

# HOT SHEET

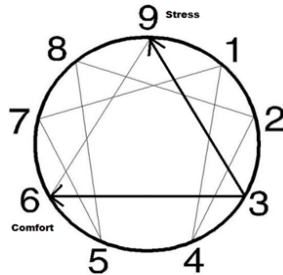
Volume 12, Issue 2  
February 27, 2025



## Full-Circle HR

### HR Trends:

- A recent SHRM survey found that employees are two times more likely to meet their spouse at work than on a dating app. Assure your policies, guidance, and support on this topic are up to date and a good resource for employees and supervisors.
- SHRM's perspective on continuing to honor observance months is that this is likely still lawful for employers, despite the Department of Defense's stance on this—as long as they are inclusive and participation is voluntary.
- The uptick in the inflation rate has caused stagnation in the real average hourly earnings for all employees.
- Employers who plan to sponsor foreign workers for H-1B visas in 2026 may begin registrations on March 7 of this year. The registration cost has risen to \$215.
- SHRM's US Panel Worker report shows that most workers view Artificial Intelligence (AI) as a part of work life. Attuned analysis of worker/business needs, worker understanding, and training before implementing your AI strategy is critical.
- Despite return-to-work mandates, remote/hybrid work remains a part of work culture.



From the perspective of Enneatype 3 the focus is on efficiency and getting the job done. They are often quite good at this. The job that matters is whatever feels like success within the culture in which they live and that has importance to them. Appearing successful to others in this culture is vitally important for them. Type 3 is often called the Achiever or Performer. They are a pragmatic type that is often adaptable, driven, excellent at what they do, and very image conscious. In general, Threes are more drawn to jobs that are outcome ori-

ented rather than process oriented. The basic fear of this perspective is to feel worthless and so they are driven to work to be valuable and worthwhile in whatever role/image they take on. A motto from the Three perspective might be, "If it's to be, it's up to me." Furthermore, at Three we are convinced that our only value comes from what we do rather than who we are. While this could be said in some form about all three of the image types (2-3-4), Three approaches this in the purest form with relentless pursuit of success at whatever they do. Once they have reached their goal, there is no time to rest and bask in the glow of success. They must move on to the next goal or objective. They are sometimes referred to as Ego-Go. This intense goal orientation leads to valuing direct and efficient functioning almost

## Reassessing Our Approach to Inclusion & Diversity

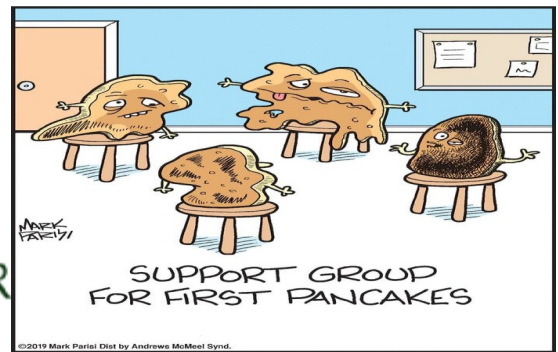
With this changing landscape, SHRM has offered a reframing of efforts to have a diverse, inclusive, equitable and high performing staff.\* The acronym for the approach is BEAM (Belonging Enhanced by Access through Merit). Many of the core values of BEAM promote DEI tenets such as broadening your applicant pool to include non-traditional sources and using 'blind-hiring.' The primary focus is merit over optics. That means perhaps abandoning some measures that we have previously fallen back on to assess if

the candidate is qualified, including years of experience, college degrees, and more. They suggest that it is actually more inclusive to move to skills-based hiring. Assessing skills might mean developing hiring techniques that challenge candidates to show what they know in action, rather than on paper. Combining this with blind-hiring can be a challenge. Employers must call upon creativity in finding ways to do this. We can begin with reviewing our job descriptions. Assure that you are listing the must haves for success in the job and fol-

lowing up with skills that are not essential but will help smooth the way for successful performance. This practice will help determine where to post these jobs. Employers should be ready for some push back from those biased toward degrees and years of experience. Do some research around the success that skills-based hiring can provide. One such resource can be found at <https://www.bcg.com/publications/2023/rise-of-skills-based-hiring>. And then, consider artificial

intelligence in assisting with creating and administering skills-based assessments. Blind-hiring means eliminating, to the extent possible, any identifiers such as names, school affiliations, etc. and conducting phone screening rather than video screening. Keep the face-to-face contact as far into the process as practicable. Conduct bias training to help interviewers avoid bias once they do meet the candidates in person. Become aware of your preferences, both positive and negative, and for candidates who are similar to you.

*The most courageous act is to still think for yourself. Aloud. — Coco Chanel*



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\* SHRM, *Redefining Merit: Steps to Build a More Inclusive Workforce*. Casselbury, Kelsey, February 4, 2025.

\*\* SHRM, *Reassessing Inclusive Hiring: Access over Identity in Talent Recruitment*. Maurer, Roy, February 4, 2025.