

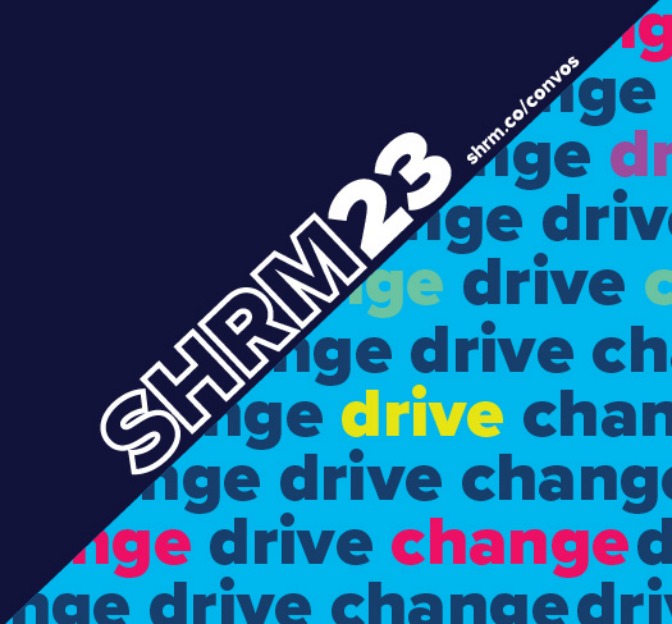
75TH ANNIVERSARY



Drive Workplace Change with Meaningful Conversations

SHRM23

shrm.co/convos



For 75 years, SHRM and HR have driven some of the most important changes in the workplace and throughout society. We've come so far, but there's still more to be done.

How will you drive the next big change in the workplace and the world?

Let's start with one honest conversation at a time.

- Invite an HR colleague to coffee
- Use these cards to start a conversation
- Listen and ask good questions
- Leverage insights gained to drive change in your workplace



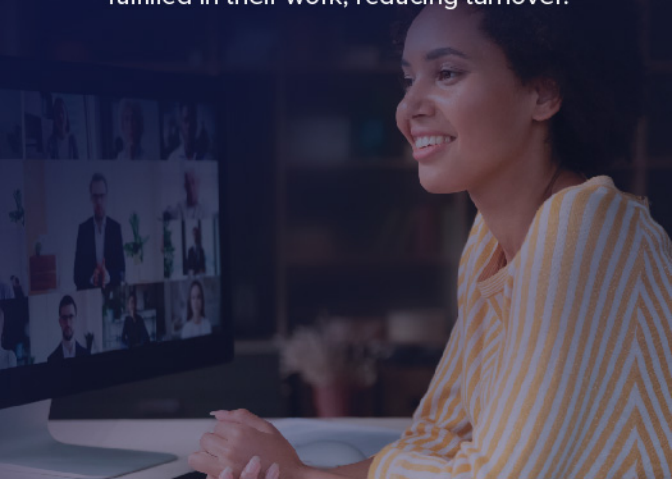
ACCESS TO MEANINGFUL WORK

For companies to provide employees with access to meaningful work, they first must understand what that means to each individual employee.



Meaningful work means many things to many people.

What is the most meaningful part of your job? How should leaders support their workers' developmental goals? Providing strong benefits and facilitating development opportunities are key to helping your workforce feel fulfilled in their work, reducing turnover.





EMPATHY AND FULFILLMENT ARE STRONGLY LINKED: EMPLOYEES SCORING THEIR ORGANIZATION HIGH IN EMPATHY ARE THREE TIMES MORE LIKELY TO BELIEVE THEY HAVE A MEANINGFUL CAREER THAN THOSE WHO SCORE THEIR ORGANIZATION LOW IN EMPATHY.

- What can you do to help cultivate a more caring workplace culture?
- What factors influence your feelings of fulfillment in your work?

Empathy: DE&I's Missing Piece, SHRM, 2021.



TWO IN THREE AMERICANS WOULD BE PROUD TO WORK FOR AN ORGANIZATION THAT OFFERED TRAINING, GUIDANCE OR MENTORSHIP OPPORTUNITIES TO PEOPLE WITH CRIMINAL RECORDS TO FACILITATE THEIR RETURN TO WORK.

- Would you hire a candidate with a criminal history? Why or why not?
- What work–related resources do you think someone with a criminal record would benefit from?

Second Chance Hiring from the Consumer Perspective, SHRM, 2021.



48% OF EMPLOYEES AGREE THAT TRAINING OPPORTUNITIES WERE A FACTOR IN CHOOSING THEIR CURRENT COMPANY, WHILE 76% SAY CONTINUOUS TRAINING MAKES THEM MORE LIKELY TO STAY.

- Share some ways your organization is investing in training opportunities for its employees.
- What training opportunities have you taken, and how did they affect your development?
- What else does your organization do to foster a resilient culture?



IF YOUR GOAL IS TO RETAIN EMPLOYEES, IT IS VITAL TO PROVIDE THEM WITH THE OPPORTUNITY TO DEVELOP AND ADVANCE IN THEIR CAREER. THE SECOND MOST COMMON REASON FOR TURNOVER IS LACK OF CAREER DEVELOPMENT AND ADVANCEMENT.

- How can you better support employees who are looking to gain new skills?
- What are three things you can do to retain your current employees?

*Better Workplaces on a Budget
Survey Report, SHRM, 2023.*



THE MAJORITY OF EXECUTIVES (79%), SUPERVISORS (74%) AND HR PROFESSIONALS (55%) BELIEVE THAT RECOGNIZING SKILLED CREDENTIALS WOULD INCREASE THEIR ORGANIZATIONS' ABILITY TO HIRE MORE DIVERSE CANDIDATES.

- Share some ways hiring people with nontraditional credentials could benefit your workplace.
- What credentials or certifications are most important in your workplace?
 - How can you help employees acquire these credentials or certifications?

The Rise of Skilled Credentials in Hiring, SHRM, 2022.



ORGANIZATIONS SAY THEIR TOP THREE PRIORITIES FOR 2023 ARE MAINTAINING EMPLOYEE MORALE AND ENGAGEMENT (78%), RETAINING TOP TALENT (77%), AND FINDING AND RECRUITING TALENT WITH THE NECESSARY SKILLS (64%).

- What are your organization's top priorities for 2023?
- Which do you feel has seen the greatest progress? Why?
- What are three things your organization can do to attract new talent?

ADVANCING WOMEN IN THE WORKPLACE

Despite making up nearly half of the U.S. labor force, women are still significantly underrepresented in leadership positions. To change this, business leaders must take a closer look at the gender gaps in their organizations and commit to creating spaces that allow all workers to reach their full potential.





SHRM[®]
Linkage
Changing the face of leadership

Linkage, a SHRM company, is a global leadership development firm committed to advancing women and accelerating inclusion in leaders and organizations, trusted by more than 250 clients across industries.





ONLY HALF (52%) OF HR PROFESSIONALS BELIEVE THAT SENIOR LEADERS IN THEIR ORGANIZATION ARE HELD ACCOUNTABLE FOR ENSURING MALE AND FEMALE EMPLOYEES HAVE EQUITABLE ACCESS TO CAREER PATHS OR OPPORTUNITIES THAT LEAD TO LEADERSHIP ROLES.

- How can your organization provide more equitable career development paths?
- Share some ways that senior leaders can be held more accountable for ensuring equitable career paths for all qualified employees.

Women in Leadership: Unequal Access on the Journey to the Top, SHRM, 2022.



WOMEN LEADERS RATE THEMSELVES SIGNIFICANTLY LOWER THAN THEIR DIRECT REPORTS RATE THEM: DIRECT REPORTS ARE SIX TIMES MORE LIKELY TO SAY THAT THEIR MANAGERS ARE INFLUENTIAL.

- Why do you think women leaders tend to rate themselves lower than their direct reports?
- How would you coach women to more fairly rate their performance and tout their achievements?



FEMALE MANAGERS OF COLOR ARE OVER FIVE TIMES MORE LIKELY (21%) THAN THEIR WHITE FEMALE COUNTERPARTS (4%) TO SAY THEY HAVE QUIT A JOB AFTER BEING OVERLOOKED FOR A NEW LEADERSHIP OPPORTUNITY AT WORK.

- Let's talk about race inequity in the workplace—has it personally affected you? If yes, how?
- How can organizations prevent these biases in the workplace?

Women in Leadership: Unequal Access on the Journey to the Top, SHRM, 2022.



ORGANIZATIONS' PRACTICES FOR SHARING INTERNAL JOB OPENINGS MAY UNFAIRLY ADVANTAGE MEN: FEMALE MANAGERS ARE LESS LIKELY THAN MALE MANAGERS TO SAY EMPLOYEES IN THEIR ORGANIZATION ARE MADE AWARE OF INTERNAL JOB OPENINGS (78% VERSUS 86%).

- What is your organization's current process of notifying employees of internal job openings?
- What steps can your organization take to make sure all qualified employees are made aware of internal job openings?

Women in Leadership: Unequal Access on the Journey to the Top, SHRM, 2022.

MENTAL HEALTH IN THE WORKPLACE

We must change the stigma surrounding mental health at work. Prioritizing employee mental health and well-being is vital for retention. Stressed and burned-out employees may have lower job performance and productivity, and many consider leaving their current workplace for an organization that provides mental health support.



Thanks in part to direct lobbying by SHRM, the ADA was signed into law in 1990 to prohibit discrimination based on disability. This opened the door for thousands of workers who had previously been shut out of the workplace.





86% OF HR PROFESSIONALS BELIEVE OFFERING MENTAL HEALTH RESOURCES CAN INCREASE EMPLOYEE RETENTION, YET 41% OF HR PROFESSIONALS BELIEVE THEIR ORGANIZATION DOES NOT OFFER ENOUGH MENTAL HEALTH SUPPORT.

- Do you feel your workplace adequately supports workers mental health
 - If yes, how?
 - If not, what steps can your organization take to rectify this?
- Share some ways to help eliminate the stigma around employee mental health in the workplace.



**53% OF U.S. WORKERS WOULD QUIT
THEIR JOB FOR BETTER MENTAL
HEALTH BENEFITS.**

- Does your organization provide mental health resources to employees? If yes, what specific mental health resources have you found to be most beneficial for your workforce?
- What are some other ways you can support employees who may struggle with their mental health?



OF ORGANIZATIONS THAT DO NOT OFFER MENTAL HEALTH RESOURCES TO THEIR EMPLOYEES, 33% SAY THEY HAVEN'T THOUGHT ABOUT IT, 27% AREN'T SURE WHICH BENEFITS TO PROVIDE AND 21% DON'T HAVE THE RESOURCES OR THE BUDGET.

- Are there any barriers that have prevented your organization from providing mental health resources to employees?
- What are some additional mental health benefits you would like to see in your workplace?



72% OF HR PROFESSIONALS THINK OFFERING MENTAL HEALTH RESOURCES CAN ATTRACT NEW TALENT, YET ONLY 32% CLAIM OFFERING MENTAL HEALTH RESOURCES IS A HIGH PRIORITY FOR THEIR ORGANIZATION.

- Why do you feel this discrepancy exists?
- If you are a talent acquisition professional, share a few ways you've shown your organization the importance of offering mental health resources.



58% OF U.S. WORKERS SAY THEY CARE MORE ABOUT A HEALTHY WORK/LIFE BALANCE THAN THEY DO HIGHER PAY.

- Why do you think workers prioritize a healthy work/life balance over higher pay?
- What can you do to cultivate more balance on your team or in your workplace?



94%* OF HR PROFESSIONALS BELIEVE THAT BY OFFERING MENTAL HEALTH RESOURCES, ORGANIZATIONS CAN IMPROVE THE OVERALL HEALTH OF EMPLOYEES, AND 51% OF U.S. WORKERS AGREE THAT GAINING ACCESS TO MORE ROBUST WORKPLACE RESOURCES WOULD HELP IMPROVE THEIR MENTAL HEALTH.**

- Share some mental health resources your organization provides.
- What is the nonnegotiable mental health resource you require at your workplace?

**Mental Health in America, SHRM & Otsuka, 2022.*

***Mental Health Research, SHRM, 2021.*

DIVERSITY, EQUITY & INCLUSION

It's never been more essential to build a supportive and inclusive work culture. While each component of DE&I is very different, they're all necessary to create a workplace that thrives.



Enacted in 1964, Title VII of the Civil Rights Act prohibits employment discrimination based on race, color, religion, sex and national origin. It paved the way for more inclusive workplaces and cultures of belonging.





61% OF BLACK WORKERS SAY THEY SEE PEOPLE OF THEIR RACIAL BACKGROUND IN LEADERSHIP POSITIONS, AS COMPARED TO 91% OF WHITE WORKERS.

- Do you believe discrimination based on race or ethnicity exists in your workplace? Why or why not?
- What is one thing organizations can do to help bolster career paths throughout an organization?

The View of DE&I from HR and Employees, People + Strategy, Spring 2023, SHRM.



NEARLY TWO-THIRDS (64%) OF ORGANIZATIONS SAY DE&I IS IMPORTANT OR VERY IMPORTANT, YET NEARLY THE SAME PERCENTAGE (62%) INDICATE THAT NO RESOURCES OR LIMITED RESOURCES HAVE BEEN DEVOTED TO DE&I.

- How has your organization devoted resources to DE&I training in your workplace?
 - How can those resources be improved?
- What mistakes do organizations make when it comes to DE&I?

*National Study of Workplace Equity,
SHRM & Work Equity/Boston College, 2022.*



27% OF ORGANIZATIONS REPORT THAT THEIR EMPLOYEES HAVE EXPERIENCED RACIAL BIAS IN THE PAST THREE YEARS.

- What are some ways to combat racial bias in the workplace?
- Does your organization offer training on DE&I topics, such as unconscious bias?
 - If so, has this training been effective?

*National Study of Workplace Equity,
SHRM & Work Equity/Boston College, 2022.*



OF HR PROFESSIONALS WHOSE ORGANIZATIONS MAKE DE&I A MODERATE TO HIGH PRIORITY, ONLY 35% INDICATE THEIR ORGANIZATION HAS SEEN A GREAT EXTENT OF PROGRESS OVER THE PAST SEVERAL YEARS.

- What does progress around DE&I in your organization look like?
- Who do you think is responsible for ensuring that DE&I initiatives are implemented successfully in your organization?

Under-the-Radar Barriers to DE&I Progress, SHRM, 2023.



58% OF HR PROFESSIONALS SAY THEIR ORGANIZATION HAS HELD LEADERS ACCOUNTABLE FOR REACHING DE&I-RELATED GOALS IN THE PAST TWO YEARS TO SOME OR A GREAT EXTENT.

- How does your organization keep leadership accountable for reaching DE&I-related goals?
- What are some of the benefits of a diverse, equitable and inclusive organization?

The View of DE&I from HR and Employees, People + Strategy, Spring 2023, SHRM.



WHILE 59% OF HR PROFESSIONALS CONSIDERED DE&I A MODERATE TO HIGH PRIORITY IN THEIR ORGANIZATIONS, 70% OF U.S. WORKERS BELIEVE IT IS IMPORTANT FOR THEIR WORKPLACE TO MAKE MEANINGFUL PROGRESS IN DE&I.

- What would your organization look like if it were more diverse and inclusive?
- What is one thing you can do to positively impact your organization's DE&I goals?

Under-the-Radar Barriers to DE&I Progress, SHRM, 2023.

WORKPLACE CULTURE

Cultivating a healthy, happy workplace culture—where everyone feels valued and respected—is one of the best ways to recruit and retain top talent.



Don't lose your talent!

Negative workplace culture can cause top talent to look for better work environments—ones where they feel safe and heard. As an HR professional, how can you help create a culture that employees can thrive in?





MORE THAN 9 OUT OF 10 WORKERS (91%) WHO RATE THEIR WORKPLACE CULTURE AS GOOD SAY THEY CAN TRUST THEIR SUPERVISOR. THIS DROPS TO 59% FOR WORKERS WHO RATE THEIR WORKPLACE CULTURE AS AVERAGE, AND 24% FOR THOSE WHO RATE THEIR WORKPLACE CULTURE AS POOR.

- How would you rate your workplace culture and why? Share some ways you can help improve your workplace culture.
- What are some things your workplace does to maintain good workplace culture?

Strengthening Workplace Culture: A Tool for Retaining and Empowering Employees Globally, SHRM, 2022.



94% OF PEOPLE MANAGERS AGREE THAT A POSITIVE WORKPLACE CULTURE CREATES A RESILIENT TEAM OF EMPLOYEES.

- What are some other benefits of a positive workplace culture?
- What does a resilient team and organization look like to you?

The Culture Effect: Why a Positive Workplace Culture is the New Currency, SHRM, 2021.



97% OF EXECUTIVES AGREE THAT THEIR ACTIONS HAVE A DIRECT IMPACT ON WORKPLACE CULTURE.

- Do you feel your organization's leadership has a direct impact on workplace culture?
 - If yes, what actions has your organization's leadership taken to improve its workplace culture?
- What factors do you believe contribute to a healthy and positive workplace culture?

The Culture Effect: Why a Positive Workplace Culture is the New Currency, SHRM, 2021.



GLOBALLY, 93% OF WORKERS WHO WORK AT AN ORGANIZATION THAT OFFERS EMPATHY TRAINING SAID THEY LOVE WORKING FOR THEIR ORGANIZATION BECAUSE OF THE CULTURE, COMPARED WITH 56% OF WORKERS WHO WORK AT AN ORGANIZATION THAT DOES NOT OFFER SUCH TRAINING.

- How would you define empathy in the workplace?
- What interview questions can you ask to assess a candidate's empathy?

Strengthening Workplace Culture: A Tool for Retaining and Empowering Employees Globally, SHRM, 2022.



82% OF ORGANIZATIONS USE PEOPLE ANALYTICS TO ASSESS EMPLOYEE RETENTION AND TURNOVER, AND 71% USE THEM TO ASSESS RECRUITMENT, INTERVIEWING AND HIRING.

- Does your organization leverage people analytics?
 - If yes, how do you feel it has benefited?
- What ethical considerations should your organization take into account when collecting and analyzing employee data?

The Use of People Analytics in Human Resources, SHRM, 2023.



GLOBALLY, WORKERS WHO RATE THEIR WORKPLACE CULTURE AS POOR (64%) ARE MORE LIKELY TO HAVE ACTIVELY SEARCHED FOR A NEW JOB, AS COMPARED WITH WORKERS WHO RATE THEIR WORKPLACE CULTURE AS GOOD (22%).

- Does your workplace survey its employees to gauge the workplace culture?
 - If yes, how often, and what results have you seen?
- How should organizations assess their workplace culture?

Strengthening Workplace Culture: A Tool for Retaining and Empowering Employees Globally, SHRM, 2022.

PAY TRANSPARENCY AND EQUITY

Pay equity affects everyone. To effectively recruit and retain employees, workers must feel they are being compensated fairly for their skills regardless of gender, race, age or disability.



Enacted in 1963 and with the full support of ASPA, the Equal Pay Act became a turning point in the fight for equal pay for equal work.





70% OF ORGANIZATIONS THAT LIST PAY RANGES ON JOB POSTINGS SAY THAT DOING SO HAS LED TO MORE PEOPLE APPLYING TO THEIR JOB POSTS, AND 65% SAY THAT DOING SO MAKES THEM MORE COMPETITIVE IN ATTRACTING TOP TALENT.

- Besides pay transparency, what elements of a job description could better help appeal to talent?
- How do you believe pay transparency and equity factors into organizational culture?



82% OF U.S. WORKERS ARE MORE LIKELY TO CONSIDER APPLYING TO A JOB IF THE PAY RANGE IS LISTED, AND 72% ARE MORE LIKELY TO TRUST ORGANIZATIONS THAT PROVIDE PAY RANGES THAN ONES THAT DO NOT.

- Why do you feel U.S. workers trust organizations more if they include pay ranges?
- Do you feel comfortable openly discussing pay with your coworkers?



WHEN NOT REQUIRED BY LAW, 67% OF HR PROFESSIONALS SAY THEIR ORGANIZATION VOLUNTARILY LISTS STARTING PAY IN THE JOB POSTING SOMETIMES, OFTEN OR ALWAYS.

- Does your organization voluntarily share pay ranges in job postings?
 - If yes, how has this affected the quantity and quality of job applicants in your candidate pool?
 - If not, what was the reasoning behind this decision?
- What are some of the ways pay transparency can help with pay equity?



42% OF HR PROFESSIONALS SAMPLED SAID THEIR ORGANIZATION OPERATES IN A LOCATION THAT REQUIRES PAY RANGES TO BE INCLUDED IN JOB POSTINGS.

- What do you think is the biggest ripple effect of pay inequity?
- What are some positives and negatives when it comes to providing pay range information?



AFTER LISTING SALARIES IN JOB POSTINGS, 36% OF ORGANIZATIONS SAID THIS CHANGE CAUSED CURRENT EMPLOYEES TO ASK ABOUT RECEIVING A PAY RAISE.

- How have you addressed pay equity in your organization?
- What recommendations do you have for other organizations whose employees are asking for pay raises after seeing job postings with salaries included?



GETTING PAY RIGHT IS CRITICAL: 39% OF HR PROFESSIONALS RATE INADEQUATE TOTAL COMPENSATION AS THE MOST FREQUENT CAUSE OF ATTRITION.

- What tools does your organization offer to illustrate total compensation to both potential and current employees?
- What recommendations do you have for organizations struggling with this as the reason for turnover?



START A CONVERSATION

List one thing you can do as an HR professional that will have an immediate positive impact in your workplace.

Talk about a personal workplace experience that has left a lasting impression on you, either positive or negative.

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HOW WILL YOU DRIVE CHANGE IN YOUR WORKPLACE?

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