

SC SHRM Conference HR Survey - October 2015
William Floyd and Molly Cherry, Nexsen Pruet

Most common reason to discipline or discharge an employee	Employee Excuse for Tardiness and Absences	Recruit and Retain 1	Recruit and Retain 2	Recruit and Retain 3	Recruit and Retain 4	Recruit and Retain 5	Top HR Challenge 1	Top HR Challenge 2	Top HR Challenge 3	Top HR Challenge 4	Top HR Challenge 5
absenteeism	dog's birthday	enhancing benefits	social media networking/recruiting	college career fairs	promoting from within	company events/team building	recruiting	Benefits/ACA	leadership development	succession planning	performance management
Tardiness	Traffic	Pay more	Flex work	Tuition reimbursement	horizontal moves		professional credibility	need better HRIS	lack of integrated talent management	changing legislation	global talent pool
Attendance	Caught by the train	Promote within	Recognition	Pay for performance			Recruiting	Retaining	Motivating	Generational Diversity	
Attendance		College visits	Career development activities	Shadow programs	Community programs, such as Domestic Violence Awareness	Recognition awards	Attendance	Unions / Organized workgroups	Employee/Generational conflict management	FLSA changes	Leadership development
??	??	New HR investments	Evaluate comp plans	Evaluating outsourcing recruiting			ACA Compliance	Change Management	Empower and engage employees	Time and attendance management	Standardization of HR policies
absenteeism	sick	job fairs	High School recruitment fairs	DEW	newspaper ads	Linked In	health care	FMLA	ADA	Immigration	Job Classification salary changes

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Attendance.	My cows got loose.	Free medical and dental insurance for the employee and only \$40/month for the family.	EAP is heavily promoted.	We promote a "work family" atmosphere where care and concern for each other is encouraged and demonstrated by Management.	Education is encouraged with tuition reimbursement. Certifications in your expertise area are encouraged and even required for certain employees. All certification expenses are covered.	Retirement plan in addition to a deferred compensation program.	ACA Compliance	Diversity Acceptance	Lack of Skilled Job Candidates	Stressed Employees	Training Employees for Technology Changes
	Migraine	Increase 401k Match	Revise Performance Review feedback process	Compensation market studies	Cafeteria plan offerings	PTO	Recruitment	Retention	Affirmative Action 7%	ACA	ADA/FMLA Compliance
Attendance	My co-worker was absent yesterday and I had to work hard. Revenge.	Professional recruiters	Connecting with a trade school	Growing as a business	internal promotions	Training management to be great leaders.	Driving business performance	Recruiting skilled blue collar talent	FLSA changes to the Salary Basis test	ACA administration	Pretending that having two certification bodies is good for the profession
attendance		incentive plan	jeans	telecommute	career development	training	diversity	FLSA changes	turnover	budget	competitive pay
Violating company procedure	Lost car keys	Utilizing more sources of advertising	More involvement in the community	Use of social media	Raising minimum standards in job postings		FMLA tracking	Leave tracking	Accommodations	Electronic Onboarding	Diversity
Lock out Tag Out	My clock didn't go off	Better Benefits Packages	Benefits start day of hire	Recognition	Employee Roundtable Meetings	Employee Safety Program they own it.	Benefits	Keeping up with Regulations	FMLA Tracking	ADA	Performance Evaluations

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tardiness-absenteesim	My kid trewup all over the inside of my car and i can't come in today due to having to get my car detailed.	better benefits	reaching out to interns and then hiring them after they complete their 6 month internship.				Exempt vs Non Exempt ruling	ACA reporting	FMLA	Retention	lawsuits
Poor Performance		Offering Continuing Education/Training Opportunities	Greater Focus on Qualifications & Requirements	Keeping Employees Aware of Benefits/Opportunities	Employee of the Year Award	Educational Incentives	Generational Gaps	Social Media	Retirement	Retention	ACA Compliance
attendance, attendance, attendance!	I have to get my sisters' kids from the bus stop so I cant go to work today.	Offering ACA Healthcare through our staffing agency	Educating employers on better wages = better employees who stay	recruiting "out of the box", i.e., church, clubs, signs, etc.	Networking all events-community, employment/job fairs	making sure the employee understands the requirements of the opportunity by doing plant tours before they accept an assignment	Recruiting good talent	Retention as the economy gets better, how to keep good employees	Hiring employees with good backgrounds and references		

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Not meeting performance expectations	Tardy: I woke up late. Absent: I'm sick.	Networking at industry association meetings	Conducting "stay interviews." These are done on great employees within the organization to find out why they stay and what the company could change/do differently, what is the company doing right. Similar to an exit interview.	Participating in industry specific salary surveys to ensure we pay competitively.			ACA Compliance	Recruiting qualified candidates	Benefit costs - healthcare is still not affordable		
Insubordination	Alarm didn't go off	Advertising	Job fairs	Accurate job descriptions	Onboarding process	Screening questions	ADA	FLSA	Recruiting	Motivation	FMLA Compliance
Poor performance	Inconvenient time	Networking	Job fairs	Company website	Postings	Telephone recording	Negotiating Insurance Rates	Law Updates	New definition of spouse & how it will change employee benefits	Using FMLA & Worker's Comp & ADA time at the same time	New HR Software
Failure to report for work	Automobile problems	online application process	annual safety training	recognition programs	structured interview		retention	training	Serv Safe Certification	recognition	attendance
Disorderly conduct in the workplace.		Employee Referral program	Employer Branding	Competitive compensation and benefits package.	Extensive on boarding program	Social Media Blogs	Recruiting	ACA Compliance	Wage and salary structures	Workplace flexibility	
Stealing money	My child was sick	Social Media recruiting	More employee benefits	Training	Positive feed back	bonuses	Classification of Employees	Benefit Changes	Union Changes	Health care cost	Compliance

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Absenteeism	I was in jail	Train managers to be supportive	Increased pay	Cross train employees	Increased benefits			Retention	Recruitment	Changing Labor Laws	Union Prevention	
Absenteeism	I'm hungover	Flexible schedule	Generous PTO	Team building exercises				Rewarding employees non-monetarily	Performance management	FLSA changes	Financial uncertainty	Retention
ATTENDANCE	I SLEPT THROUGH THREE ALARM CLOCKS	SIGN ON BONUS	VACATION TIME	RELOCATION COSTS	ANNUAL BONUS	SERVICE AWARDS	PPACA	HEALTH CARE COSTS	RECRUITMENT	EMPLOYEE TRAINING	GOVERNMENT COMPLIANCE	
Too much time spent on distractions from work: cell phone, socializing, wandering hallways.	My dog got out of the fence.	Social media recruiting	Employee events	Generous benefit plans	subsidizing HSA			ACA Compliance	Finding Qualified Candidates for Staff positions	Employee Engagement		
Soliciting customers for side business	There's a skunk in my car - (a 2 day excuse)	PTO Policy	Work Life Balance (some positions)	Pay Rate	Benefits (Tuition/Gym Reimbursement)	Community Involvement		Employee Relations	ACA	OSHA Legislation Changes	Workers Compensation Rise	Job Classifications
unprofessional behavior (arguing in the workplace; making rude ugly comments to coworkers)	My mom needed me to do... [and this happens at all ages]	using agencies	posting w/ associations and organizations	developing relationships with colleges for interns				Employee Relations issues; specifically attendance/punctuality as well as employees [openly] arguing at the workplace	setting up a solid HR structure within an organization (eg, policies, handbook, JDs, etc.)	Recruitment and finding the best talent	Wages; the economy is steady and even progressing but those in their current positions are stagnant with pay whereas hiring requires higher compensation (disparity within)	
Absenteeism	Child care issues	Advertising	Career Fairs	Partnering with local schools	Mass mailings	Education scholarship program		Retention	Recruitment	Aca	Compensation package	Supervisor HR training

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non performance (not doing their job or not doing it well)	i was in jail	get better at evaluating needs and matching candidates to them	training managers to be better at coaching and developing employees	referral programs and different recruiting strategies	better marketing of company "perks"		benefits	hiring good employees	retaining good employees	poor people managers	lack of training/development programs (funding)
excessive absenteeism	partied too hard night before	robust benefits package	employee education	wellness programs	fitness center	lunch and learns	employee engagement	aging workforce	rising benefit costs	management training	workplace civility
Performance	Texted supervisor that he had a flat tire. Later texted and said that he didn't have a flat tire but instead found out his girlfriend is pregnant. Having a hard time with that and can't come in.	Partnering with colleges to recruit	Posting position through Social Media	Engaging workforce by participating in various committees.	Performance Management	Having fun at work. Parties, luncheons, celebrating successes, participating in walks such as Breast Cancer, Veterans Parade	Affordable Care Act	Proposed FLSA Overtime Rules	Recruitment of Talent	Strategic Partnerships	Leadership Training
Abusing time off and not showing up to work	"My apartment complex security gate wouldn't open-all day, mind you!	401K contributions	Flexible hours	Company events	Proactive in staffing reinforcements	Market rate salaries	Social Media in the workplace	The FMLA tightrope	Retaining staff in a competitive market	When your mind says no but your lips say yes	The benefits game

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Failure to perform the essential functions of the job.	I went to a party last night and woke up at my boyfriend's and realized my car wasn't there.(She actually arrived to work in the party clothes from the night before).	Hire the best, most affordable candidates.	Solid interview process involving multiple level interviews.	Professional networking to 'mine' talent.	Maintain and educate Standards of Performance	Employee Satisfaction Surveys every two years.	Impact of Affordable Care Act to bottom line	Impact of Affordable Care Act to staffing levels	Increased need for skilled labor	Company culture changes necessitated by compliance issues and doing more with less	Increased employee accountability at all levels
Dishonesty	Slept through 5 alarms	Keeping our unique service culture	Pay in line or slightly above competition	Implemented HR electronic onboarding system	Outstanding orientation process	Superior benefit lineup	ACA	Benefit costs	Recruiting Talent	Affirmative Action	Recruiting Culture fit
work performance	traffic	testing	improving leadership	communicating	development of people	internal promotional opportunities	salary compression	leadership development	succession planning	engagement	high potential turnover
attendance	freeway jam	a more active on-boarding	enrichment classes	identifying surveys to see what new hires want to see in their workplace	educational opportunities	Shadowing of other employees for cross training	FLSA Regulations	ACA	Boomers retiring	New breed of employees entering the workforce - Less work More freedoms	Appearance in the workplace - or lack there of
Attendance	Sick	Flexible work schedules	Wage adjustments	Business growth	Increased community awareness and health	Upgrading systems house wide	Engagement	Retention/turnover	FLSA - exempt new laws	Diversity	Generational differences

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not getting the job done	I have to bail my husband out of jail	presence on social media - twitter, facebook	trying to maintain a competitive benefits package	trying to better equip supervisors to ensure a positive work environment	trying to frequently show their connection to the organization's mission - the "feel good" aspect	trying to increase pay	Finding good, qualified, engaged employees	Keeping good, qualified, engaged employees	crazy employees	Compliance with all laws and regulations - wage & hr, health insurance, retirement,	Frivolous charges/lawsuits from disgruntled former ee's or applicants
Performance	Over Slept	Reward Employees	Involve and Engage	Awesome Incentives	Bonus	Sign on Bonus	FMLA	ADA	Leaves	Terminations	Health Care
Not reporting a co-worker for violating policy	Anal Glaucoma - Can't see my butt coming to work	Shorter pre-employment training period	Paying wages for some pre-employment training	Job Fair	Advocate for in-house promotions	Adjusting pay scales	Changes in FLSA Exempt Status	Affordable Care Act IRS Forms	Affordable Care Act Tracking	Handbook	Policy Revisions
performance	Sorry I'm late. I thought it was Saturday.	conduct behavioral interviews	offer competitive benefits and compensation package	make sure candidates will not only be able to do the job but fit in with our company culture			ACA compliance	Department of Labor Overtime Exemption Changes	Health care costs	Recruiting	Employee Engagement
Attendance	Child Sick	Referrals from good employees					Retaining good employees	Health Care	Workers Comp Claims	FMLA	
Poor work Performance		Training managers	Diversified interview panels	For IT, using the state's new Career Pathing Model	Flexible work schedules	Identifying non traditional places to advertise for job openings for hard to fill positions.	Recruiting	Succession Planning	FLSA	Staffing	Compensating

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absenteeism	I can't get to work on time because my boyfriend makes me do naked cartwheels down the hall every morning.	Referral bonuses	Tuition Assistance	Leveraging social media and its reach to attract candidates with hard to find skill sets	Retention bonuses		ACA Compliance	Gender Identity & Inclusion Issues	Rising Benefits Costs	New Proposed FLSA Regulations	Employee Engagement
poor job performance	forgot I was scheduled for today	updated wage bands	updated benefits	advertising online	sign on bonus	employee referral program	retention	training	onboarding	recruitment	diversity
Excessive absenteeism	Had to go fishing that morning and lost track of time	More focus on competencies less on experience	Flexible work schedule	Administrative staff is off every Friday	Individual vs. department training budgets	Leverage technology for repetitive tasks	Finding Talent	Developing Leaders	Changing Overtime Rules	Potential Changes In White House Administration	Workplace Globalization
attendance	There was a snake in my son's closet.	referral bonuses	college campus recruiting	provide on-site fitness center			Leave Management	Manager Training	Retention of hourly employees	Staying current with regulatory changes	Managing multi-state workforce
Violation of the Attendance policy	"Someone was texting my phone about drugs, I wanted to see what they wanted and to try and catch them in the act!"	Insurance Benefits within 60 days of hire.	Travel Discounts- Hotels/Car Rentals	Sick and Holiday Pay	Vacation Pay	Offer more Salary than competitors.	Turnover	Recruiting	Communication	Millennial's transitioning with the older generation.	Keeping up with Rapid change within HR.
absenteeism	my wife didn't wake me up	not much unfortunately					recruiting	retention	training	benefits	compliance
Attendance, Theft	Was in the hospital for being constipated. stopped to help stray dog.	90 day temp to hire program	Group interviews	Check references	Check social media	Knowledge testing	Salary adjustment, Classification of employee , except or non exempt	Communication with Supervisors - retaliation	Employee Benefit Complaints Rising cost, less benefits, coverage's	Gender issue	Bad Bosses, conflict in the workplace, hostile work environment.

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Attendance	My child is sick	Training	Succession Planning	Cross Training	Keeping Employees "in the know"	Open Communication	Retention	Employee Engagement	Affordable Benefits	Leadership Development	Competitive Pay
Social Media	I over slept	Job Fairs	Job postings at local colleges	Job postings at unemployment office	Ad postings	Social Media postings	Implementing the "right" HR philosophies	Developing internal HR skills	Improving line manager capabilities	Implementing flexible HR organization design	Developing advanced workforce planning capabilities
Fighting	Forgot what day it was	Raises after probationary period	Bonus	Teambuilding Exercises	Attending Job Fairs	Allowing time to get education	FLSA	Transgender Rights	ACA reporting	Health Care Insurance Increases	Possible changes to FMLA requiring pay
Attendance	someone changed the schedule after I looked at it	competitive wages	offering internships	providing educational assistance	PTO accrual and cash out	creating a positive work environment	Employee Retention	Lack of qualified candidates	Benefit Costs	staying competitive in our industry	Becoming/remaining employer of choice
Poor customer service	Stomach bug	Partnerships with area colleges/universities	Competitive benefits and salaries	Training programs			Staff Development and Training	Recruitment/Hiring of Workforce with Proper Skillset	Cost containment of employee benefits programs		
Performance.	My job interview was longer than I thought. Somewhere else.	Increase pay.	Plan fun activities.	Attend college career fairs.	Post jobs in numerous places.	Survey to see what the issues are and address them.	Millennial expectations for advancement and pay	Obamacare compliance	Legal changes regarding gay and transgender employees	Competing for talent against "fun" companies like Google	Telecommuting - allow it or bring everyone into the office for synergy?
Attendance issues.	Employee was arrested and extradited out of state to face breaking and entering and grand larceny charges.	Organizational branding.	Monthly Employee Appreciation event.	Strong emphasis on EAP.	Length of service honors.	Employee of the Month / Year program.	Recruiting qualified talent.	Retaining qualified employees.	Providing quality health insurance at a low cost to employees.	Inter-organizational communication.	Succession planning.
inappropriate online conduct	I "texted" your land line						retention	ACA			

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absenteeism	No hot water	Update onboarding process	More involvement in the interview process from management	Reviewing all medical benefits	Reviewing current vacation and sick to possibly change to PTO		Retention of top talent	Communication	Training	Attendance	
Absenteeism, abuse of company policy		agencies	word of mouth				Affordable Healthcare - making everyone "happy"	Recruiting talent in rural manuf. Facility	keeping up with healthcare legislation		
tardiness/loss to company (\$)	overslept	nothing	hard to recruit/retain qualified employees	can't pass background checks			recruit employees	retain qualified employees	keep qualified employees long term	training	
Poor performance	My dog is sick	Communicate our culture	Cometitive benefits and compensation	professional development			ACA	Engagement	Benefit Cost	Diversity	
Attendance	My wife fell down a flight of stairs (truth: off a 1 1/2 in. stoop to ground)	Not enough!					Recruiting	Retention	Healthcare	Cross Generational Workforce	Legislation
Falsifying records	sick...stomach	passive recruiting	aggressive recruiting	recruiting through social media	creditble onboarding program	appropriate/job related training	funding	human recourses	time	lack of accountability	ACA Compliance
No call/no show	My alarm didn't go off	Internship	Leadership engagement with employees	Employee recognition			employee engagement	recruiting			
Poor decisions/cut corners from a compliance perspective	Incarcerated	Social Media	Online applications	Forming partnerships with colleges	Forming partnerships with industry specific organizations	Review total rewards	ACA	White Collar Exemption Charges	Health care	engagement	recruitment
Attendance	Cat Died	Partnering with SC Works					Recruiting	Total Compensation	ACA Reporting	OT Changes	

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Attendance	My hunting dogs got out last night	Bench marking benefits/compensation					Benefits	Employee Engagement	turnover	EEOC Regs	NLRB Rulings
Safety		Health benefits/incentives					ACA	FMLA (intermittent)	ADA (IVF)	Recruiting young workers	
Sleeping on job	Sick relative	Job fairs	Social Media	Incentives (1 year, 6 months)	Merit increases	Employee Recognition	Recruiting	Retention	Accreditation	Dress Code	Termination
Tardiness/absenteeism	Dog peed on yoga mat	job fairs	online recruitment				workplace violence	security breaches	drug/alcohol abuse	ADA/FMLA	Background checks
Safety Violations	My cat won't get off the chandelier	Referral bonus	Sign on bonus	good benefits	good equipment	appreciation	retaining people	training people	productivity	absences	sick days
Poor Performance	I was in jail	Longevity increases	merit increases	wellness programs	retirement plan	employment stability	retention	FLSA changes	talent management	benefits (cost)	communications