

HOT SHEET

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Full-Circle HR



"So working from home is no longer an option?"

HR Trends:

- According to SHRM nearly 3/4 of workers in the UK and Germany no longer want to shake hands in greeting; Some suggest that you find your own way of business greeting and asserting it first if you wish to avoid the potential germ transfer in a handshake.
- Some courts are ruling that States cannot halt Enhanced Federal Jobless Benefits.
- In response to the difficulty of hiring staff, some larger employers are offering dependent care benefits to win back employees who left to care for their children and/or other family members.
- Nine states in recent years have established State sponsored Auto-IRA plans for employees. These include Illinois, Colorado, Maryland, New Jersey, Oregon, California, Connecticut, Virginia, and Maine—however, many employers in these states are choosing to establish their own retirement plan instead.
- DACA (Deferred Action for Childhood Arrivals) hit another set back with the recent Federal Court ruling that it is illegal; the result is that anyone in the program is still protected pending further review but new applications are not being accepted.

Recruiting in Today's Market . . .

Offers many challenges! And yet, just yesterday I received a report that the week of July 17 had an uptick in First Time Jobless claims for the first time this year. We believe there are many factors that contribute to this mismatch between available jobs and applicants. The unemployed may be reconsidering their life path or they may find that going back to work is unaffordable for them and, yes, some just may not want to go back for various reasons. As is usually the case, employers may have some control over some and no control over others. So, while we cannot offer an answer today that will fill all of your jobs, we can

offer some suggestions that may help.* 1. Definitely review your pay and benefits and be sure to post them for applicants to see. Ensure that the benefits you are offering are aligned with what your employees and applicants want and find out what your competition is paying. Align not only with the need of applicants but also with what the competition is offering. 2. Consider recruiting high school and college grads and train them into your jobs. They are likely not collecting unemployment and so may not have that fallback option. 3. Offer flexibility to the extent possible in your business and for the job. Consider flexible schedules and

hybrid work at home/office that accommodate work/life needs and balance. 4. Streamline your hiring process if possible and revisit your job description. Separate the 'must have' from the 'nice to have' requirements. Ensure that applicants can reach you in one click rather than having to jump through hoops to apply. 5. Consider hiring and referral bonuses. 6. Promote and train from within where you can. 7. Sell yourself in your ads and target interest groups that match your business with your job postings. This includes traditional vehicles, but also Facebook, Twitter, Instagram and the

interest groups within those. Tell potential applicants what it is like to work at your organization. 8. Be responsive to applicants. Don't make them wait. Even if you are not interested, communicate with them—they can be a source of word-of-mouth advertising or maybe something else will come up later that is more suitable for them. 9. Hire based on cultural fit, soft skills and acumen for your business or your job. One way to do this is to engage in behavioral interviewing (ask questions that describe a common situation related to the job and invite them to tell you how they have or might respond in the situation).

Diversity is More than Checking Boxes

Diversity as an overarching concept means not only the presence of people who come from different life experiences and have diverse social, personal and intersectional identities, but also means their welcomed participation (inclusion). It can encompass race, gender, religion, sexual orientation, ethnicity, nationality, socio-economic status, language, disability, age, and even political perspective. Add to this the various intersections that you can have between all of these and there are endless possibilities—just like each human being is unique, so too are the ways that diversity can be viewed. Many times DEI initiatives stumble because they are too siloed. Creating employee resource groups (ERGs) can be a good first step to en-

gage employees in your DEI (diversity, equity and inclusion) work and helps support particular identities. But for the work to flourish, and for employees to be able to bring their full selves to work, employers need to understand that individuals are not defined by just one characteristic. People can identify with multiple marginalized groups. Sometimes your ability to identify with one marginalized group can also help you to understand other marginalized identities, recognize how they too may not be heard, and support them in gaining a voice in the organization.

Many ask why this work is important—one answer suggested by research is that a successful DEI strategy leads to increased productivity, problem-solving, agility,

innovation and financial growth. A recent international survey by Boston Consulting Group found that increased diversity in leadership led to increased innovation and revenue.** Additionally, having a diverse workforce participating in your messaging to your external stakeholders can assist you in not only reaching them more effectively but can keep you from making a public relations misstep through insensitivity or cultural appropriation.

Some steps for making DEI a part of your workplace DNA include creating psychological safety by not only having representation but also being willing to identify and look at your blind spots so that you can be willing to listen to divergent thought processes.

The problem human beings face is not that we aim too high and fail, but that we aim too low and succeed.
—Michaelangelo

Create safe spaces for BIPOC (black, indigenous, and people of color) employees to process their experiences through facilitated conversations. Foster your whole workforce in becoming allies for marginalized voices so that BIPOC employees don't feel they bear the burden for change. This takes training—only a piece of what is needed. It is not something that happens once or once a year. A serious look at your infrastructure including protocols, policies, and hiring & promotion pipelines is critical. It's also not just drafting and publishing a statement—it is an ongoing dynamic process that grows and evolves as you do.

*Hiring Tips During a Tough Market, Cerini & Associate, August 2019

**APA, Psychology and the Post-Pandemic Workplace, Diversity, June 2021