

HR's COVID-19 Evolution: An American Perspective

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Clarion University of Pennsylvania, soon to be...??

Society for Human Resource Management

What do the mandatory COVID-19 vaccination requirements... mean for employers?

What should we consider when relaxing or continuing mask-wearing policies?

What to do when COVID-19 long-haulers seek exemptions from vaccine mandates?

PwC's Pulse Survey (Aug., 2021)

65%

of employees
are looking
for a new job

29%

of HR leaders
plan to focus on
encouraging
employees to
get vaccinated
in the next 3-6
months

36%

of CHROs
identified
building
inclusive
leadership in a
hybrid
workplace as a
top priority

Today's Content

A.

How has the COVID-19 pandemic affected HR in its roles and functions?

B.

What are the effects in the

- Immediate
- Medium
- Long term?

C.

What do we need to study now –for the future?

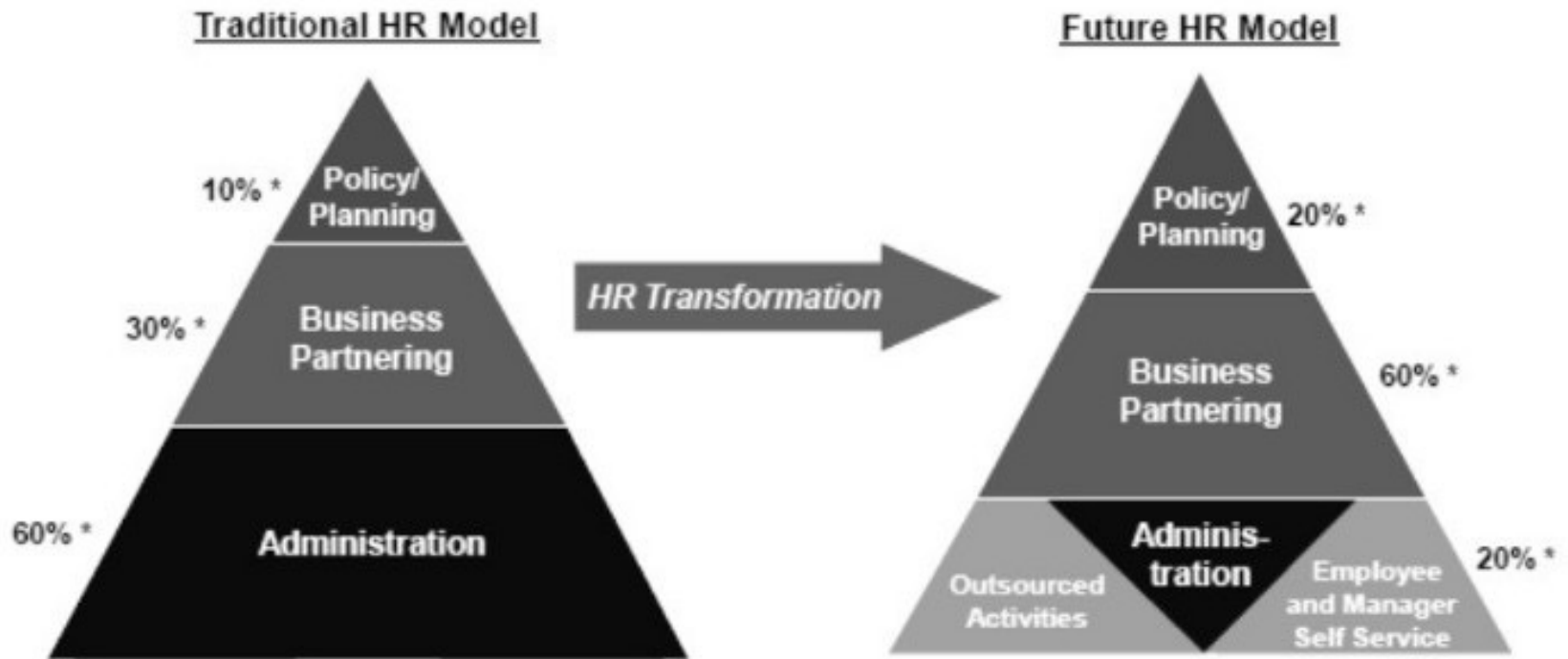
Dave Ulrich's HR Roles

	Future/strategic focus		
Processes	<i>Strategic Partner</i>	<i>Change Agent</i>	
	<i>Administrative Expert</i>	<i>Employee Champion</i>	
	Day-to-day/operational focus		



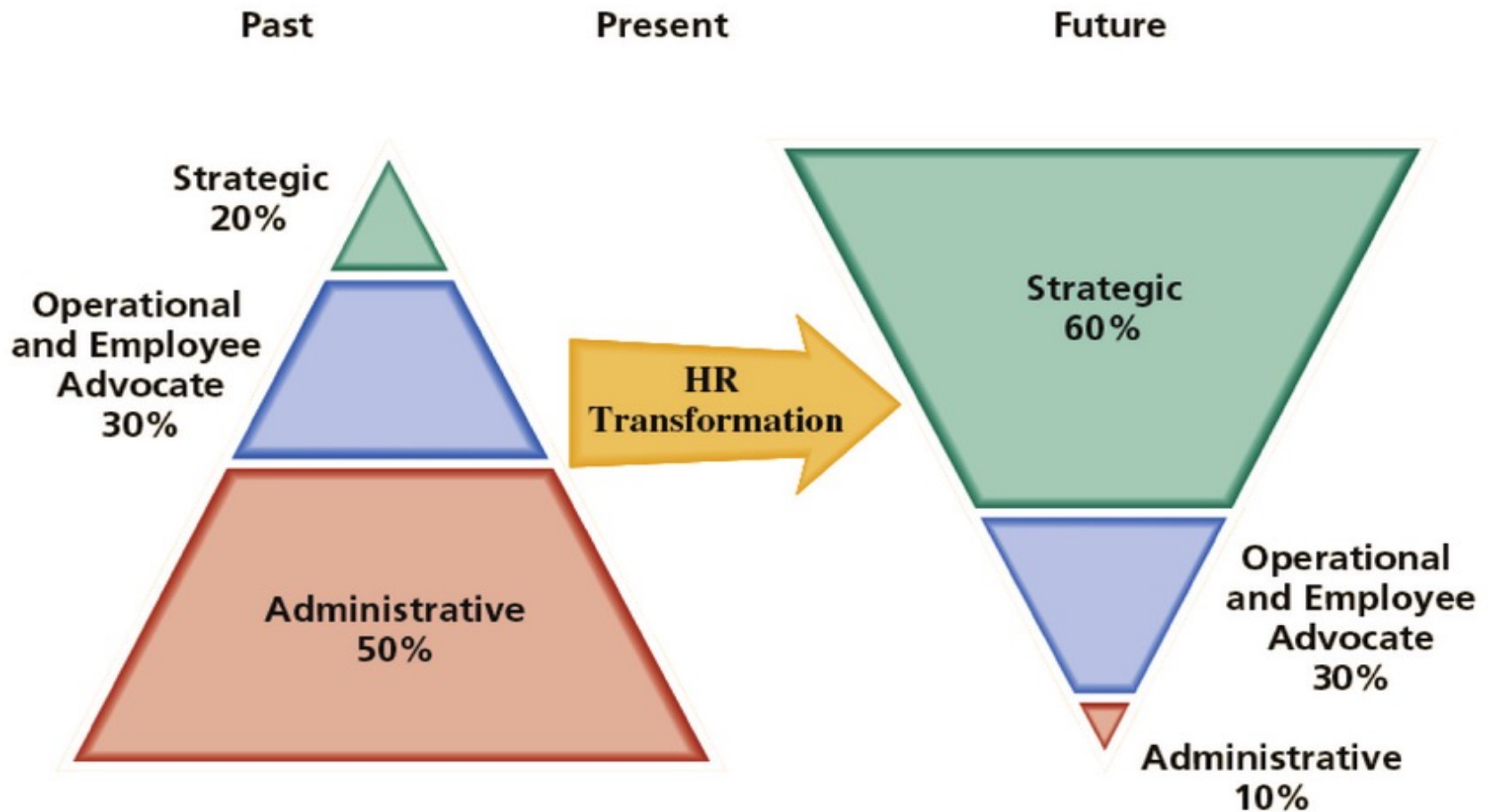
People

HR's Transformation



** Percentages are for illustrative purposes only*

HR's Transformation



B. Enter the COVID-19 Pandemic

Immediate effects

- Lockdown
- WFH / telework growing pains
- Isolation
- Trust erosion

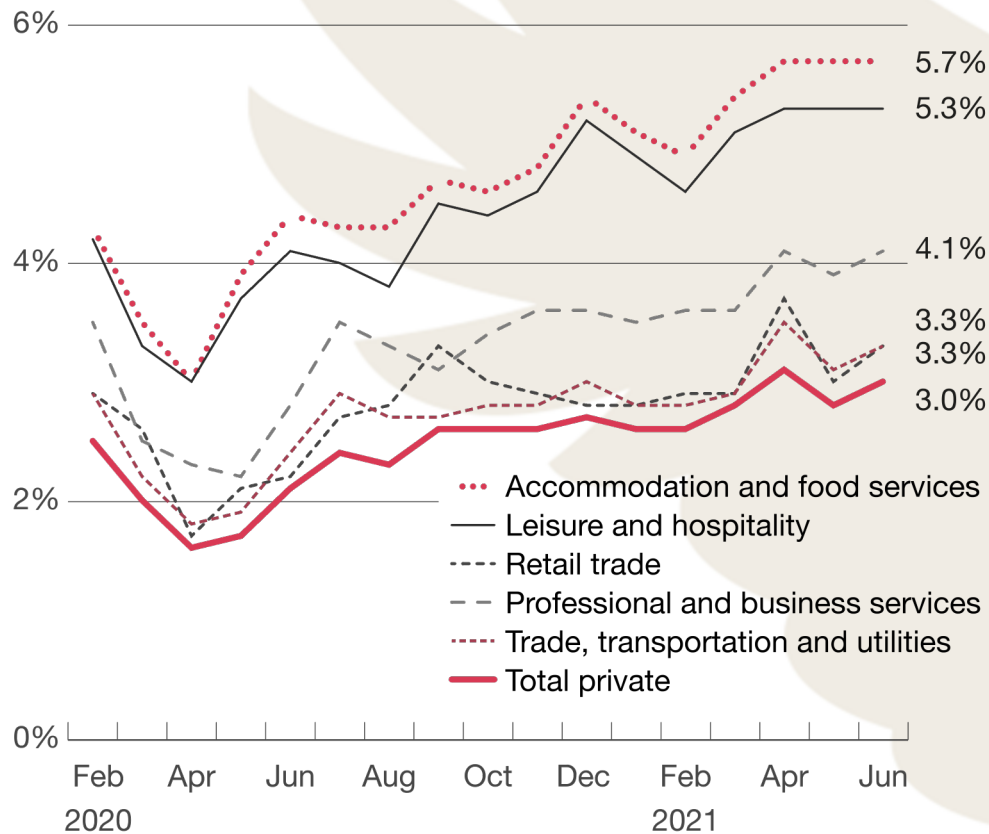
Medium term

- “Great resignation / attrition”
- Return to work plans
- Recalibration / re-engineering of HR functions

Long term

- New roles?
 - Workforce
 - HR
- Health & safety –the new “strategic driver”?
- Equity and Inclusion

Great Resignation?



- Nearly two-thirds of workers are looking for a new job (PWC, August 2021)

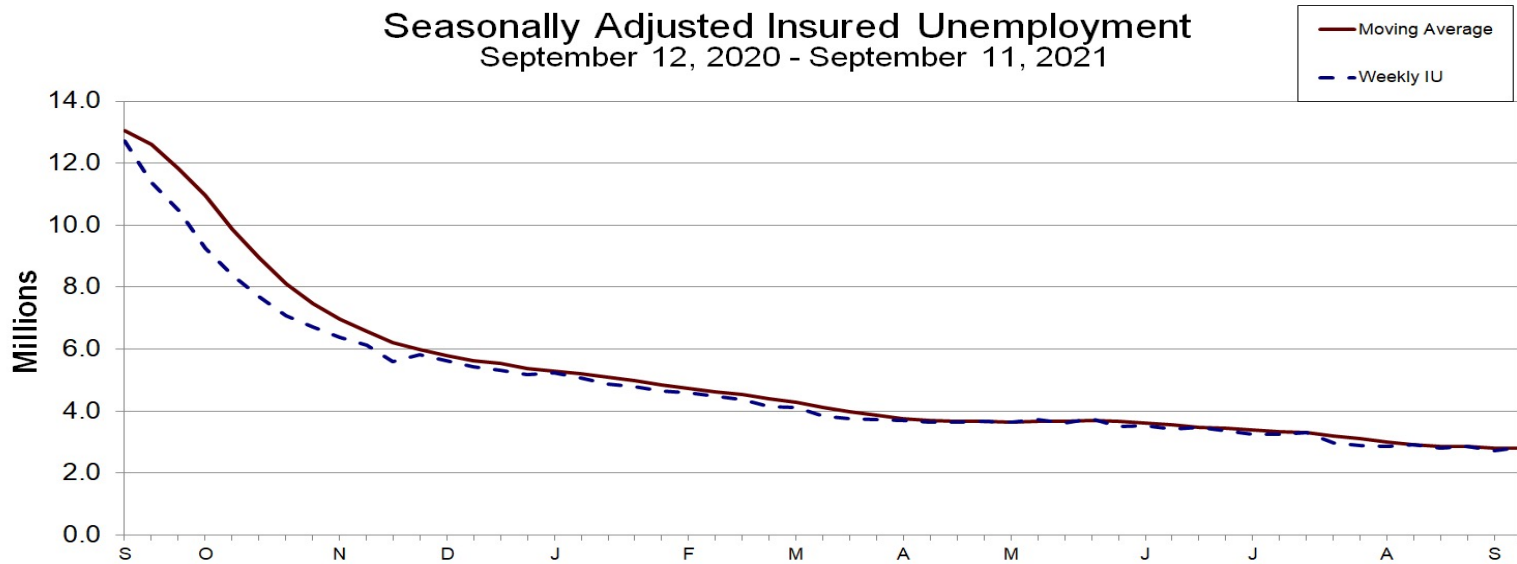
Graph: PWC, using BLS data (2021).

Or War for Talent? US DOL, Sep. 2021



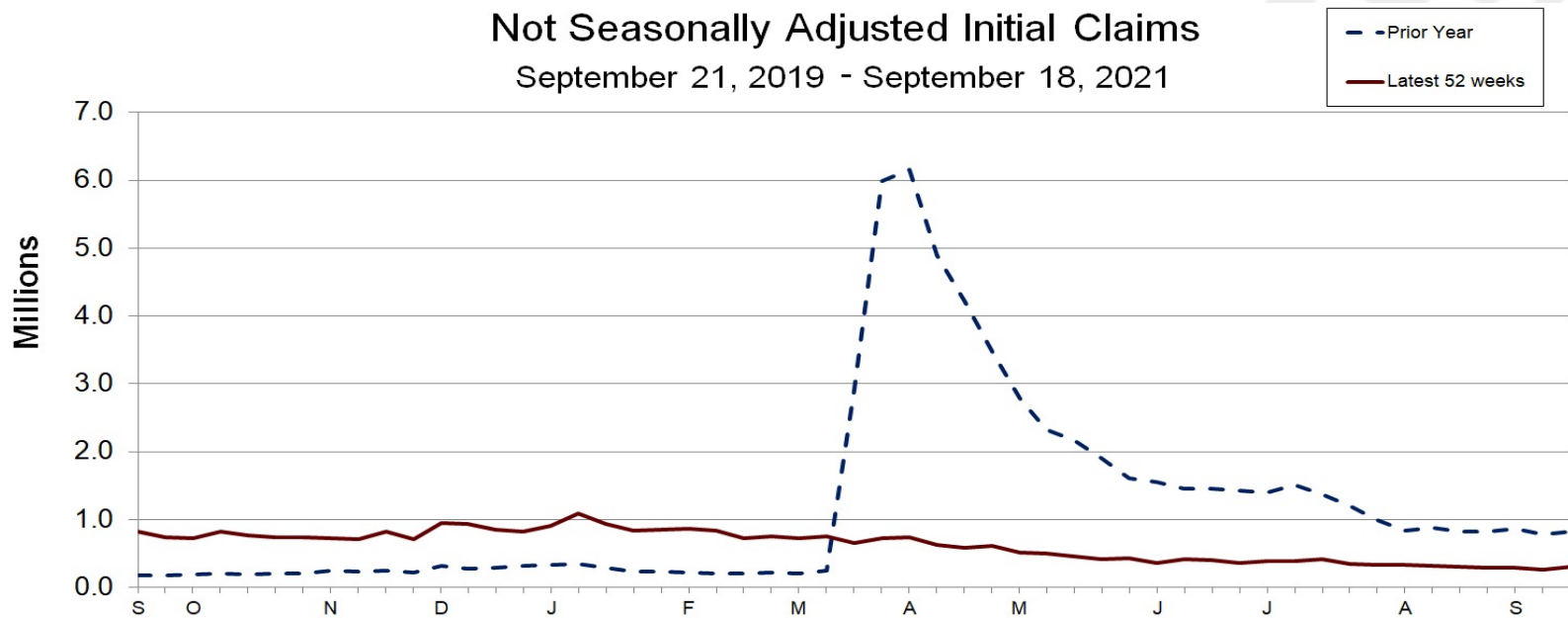
Source: DOL News Release Sep. 23rd, 2021

Or War for Talent? US DOL, Sep. 2021



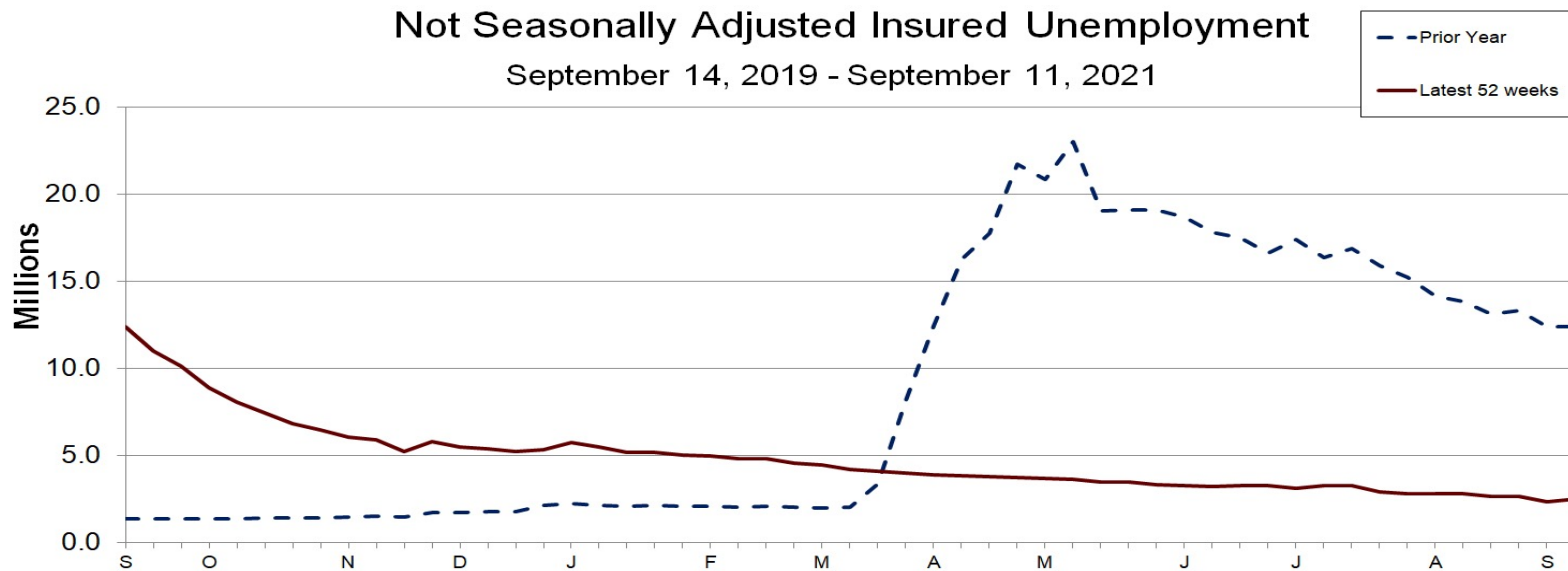
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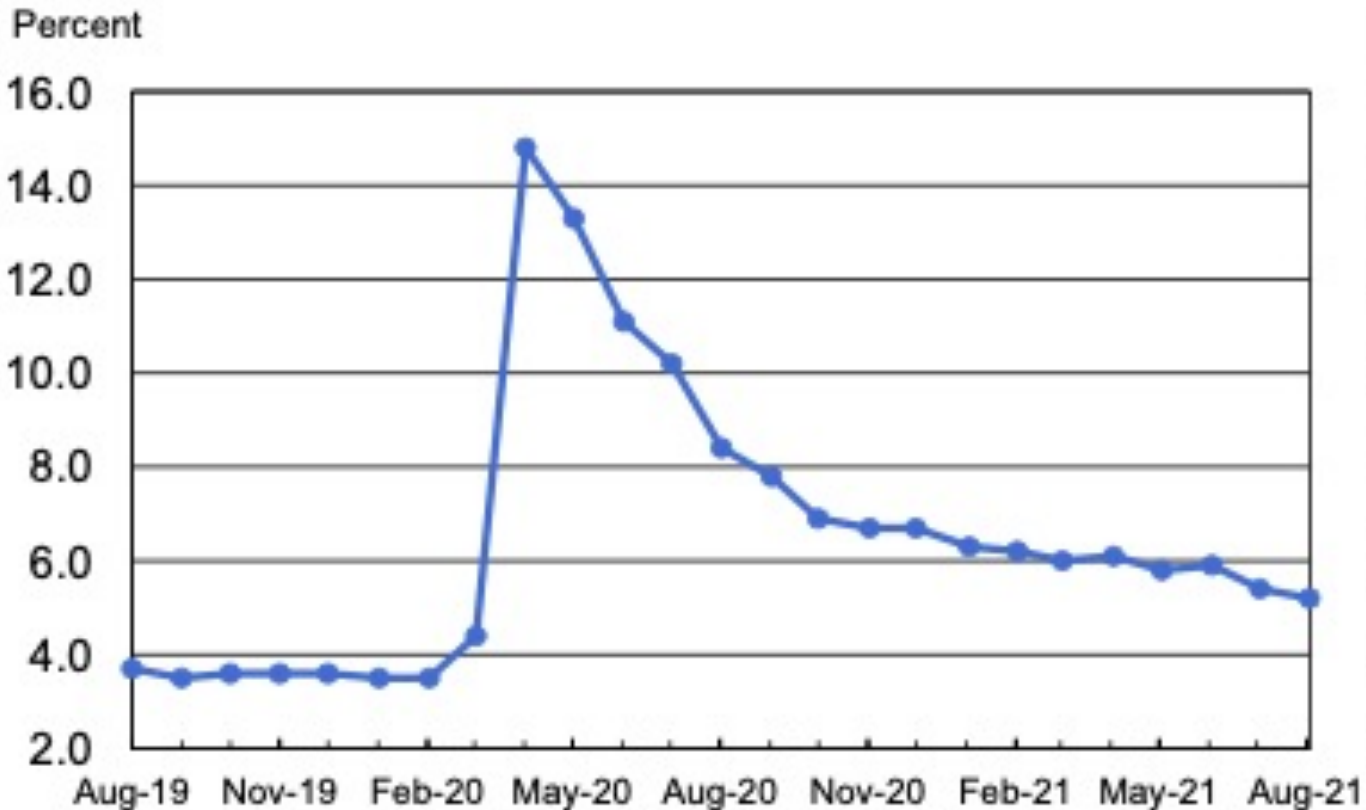
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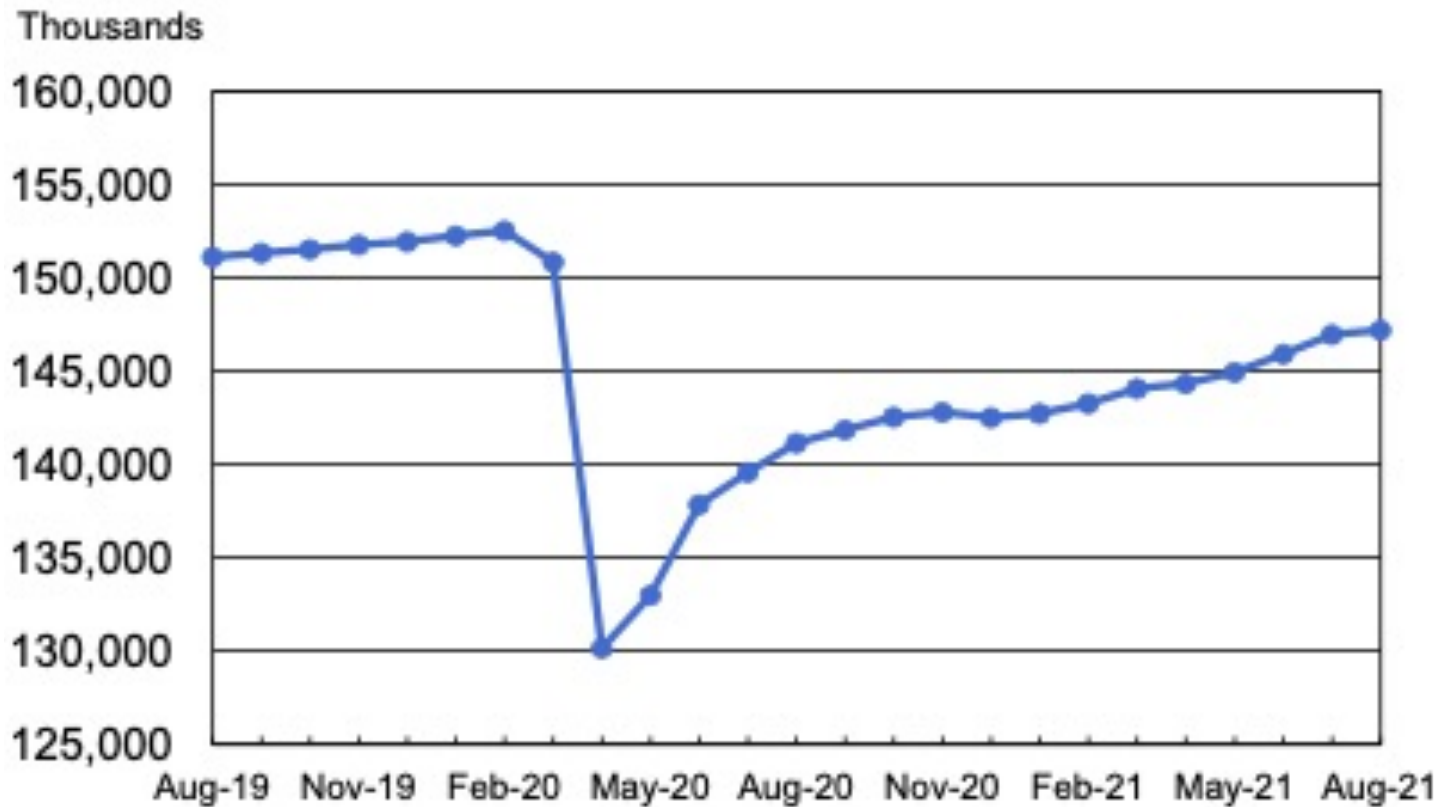
Or War for Talent? BLS Evidence

**Chart 1. Unemployment rate, seasonally adjusted,
August 2019 – August 2021**



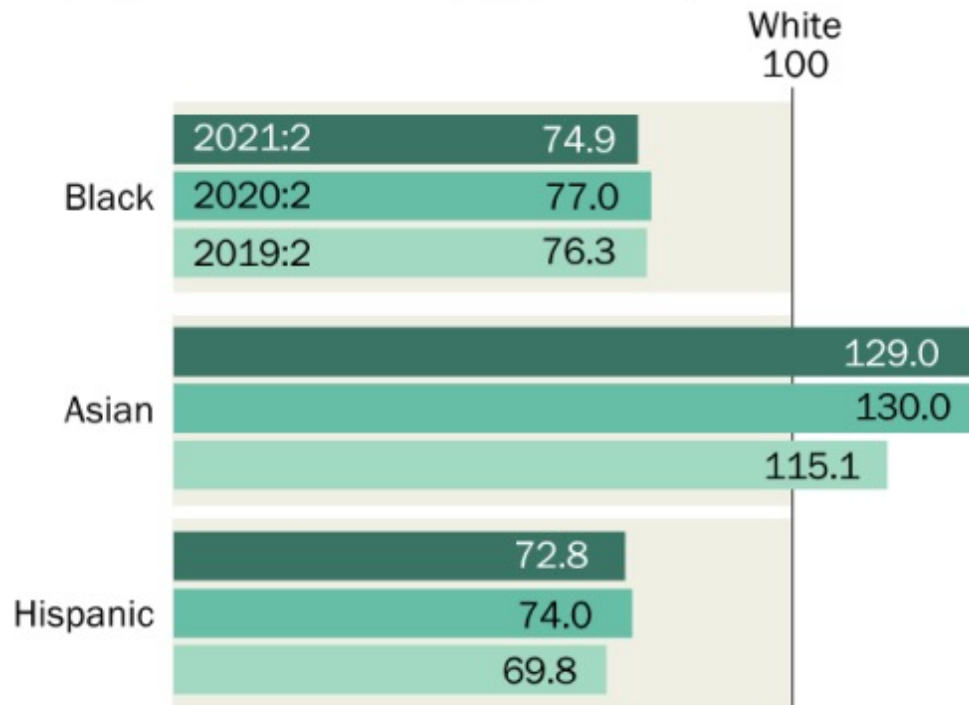
Or War for Talent? BLS Evidence

Chart 2. Nonfarm payroll employment, seasonally adjusted, August 2019 – August 2021



Not All Seem to Be “Created Equal”...

Median U.S. hourly wages of employed Black, Asian and Hispanic workers as % of median hourly wage of employed White workers, by year and quarter



Racial wage gaps changed most for Asian Americans since 2019

Graph: Pew Research Center, using CPS data (Sep. 2021).

Not All Seem to Be “Created Equal”...

Gender wage gaps showed little change since 2019

Median U.S. hourly wage of employed women as % of median hourly wage of employed men, by year and quarter



Graph: Pew Research Center, using CPS data (Sep. 2021).

C. What Do We Need to Study Now...

Effects of:

- Organizational policies, interventions, T&D, incentives, ...
 - During lockdown
 - Returning to work
- WFH (Work From Home)
- Technologies
- New corporate travel policies
- Industrial sectors / occupations

on workers, workplaces, expats, customers,...

...for HR's
Future?

C. What Do We Need to Study Now...

Implications of:

- The “Great Resignation”; *e.g.*,
 - Data theft
 - Loss of “collective memory”
 - Organizational demographic imbalances (less women, mothers, caregivers, minorities,...)
- War for Talent
 - New talent pools (boomerang workers, older and former employees, refugees,...)
- Increased importance of technology
 - Techno-fluency
 - Higher prevalence of scams and other threats

...for HR's
Future?

How Do We Do this...

Back to basics

- Higher Education programs (bachelor's, master's, doctoral, extension,...)
- Evidence-base HRM: e.g., CEBMa

Advanced; e.g., MULTI:

- -disciplinary
- -samples
- -perspectives

...for HR's
Future?

The “Next Normal”

If... When... it comes...



On the Horizon...

- Migrant acculturation --Afghan émigrés, Haitian and other Latin American workers, Syrian refugees,...
- Religious accommodations, objections, etc. on vaccines and other hot-button issues...
- New hires' readiness at a time HE is questioned
- Emerging diversity dimensions –neurodiversity, “hybrid” workers, gig, 2-job work,...

New Roles for HR?

- New wine in old bottles? or
Old wine in new bottles?
- Greater role of T&D? (Admin Expert? Ee Advocate?)
- Identity-based roles for HR?
- “Realistic” minimum wages: \$15? \$7.25 is no longer a practical option; or...?
- Emerging technologies? Blockchain, analytics, AI,...

Dziękuję za uwagę!

Jakieś pytania?



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12 HR Skills for HR Generalists



Source: Digital HR Tech (2020).