, and 36.2% reported 'human resource/s' in the title. The variations on the 'people' theme extended from 'people' to 'people and culture', and 'people, culture and <variation>'. These additional variations included 'capability', 'engagement', 'communications', 'performance', 'well-being', 'strategy' and 'talent'. The human resource variations were not as diverse as the people-based business unit names, with 'human resources' accounting for 89.5% of the business unit names. In ten instances the human resource function was subsumed under titles such as 'governance and corporation' 'corporate services' 'enterprise strategy and corporate operations' 'business services' and 'business support'. 'Employee' was only represented twice within the business unit titles, once as Employee Experience and the other as Employee Relations. 'Talent' in the business unit title appeared as 2.4% of responses (9 times). 'Workforce' appeared 6 times, such as 'Workforce Engagement', 'Workforce, People and Culture.'

HR Function

GROWTH IN THE HR FUNCTION

Respondents indicated that the HR function had grown in size in the past five years (Table 8), with 50.7% increasing in size, 31.8% staying the same and 17.5% had seen a decline in HR staffing.

**TABLE 8: HR FUNCTION GROWTH
OVER THE LAST 5 YEARS (%, N=424)**

Has grown greatly	14.9
Has grown moderately	35.8
Has stayed about the same	31.8
Has contracted moderately	11.6
Has contracted greatly	5.9

DEVOLUTION OF HR TO LINE MANAGEMENT

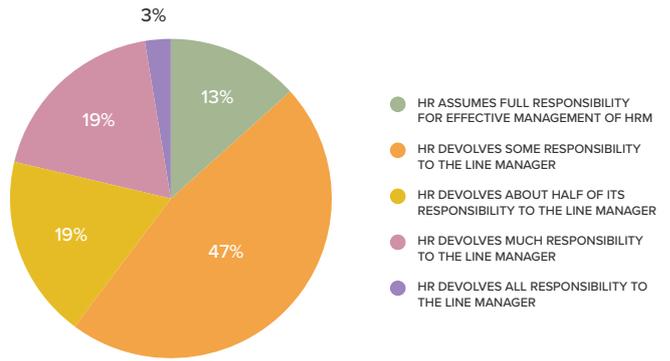In this sample, organisations had one of four types of HR arrangement (Table 9).

About 1% of respondent organisations were too small to employ a person whose sole responsibility was HR. In contrast, about 45% of respondent organisations had a centralised HR function, responsible for organisational HR. An additional 29.3% of organisations had a central HR unit with supplemented by specialist HR practitioners located in the various business units. In another 20.6% of respondent organisations, business units had HR business partners who were supported by a central HR unit.

TABLE 9: THE ORGANISATION OF THE HR FUNCTION (%, N=423)

There are HR practitioners in each business unit (or equivalent) with a central or 'headquarters' HR group providing certain policy directives.	20.6
There is a central HR department that handles most of the policy and operating HRM matters with only a small number of HR specialists in the business units.	29.3
The organisation is too small for either of the above so there is an HR department or representative that handles both policy and operating HRM matters.	44.7
There are no "fully committed" HR practitioners in the organisation. One or more managers handles HRM matters as part of their duties	0.9
Other	4.5

The devolution of HR activities to line managers can be seen in Figure 2. HR has devolved some of responsibility to line managers in 47% of sample organisations, and at least half of HR responsibility in another 38%.

FIGURE 2: DEVOLUTION OF THE HR FUNCTION (N=423)

- HR ASSUMES FULL RESPONSIBILITY FOR EFFECTIVE MANAGEMENT OF HRM
- HR DEVOLVES SOME RESPONSIBILITY TO THE LINE MANAGER
- HR DEVOLVES ABOUT HALF OF ITS RESPONSIBILITY TO THE LINE MANAGER
- HR DEVOLVES MUCH RESPONSIBILITY TO THE LINE MANAGER
- HR DEVOLVES ALL RESPONSIBILITY TO THE LINE MANAGER

HR REPRESENTATION ON DECISION-MAKING COMMITTEES

At the enterprise level 76.5% noted that HR had a representative on the senior management decision-making group. At the business unit level this increased to 83.5%.

BUSINESS PARTNER AND AGILE HR

The business partner and agile HR approaches are growing used in professional practice. Respondents pointed to mixed support and success for these approaches from HR practitioners reflecting on their own organisation (Figure 3), as well as consultants reflecting on their experience across a range of organisations (Figure 4).

**FIGURE 3: BUSINESS PARTNER AND
AGILE APPROACHES TO HR (N=418-422)**
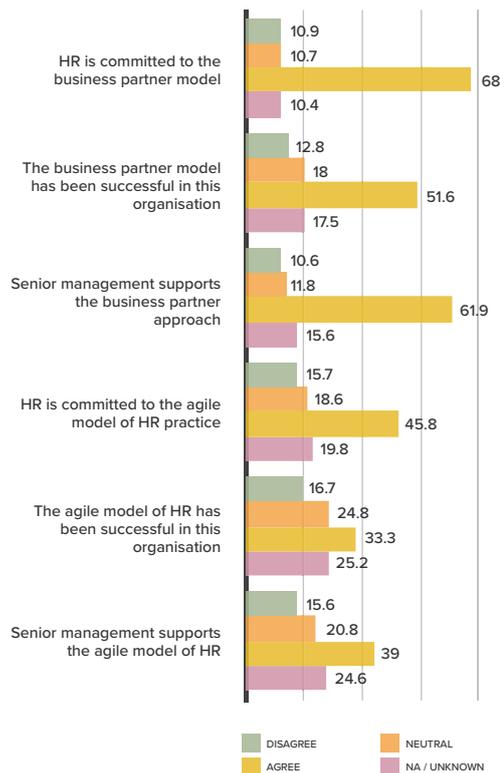
HR practitioners seem strongly committed to the business partner model by HR and senior management. The agile model of HR was less strongly supported. However, this finding may be explained by different levels of awareness of the two approaches, shown by the 'not applicable and unknown' responses.

For consultants the business partner model was identified as having strong support from HR and senior management. However, the agile approach was not as strongly supported.

FIGURE 4: BUSINESS PARTNER AND AGILE APPROACHES TO HR (%, N=52-54)
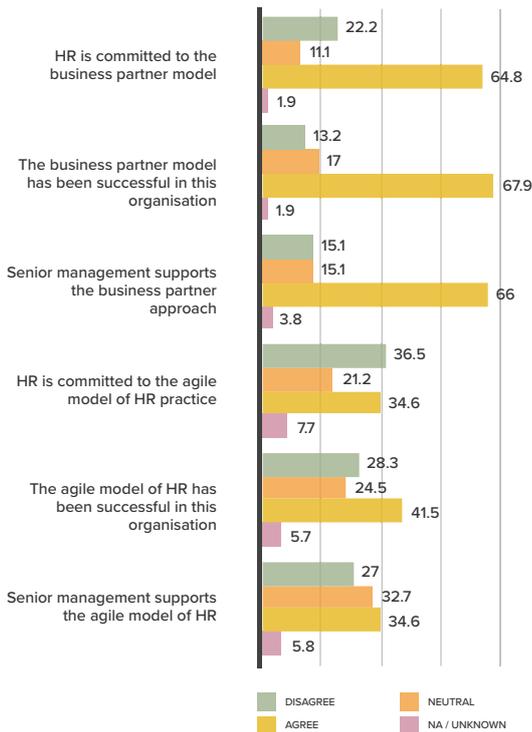
PERCEIVED RESPECT FOR HR WITHIN THE ORGANISATION

Figure 5 describes HR practitioner and consultant responses on perceived respect for HR within the organisation. HR practitioners felt more strongly than consultants that there was respect for HR within the organisation. The consultants reported that there was little respect (50%) within the organisation, whereas 9% of HR practitioners reported similarly. This difference may be an indicator of the transient nature of the consultant role and the types of activities where they are engaged.

FIGURE 5: RESPECT FOR HR (HR PRACTITIONERS, N=424; CONSULTANTS, N=54)
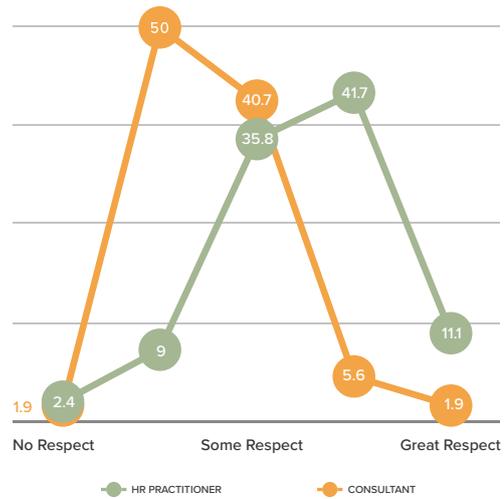
HR's role in organisation strategy and implementation

BUSINESS AND HR STRATEGY

As presented in Table 10, 86.3% of respondents reported a formal business strategy in the organisation, and 64.4% reported a HR strategy. A connection between the business and HR strategy was reported by 69.3% of respondents.

TABLE 10: BUSINESS AND HR STRATEGY AMONG HR PRACTITIONERS (%, N=322-354)

	YES
A formal business strategy	86.3
A formal HR strategy	64.4
HR strategy connected to the business strategy	69.3

HR'S ROLE IN SETTING THE ORGANISATIONAL STRATEGIC DIRECTION

Table 11 reports on the ways that HR is involved in setting the organisational strategic direction. HR was reported to be an active participant in all types of strategic decisions by 36.1% of respondents. HR provided some input to employment-related strategic directions set by senior management in 33.6% of respondent organisations.

TABLE 11: ROLE OF HR IN SETTING THE ORGANISATIONS STRATEGIC DIRECTION AMONG HR PRACTITIONERS (%, N=363)

The human resource area provides operational support, develops some internal programs to meet specific needs, but is generally viewed as a processor of paperwork and employment activities	16.8
The human resource area reacts to strategic directions and requests from top management	13.5
The human resource area provides input into and reacts to strategic directions set by top management, but only on employment related matters	33.6
The human resource area is actively involved in all types of strategic decisions, whether or not they directly affect employment matters.	36.1

HR played a reactive role in 13.5% of respondent organisations, responding to the strategic directions and requests from senior management. In another 16.8% of respondent organisations, HR provided operational support, developing internal programs to meet specific needs but was generally viewed as a 'processor of paperwork and employment activities.'

HR'S ROLE IN ORGANISATIONAL CHANGE INITIATIVES

HR was found to have an active role in organisational change initiatives (Figure 6), particularly in drawing up the proposals and the implementation of the change. HR had less of a role in evaluating the financial consequences and making any final decisions about change within the organisation.

FIGURE 6: HR'S INVOLVEMENT IN ORGANISATIONAL CHANGE (N=325-326)

LOW INVOLVEMENT (%)
LITTLE INVOLVEMENT (%)
SOME INVOLVEMENT (%)
A LOT OF INVOLVEMENT (%)
HIGH INVOLVEMENT (%)
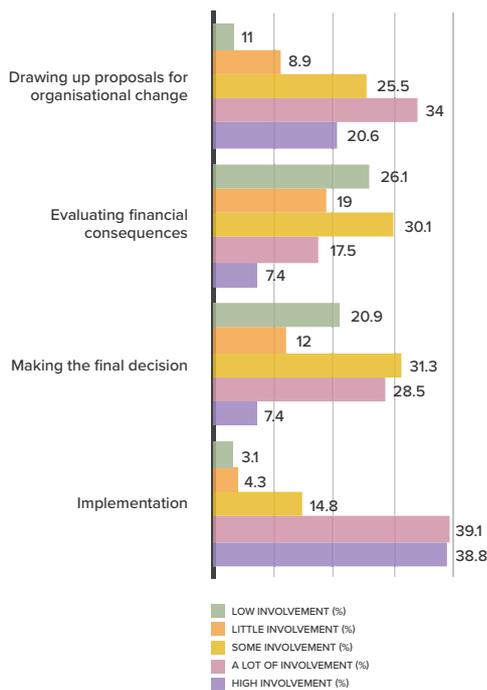
LIMITING FACTORS FOR HR INVOLVEMENT

The survey asked respondents about factors limiting HR's input into strategic business decisions. In this sample of 625 HR practitioners,[3] 15% of respondents indicated that there were no limitations as 'HR is fully integrated into the senior decision-making process'.

HR practitioner respondents reported the following limitations:

1. Lack of understanding of the value of HRM to the bottom line by other parts of management (39%)

2. The lack of acceptance by other senior managers (27%)

3. The lack of CEO support (19%)

4. Unsympathetic organisational culture (15%)

The HR of the emerging world of work

POLICY DEVELOPMENT

This section considers the important policy developments over the past five years for both HR practitioners and consultants.

As evident in Table 12, recruitment has been at the forefront of policies, programs and systems for both practitioners and consultants alike. As expected, areas associated with the COVID-19 pandemic also rated highly, for example working from home, vaccinations.

The are differences in the policy development work of HR practitioners and consultants in the past five years. The practitioners were more involved with operational aspects, consistent with the reactive nature as a result of the pandemic. We see this in performance management, workplace health and safety, employee assistance programs, training and development, diversity, and inclusion.

The consultants were involved in practical aspects in managing the workforce such as performance management, however were more involved in broader and strategic activities, such as job design, workforce planning, selection and communication were witnessed as new areas.

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[3] For this question, respondents could select more than 1 option. The data presented is based on the total numbers for each of the selections.

TABLE 12: AREAS OF POLICIES, PROGRAMS, OR SYSTEMS INTRODUCED IN THE PAST FIVE YEARS (%)

	PRACTITIONERS	CONSULTANTS
Recruitment	43	46
Working from home	43	42
Performance management	36	42
Workplace health and safety	33	37
Wellbeing	33	34
Employee assistance programs	31	28
Vaccinations	31	37
Learning and development	30	36
Diversity and Inclusion	30	25
Selection	25	42
Workforce planning	24	39
Work/life Balance	23	31
Workplace Communication	22	36
Grievance procedures	21	33
HR analytics	20	25
Social media usage	19	13
Talent management	19	33
Organisational Development	18	36
Employee discipline	18	34
Retention management	17	36
Job design	17	42
Skill development	16	27
Resilience	15	28
Risk management	15	30
Performance related pay	13	25
Award /Union coverage	13	24
Career management	11	15
Sustainability	11	9
Job Evaluation	10	22
Team building	10	28
Risk management	10	19
Drug testing	7	12
Skill-based pay	6	13
Joint consultation	6	13
Surveillance	4	6
Other	3	7
Employee share ownership	2	3
n=	541	67

DEALING WITH THE EXTREME CHALLENGES TO THE WORLD OF WORK

In recent years, organisations have been confronted by a wide range of extreme circumstances, such as floods, bushfires, drought, increased temperature, the COVID-19 pandemic, cyber-hacking and terrorist attack. Each has significant implications for HR policy and practice.

There are relatively consistent responses between the HR practitioners and the consultants (Table 13). Not surprisingly, COVID-19 policies dominated, notwithstanding the importance of the other extreme situations.

In Australia, natural disasters are increasingly prevalent. It is surprising that more is not being done by organisations to address the capacity to manage organisational continuity or recognise the need for organisational support for employees during natural disasters and crises.

TABLE 13: NEW WORLD OF WORK: POLICY RESPONSE. RESPONDENTS WHOSE ORGANISATION HAS IMPLEMENTED RELEVANT POLICIES IN THE PAST FIVE YEARS (%).

	PRACTITIONERS	CONSULTANTS
Organisational response to COVID-19 pandemic	59	49
Working from home	57	43
Vaccinations	44	37
Mandatory Vaccinations	40	34
Employee wellbeing programs	36	33
Cyber Security	34	16
Volunteer leave during emergencies	18	15
Extreme weather	14	9
Infectious disease leave	14	0
Terrorism/Extremism	4	1
Other	1	1
n=	541	67

SURVEILLANCE

Employee monitoring and surveillance are increasingly commonplace organisational management tools.

Drug and alcohol testing was the most common surveillance approach. Video and time surveillance were also relevant (Table 14).

TABLE 14: SURVEILLANCE – PRACTISES AND POLICIES. RESPONDENTS WHOSE ORGANISATION HAS IMPLEMENTED RELEVANT POLICIES IN THE PAST FIVE YEARS (%)

	HR INVOLVED	HR POLICIES IN PLACE	CONSULTANT INVOLVED IN POLICY
Drug and alcohol testing	19	28	27
Genetic testing	1	1	0
Video surveillance	16	15	10
GPS for employee surveillance	8	6	7
Time Surveillance/ Key monitoring	10	7	10
Computer software to monitor working from home	8	7	9
Other	0	0	6
n=	541	541	67

RECENT AND FUTURE HR PRIORITIES IDENTIFIED BY RESPONDENTS

The past five years have seen the reactive challenges of COVID-19 dominate HR, over-shadowing other concerns.

Recruitment, retention, mental health, and employee wellbeing have dominated in the past five years and are expected to dominate in the next five years (Table 15).

Interestingly, in the next five years employee resilience, talent management, workforce and management, and training and development were identified to be more important than in the previous five years.

TABLE 15: TRENDS IN HR PRIORITIES IN PAST AND FUTURE FIVE YEARS [4]

	LAST 5 YEARS	NEXT 5 YEARS
Managing workforce recruitment	4.38	4.55
Employee wellbeing	4.04	4.41
Managing workforce retention	3.98	4.65
Employee mental health	3.95	4.43
Employee relations	3.77	4.04
The management of employees working from home	3.74	3.67
Employee resilience	3.73	4.27
Employee performance-management issues	3.71	3.91
Employment regulations	3.68	4.03
Managing flexible work patterns	3.66	3.83
Workforce training and development	3.65	4.32
Change management	3.65	4.16
Management development and training	3.58	4.28
Talent Management	3.49	4.37
Managing diversity and inclusion	3.38	4.11
HR Analytics	3.16	4.09
Resourcing of the HR function	3.15	3.85
Technological change and automation	3.15	3.96
Managing relations with unions	2.86	3.05
Sustainability and CSR	2.71	3.45
n=	373-378	47

This finding suggests that HR is concerned with building sustainable workforces; recruitment and retention are major factors in achieving organisational stability and sustainability. At the bottom of the list for both past and future issues were the management of relations with unions, and sustainability and corporate social responsibility (CSR). Interestingly, all trends for the future were rated more highly than the past period, except for management of working from home.

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[4] The table provides the mean average of the responses, these were captured on a scale of 1= not important – 5= very important.

WHAT ARE THE CRITICAL HR ISSUES CONFRONTING ORGANISATIONS?

Respondents were given the space through open text questions to provide some narrative about the most HR critical issues facing their organisations (Figure 7).

Overwhelmingly – and consistent with the results in Table 15 – retention, recruitment and well-being were critical issues in these open text responses.

As evident in the concept map below (Figure 7), these critical issues are clearly linked and demonstrate the inter-connectedness between the issues as drawn from the thematic analysis of the data. The coloured sections provide guidance to the consistency of the concepts, namely red as 'workforce management', including wellbeing and capacity and development, and linked to the orange section, 'retention', including recruitment, talent, skills.

**FIGURE 7: CRITICAL ISSUES FOR HR – CONCEPT MAP**
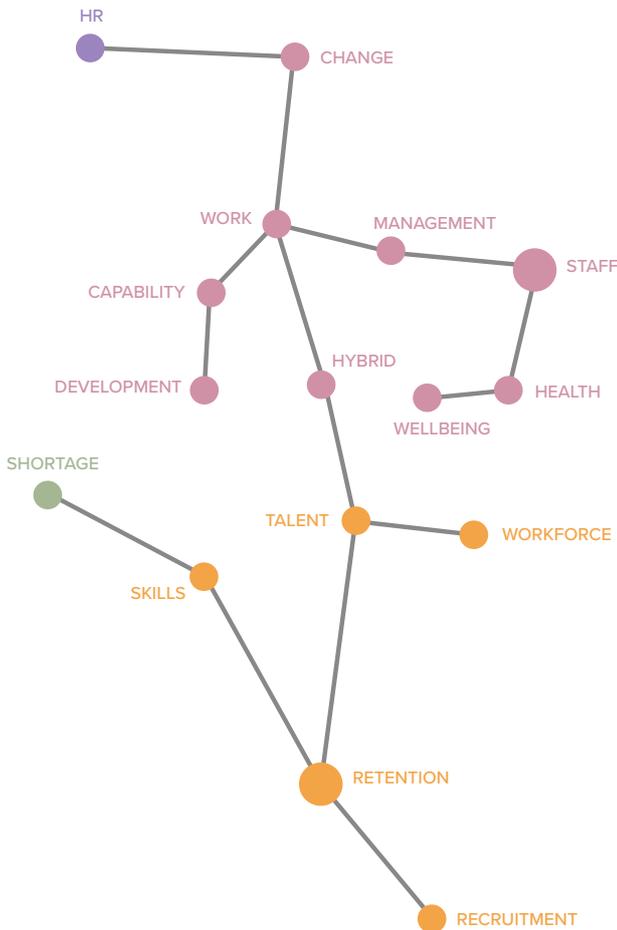
PREPARING FOR HR'S FUTURE RESPONSIBILITIES

When considering future trends, it is important to consider whether organisations are prepared for the emerging challenges of the new world of work (Figure 8).

Only 38.1% of HR practitioners agreed that the organisation is well prepared, with 28% neutral and 22.8% disagreeing. Overall, respondents were confident that HR has the skills to meet future challenges.

FIGURE 8: PREPAREDNESS FOR THE FUTURE – HR PRACTITIONERS (N=376-378)
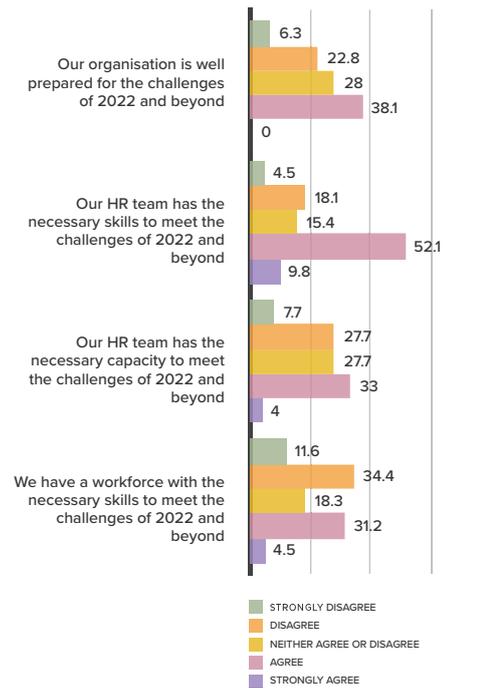
Consultants reported a more sceptical view (Figure 9). Only 10.6% of consultants believed the organisations were prepared for future challenges; 53.2% did not believe that organisations are prepared. Further, consultants indicated that HR do not have the necessary skills (42.5%) or the necessary capacity (51.1%) to deal with the future. 57.4% indicated that they did not agree that organisational workforces had the skills to meet the future challenges.

FIGURE 9: PREPAREDNESS FOR THE FUTURE – CONSULTANTS (N=47)

STRONGLY DISAGREE
DISAGREE
NEITHER AGREE OR DISAGREE
AGREE
STRONGLY AGREE
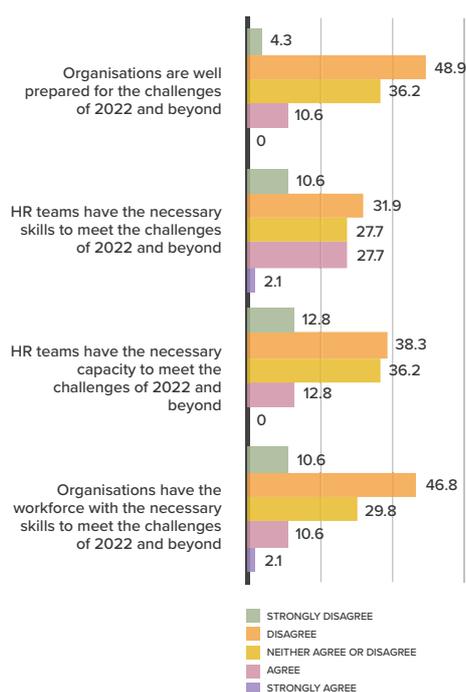
HR CAPABILITIES FOR THE FUTURE

Table 16 reported on the perceived importance of developing HR capabilities for the next five years.

HR capabilities in leadership and change management, strategic workforce planning, communication skills, and empathy and emotional intelligence were considered the most important for the HR practitioners and the HR function over the next five years (Table 16).

TABLE 16: IMPORTANCE OF DEVELOPING THE FOLLOWING HR CAPABILITIES OVER THE NEXT 5 YEARS (%) [5]

Leadership and change management	4.46
Strategic workforce planning	4.41
Communication skills	4.38
Empathy and emotional intelligence	4.36
Resilience and employee well-being	4.32
Business knowledge and commercial acumen	4.30
Talent Management	4.28
Technical competency in areas of HR practice	4.24
Analysis of HR data	4.20
Learning and self-development	4.07
Risk Management	4.07

Table 17 reports on the key areas for professional capability development for the next five years. Employee retention, reducing turnover, developing workplace relationships were the highest reported development needs.

TABLE 17: IMPORTANCE OF PROFESSIONAL DEVELOPMENT IN THESE AREAS IN THE NEXT 5 YEARS (%) [6]

Improving employee retention and experience and reducing turnover	4.64
Developing an employee value proposition around culture, engagement, skills	4.56
Building trust and relationships with stakeholders and decision makers	4.54
Communication skills	4.48
Data analysis to inform HR proposals and decisions	4.44
Understanding how best to enhance employee wellbeing	4.43
Talent management	4.37
Understanding how the business works, including customer and supplier relations, finance, and strategic growth	4.33
Understanding and applying suitable HR technologies	4.31
Generating proposals to improve the overall performance of the business in the long run	4.30
Understanding how to implement better inclusion practices	4.15
Understanding the general technologies that power the business	4.03

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[5] Ranked from highest score to lowest score. Calculated as the mean of the scale, measured as 1= not important to 5 = very important. n=388-391
[6] Ranked from highest score to lowest score. Calculated as the mean of the scale, measured as 1= not important to 5 = very important. n=362-379. HR practitioners (n=342-345) and consultants (n=42) gave statistically equivalent answers.