

# HOT SHEET

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Full-Circle HR



Bucky's dream of becoming a stand-up comedian ended abruptly the very first time he stepped into the spotlight.

## HR Trends:

- In 2024, the IRS will raise the standard mileage rate 1.5 cents to 67 cents. The medical and Armed Forces rate will decrease by 1 cent to 21 cents. The mileage rate for service to charitable organizations will remain the same at 14 cents.
- Effective December 18, Indeed will no longer use a pay-per-application billing process. They will revert back to the pay per click charges.
- According to a SHRM survey, half of candidates renege on job offers. It's important for you to create and maintain connection with top candidates to decrease the likelihood of this.
- While a growing number of states are outlawing hair discrimination, a SHRM study showed that a black woman's hairstyle is 2.5 times more likely to be deemed unprofessional than a white woman's. The study also showed that 66% of black women change their hair for a job interview.
- Even with a doctor's note, not all health-related absences are protected under the law. If an employee's absences exceed your policy, it's important to discuss any patterns with them. It shows you care about them and your other staff.

## Dry Promotions

A dry promotion is an increase in responsibility and title without a pay increase.\* Some employers see this as a way to advance their employee's skills and to cut costs. And, if the employer is truly unable to take on the additional salary expense, it's a challenging place for the employee and the employer. A survey by Salary.com found that 37% of U.S. employers gave dry promotions in the last year.\*\* While employers may see this lack of pay as a trade-off for resume building, skills training, and a vote of confidence, employees may see it differently. The result could be that their commitment wanes and they may seek other employment.

When offering an employee a dry promotion, give consideration to what might

motivate them to view it as an opportunity. Also consider their life circumstances too. One employer promoted their employee without adding compensation to a management position in their new plant. The location of the new plant added an hour to the employee's commute each day. Had the employer been more aware of their employee's situation, they might have thought to offer the ability to work from home one day a week. Ultimately, the employee left the company.

One way to avoid this is to create an open dialogue about the new position. This allows the employee to tell you what might make it worthwhile for them and how it might work best in their work/life balance. While the need for more money may outweigh other

considerations, you won't know the possibilities if you do not have the conversation.

Other options to help create a successful promotion are: 1. Once you understand what motivates your employees, promote the opportunities. One employee valued a promotion because it gave them more decision-making power. They liked being able to effect changes that gave them a greater sense of contribution and commitment. 2. Be transparent about why you are not giving more money. 3. Consider a stepped approach to adding future compensation, if that is possible. If you don't foresee adding compensation in the near future, what can you offer? If you can offer more time off or more

flexibility, discuss this with the employee. Are there other benefits you can add to your compensation package to support this type of promotion? 4. Engage in career planning with the employee. How does this promotion add value to their career path? Don't make promises you can't keep. 5. Involve HR in the process. HR can help assess/ fine-tune your total compensation package, assure alignment of wages at all levels, engage in employee compensation satisfaction surveys and share that information with managers, keep managers informed about employee salary levels, and help maintain integrity and positivity in the messaging.

*It's not how much we give, but how much love we put into giving.*  
— Mother Theresa

## Reasons Why Succession Planning is Essential

Before talking about 'why' succession planning is essential, let's begin with SHRM's definition of 'what' it is: "Succession planning is a focused process for keeping talent in the pipeline. It is a process of **preparation** not **pre-selection**."

\*\*\* Even for small companies this process is essential because it can: ^ 1. Ensure continuity. We often think of this as being important for the top tiers of management, but it is really essential for any level of employee who is critical to your business. Identifying and developing potential successors, may maintain continuity and stability in these roles. 2. Enhance retention and employee morale.

Employees may feel more loyal to the organization, more motivated, and more engaged when they see that you value them through development and potential growth within your organization. 3. Nurture talent development throughout your organization. The result can be a highly flexible and well-trained employee pool which increases adaptability company-wide. 4. Ensure institutional knowledge transfer. Too many companies end up reinventing the wheel when they lose a key person. While documentation may help with this situation—the reality is that much of the time this documentation does not exist or may be incomplete. 5. Reduce the

time and resources required for filling a vacated position. Advertising, interviewing, and attracting external candidates can be expensive. The time to do so is also costly. 6. Adapt to demographic shifts and talent shortages. As Baby Boomers retire, the skills gaps will increase. Employers are finding that the skills shortage is a top concern. It is critical for employers to identify, train, and develop the core skills needed for their business in-house. Hiring and retaining employees who demonstrate certain abilities can be key to in-house development of talent. These abilities might include: • Being comfortable with

change; • Being interested in learning new skills; • Being accepting of uncertainty; and • Being adaptable in multiple work environments and with different leadership styles.

The positions you want to prioritize for succession planning are: • Those central to strategic planning goals or a competitive advantage. • Organization specific jobs. • Those with significant influence within the organization. • Jobs where there is a significant learning curve. • Jobs where the learning curve requires experiential learning to gain the necessary knowledge. Wherever you start, you can start small but it is important to start.

\* The hill.com, *What is a Dry Promotion, and Should you Accept One*, Whiteside, Stephanie, October 31, 2023.

\*\*SHRM, *The Pros and Cons of 'Dry' Promotions*, Hirsch, Arlene, December 7, 2023.

\*\*\*SHRM, *Engaging in Succession Planning*, shrmonline.com, Toolkits, December 18, 2023.

^TalogyInc.com, *Seven Reasons Why Succession Planning is Still Essential*, December 2023.