

# HOT SHEET

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Full-Circle HR

## HR Trends:

- While men have recouped job losses due to the pandemic, women are 1.8 million jobs short compared to where they were in February 2020.
- According to Appcast, a leading recruitment data provider, 92% of online job applicants who start the process do not complete it; they say the cause is too many steps.
- According to a survey by LinkedIn, 1 in 4 job seekers said that Diversity, Equity, and Inclusion (DEI) is the most important investment an employer can make to improve company culture.
- Many employers who require the COVID vaccine are wavering about requiring the booster, which can increase protection by up to 97%; They find themselves suffering COVID exhaustion. Guidance for making this decision can be found at [COVID-19 Vaccine Booster Shots | CDC](#).
- While projected 2022 pay increases (3% or more) are trending higher than 2021, for the first time in years, they are unlikely to keep pace with inflation.
- The US Department of Labor is considering ways to protect retirement savings from climate related financial risks.

## Workplace Romance

According to a survey by SHRM\*, 33% of workers stated that they are or have been romantically involved with a colleague in 2022. 65% of those surveyed said that these were relationships with peers. As has always been true, it is not unreasonable to anticipate that workers will be drawn to each other based on common interests and the amount of time they spend with each other at work. It is also not surprising that the #MeToo movement has prompted employers to take stronger action to make their culture more

respectful and also to implement policies regarding consensual relationships.

A policy that regulates workplace relationships is a balancing act between protecting the company from allegations of sexual harassment and protecting employees from sexual harassment and remaining respectful and avoiding overbearing rules. Some considerations in crafting such a policy include\*\*: 1. Are you going to require reporting of relationships and for whom. Some organizations only require this if it is between manager and subordi-

nate or if it is between workers where it might create a conflict of interest. Others may choose to just encourage transparency for the sake of employee morale and trust, and avoiding conflicts of interest. 2. Once disclosed, create a process for mitigating any conflicts of interest. Allow the employees to take part in the solution where practicable. 3. Generally, off-duty conduct is off limits, unless it brings issues into the workplace. 4. Articulate your expectations for professional behavior at work

and remind couples in relationship to keep dating behaviors out of the workplace. 5. Address safety and sexual harassment in this policy, including referring to your full sexual harassment policy and reporting procedure. 6. Train leadership on how to manage relationships in the workplace, including assuring they are familiar with your policies and how to enact them. Training should include recognizing and addressing sexual harassment issues, enforcing safety, and managing tricky interpersonal situations.

## Stay Interviews May Help Retain Staff

Employee recruitment and retention is one of the main challenges of many businesses. The practice of Stay Interviews is becoming more popular as a way to retain staff. A Stay Interview is a structured discussion conducted by a leader with individual employees. It is targeted to strengthen the employee's engagement and retention with the organization. Generally, they are conducted by the employee's direct supervisor. This is more impactful because the supervisor is in a position to take direct action to help the employee feel valued, engaged, and supported. The interviews begin at the top of the organization and each supervisor becomes a role model for how their supervisees will then conduct interviews with their staff. Some rules of thumb include\*\*\*: 1. Conduct the interviews in person if you can. 2. The interviewer should set the

stage and tone of the interviews by letting the employee know that the focus is on finding ways for them to feel more engaged that are specific to areas that the supervisor and employee can control, rather than organization-wide changes. While these are invited into the discussion, they are not the focus. 3. Schedule about 30 minutes for each interview. Many take less time, but it is best to have leeway to go over if needed, rather than rushing the process. 4. Do not conduct them with performance reviews—each has a separate purpose. 5. Plan your opening for the meeting and then talk less and listen more. 6. Craft your questions ahead of time but do not share them in advance. This will allow it to be more of a discussion. 7. While these are interviews intended to help retain staff, avoid any language that could be perceived as an implied contract.

In his book, *The Power of Stay Interviews for Engagement and Retention* (2nd Edition, 2018), Richard Finnegan suggests that there are five tried and true questions to ask in Stay Interviews. Each can open the conversation for further probing questions. Here is his list: 1. "What do you look forward to each day when you commute to work?" This is a great way to connect personally and in the moment, rather than discussing less tangible philosophical concerns. Follow up might include: What is the first thing you do when you get here? Who do you enjoy working with? Give me some examples. 2. "What are you learning and what do you want to learn?" This may reveal other jobs that interest them or skills that are readily available for them to acquire. 3. "Why do you stay here?" Encourage them to think deeply

*It is not happiness that makes us grateful, it's gratefulness that makes us happy.*

—Dalai Lama XIV

about this and listen and wait patiently. You might also ask why this is important to them. 4. "When was the last time you thought about leaving and what prompted it?" This may unearth an ongoing issue that is remediable if you know about it. 5. "What can I do to make your job better for you?" You are asking for feedback on how you are doing and what you can do better. Do not get defensive; take a breath and listen.

Companies who use this process find that: Supervisors are more likely to take ownership of employee retention; Employees are more likely to approach their supervisor with needs and concerns before looking for another job; It can demonstrate to employees that their supervisor cares about them; and It can build trust.

\* *Romance Continues to Flower at Work*, SHRM, Kathy Gurchiek, February 2022,

\*\* SHRM, *Dating Policy*, 2022

\*\*\* SHRM, *How to Conduct Stay Interviews—Core Features and Advantages*, Richard P. Finnegan, 2022.

\*\*\*\* SSHRM, *How to Conduct Stay Interviews—5 Key Questions*, Richard P. Finnegan, 2022.

