

# HOT SHEET

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Full-Circle HR

## HR Trends:

- On September 9, the Biden Administration finalized a rule that places new requirements for health plans to cover mental health and addiction care on the same terms as other types of care.
- To entice employees back into the office 2 days/week, an employer successfully swapped their monthly commuter subsidies for a daily stipend of \$50 (with a monthly maximum of \$400).
- Despite recent court decisions, SHRM finds that 68% of employees want employers to make diversity a greater strategic imperative.
- Recruiting for neurodivergent applicants offers a valuable way to expand your applicant pool with creative talent. Recruiting and onboarding processes should not inhibit these folks from applying to and succeeding in your organization. Supplement your applicant pool, rather than supplant other qualified applicants to help avoid a claim of unfair hiring practices.
- 17 states, the District of Columbia, and 21 cities and counties have implemented ban-the-box laws prohibiting asking about criminal history on the application. 12 of these also have clean slate laws that, in time, seal certain past records.

## The State of Equal Pay

September 18 was International Equal Pay Day, as declared by the U.N. in 2020. According to Pew Research Center, the gender pay gap has not narrowed much in the last few years.\* They point out that women often begin their careers at or near parity. Then lose ground slowly from ages 25 to 34 but lose it more rapidly as they age. While gender discrimination is a factor, there are other factors, including birth of children (working fewer hours, while male spouses work more), loss of value of having a college degree (more women than men acquire a degree), and women and men tend to work in different occupa-

tions. Following is some important information about the pay gap.\*\* 1. The gender pay gap continues to be significant. For some workers it is worse than others. Female workers on average make 83 cents on the dollar. While more women are climbing the corporate ladder, at the director level they earn 82 cents on the dollar and 73 cents on the dollar when they move to an executive role. Overall, women who work remotely earn 79 cents on the dollar while those who work in person earn 89 cents on the dollar. 2. 71% of men think that women and men are paid the same where they work while only 28% of women

agree. 64% of men think they are treated equally and fairly compared to female colleagues, while only 37% of women feel this way compared to men. 3. A recent SHRM report shows employers are taking steps toward addressing the issue. 70% of employers analyze their pay data and share it with employees and other stakeholders. A survey of 875 employers in the U.S. and the U.K. found that 64% had wage discrimination, 57% had promotion disparities, 53% had pay compression, and 48% had gender pay gaps. Strategies that employers use to address the issues include:

- Listing salaries with job

- Increasing salaries due to inflation and cost of living,
- Implementing a process of continuous feedback,
- Increasing pay to correct pay gaps/inconsistencies,
- Providing clear structure for bonuses and performance reviews, and
- Basing increases on performance.

4. Pay transparency helps close the gap. In the U.S. there are more laws requiring pay disclosure internally and externally. 5. Pay equity audits have become commonplace. 3 in 4 organizations audit for inequity based on gender, race or ethnicity, and age. Keeping an eye to intersectionality of these areas is also important.

## Personality System and Assessment Uses at Work

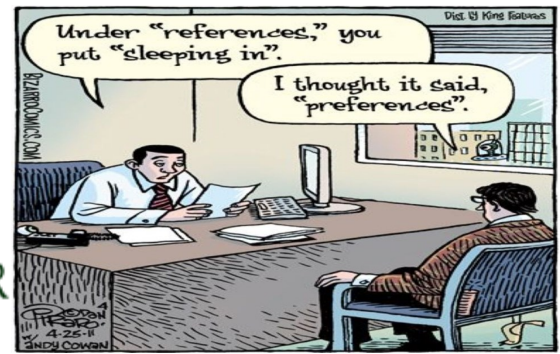
If we want to take advantage of the value that diverse people and perspectives can bring to the workplace, it is helpful to understand what those perspectives are. Some employers turn to doing personality assessments both at the time of hire and for current staff. A few of the popular assessments include: 1. Myers-Briggs Type Indicator (MBTI) is one of the more commonly known. After 93 questions, it places takers in one of 16 personality types. It measures four key groupings (extroversion vs. introversion, judging vs. perceiving, intuition vs. sensing, and thinking vs. feeling). My experience with this test is that life changes can impact how a person tests. It also seems to vary depending

on the perspective from which it's taken. If taken from the work role versus the personal one, the results may vary. However, it does offer good information that can help you diversify your workforce or make a match with a particular role that may be more successful. I worked with one company that had quite a few successful engineers who scored highly in Judging and Thinking. 2. The Caliper Profile is found to be helpful in matching applicants to a particular job. It can also be targeted to strengths needed in a particular role. 3. 16 Personality Factor Questionnaire measures personality traits such as dominance, rule-consciousness, sensitivity, emotional stability, perfectionism, self-reliance, and openness to change. It is

often used for career development and employee progression. 4. DISC measure the areas of Dominance, Influence, Conscientiousness, and Steadfastness. This test asks takers to rank how they identify with each of 4 answers in 28 questions. The result is one of 12 possible combinations showing the takers strongest characteristics. In my experience, it can be a valuable communication tool in organizations. Each of the 4 key areas has a preferred style of sending and receiving communication. Knowing the preferred style of your boss, co-worker, or subordinate can be helpful in adjusting your style for more successful communications. 5. The Enneagram is a tool with which I have extensive

*Enjoy the little things in life because one day you'll look back and realize they were the big things.*  
—Kurt Vonnegut

experience. While it has great complexity, depth, and dynamism, it can be used at its simplest level in the workplace to help folks understand their own world view and that of those with whom they work. At the simplest level, there are nine core types, numbered from 1 to 9 with associated names that identify a key attribute. Gaining self-insight and understanding of others' perspectives can help with career development, job placement, teamwork, and strengthen diversity in your organization. Next month I will offer a focused piece on the Enneagram.



\* Pewresearch.org, *The Enduring Grip of the Gender Pay Gap*, Kochhar, Rakesh, March 1, 2023.

\*\* SHRM, *5 Things to Know About Equal Pay*, Mayer, Kathryn, September 17, 2024.

^ Indeed.com, *8 Personality Tests Used by Psychologists (and by Employers)*, Herrity, Jennifer, July 31, 2023.