



HR ELEMENTS®



HR & EMPLOYEE BENEFITS NEWSLETTER

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Welcome to the UBA Partner Firm exclusive monthly newsletter delivering insights about timely human resources and employee benefits topics.

HR Elements | March 2023

1. Dear HR Manager
2. Workplace Culture | Connect Employees with your Environmental, Social, and Governance (ESG) Strategy
3. Diversity, Equity, and Inclusion | Four Practices to Increase Gender Salary Parity
4. Leadership Tip: Strategic Thinking

Dear HR Manager,

An employee from another department applied for an open position on my team. Normally, I would be thrilled, but rumor has it that this individual is not a stellar performer. What should I do?

– Word on The Street

Dear Word on The Street,

Above all, keep an open mind; the rumor mill may not be accurate. All employees have strengths and weaknesses. Your job is to determine if this candidate's skill set would be a good match for your team. Use these questions to guide your evaluation.

- Is the candidate qualified?
Use the same evaluation criteria across the board. Then, proceed if their application materials are strong enough to merit an interview.
- Can you learn more about their performance history?
Prior supervisors or HR may be able to provide feedback on the employee or share historic performance reviews.

- How can you vet concerns during the interview process?
Ask behavioral questions that will uncover examples of how they respond on the job.

Regardless of the outcome, provide feedback to your internal applicant. You can support their continued growth by sharing your insights.

– HR Manager

Workplace Culture | Connect Employees with your Environmental, Social, and Governance (ESG) Strategy

People want more from their jobs. Expectations have grown in leaps and bounds in the area of corporate sustainability. As a result, many job seekers are looking for employers that support ESG (environmental, social, and governance) efforts important to them.

Of the participants surveyed in the [Randstad 2022 Workmonitor study](#), 50% said they would decline an offer from a company that doesn't share their beliefs on environmental issues. And, once hired, employees want to engage with ESG efforts.

Here are three ways to include employees in ESG initiatives.

1. Make ESG accessible.

ESG measures the [sustainable and ethical impacts](#) of an organization's financial investments. Share information about ways the company is supporting ESG efforts. Offer volunteer opportunities to drive societal impact on related causes.

Tip: Identify a cause that leverages the unique skill set of your employee population.

2. Apply ESG to policies and practices.

Incorporate the firm's ESG strategy throughout the organization to increase accountability. For example, include corporate sustainability background in new hire onboarding.

Tip: Select vendors who promote sustainable work products and services.

3. Create ambassador opportunities.

Provide key information and resources to employees who are energized by the corporate ESG strategy. Employees are pivotal in sharing corporate sustainability efforts with their internal and external networks.

Tip: Build an ESG advisory board so employees can contribute from the early stages.

Part of building a successful talent acquisition strategy requires [understanding what is important](#) to your target population. Research shows the youngest population in the workplace puts a strong emphasis on corporate sustainability. To attract these people, employers should communicate their sustainability efforts so that others know about your company's contributions.

Diversity, Equity, and Inclusion | Four Practices to Increase Gender Salary Parity

As of 2022, women earned 82 cents for every dollar a man made. The gap was more significant when isolating the data for women of color. At this pace, The Institute for Women's Policy Research predicts we will not see gender pay equity until 2059.

Corporate leaders play an essential role in creating policies and practices that support compensation equity.

What can leaders do to alleviate pay disparity?

1. Offer alternative schedules.

Women traditionally bear more of the burden for child and elder care. As a result, they may be limited in the ability to work specific hours or to work overtime. Offer flexible schedules to reduce barriers for women to contribute.

2. Reveal salary data.

Studies show that prior salary history is one of many markers that hold women back. Remove this requirement from applications and share compensation ranges in job postings to remove some of the bias.

3. Increase the number of women in leadership.

Women need to be included in leadership ranks. The Women Business Collaborative reports that only 8.8% of Fortune 500 CEOs are women. Create leadership paths to help women advance with mentorship and guidance.

4. Support parental leave.

Women are negatively affected by taking time off from work to care for children and are less likely to return than their male peers. Design parental policies that support both parents. Create return-to-work plans that allow time to adjust back to the workplace.

What worked in the past will not get us to the future in narrowing the gender pay gap. A change requires creative workplace solutions and buy-in at the senior level of the organization. HR leaders are in a unique position to share internal data with key stakeholders to build the case for pay equity change.

Leadership Tip | Strategic Thinking

A well-developed strategy requires time and space to consider the possibilities. Try dedicating some of your day to evaluating and pressure testing strategic decisions.