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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 | September 2023

1. Dear HR Manager
2. Workplace Culture | Salary Transparency in Job Postings
3. Diversity, Equity, & Inclusion | Creating a Culture that Promotes Trial and Error

Dear HR Manager,

How do I give my team feedback without a performance review? I am a new manager, and I can see that several of my team members need guidance. I don't want them to think I am picking on them, as I have experienced those uncomfortable conversations. I want to be a good manager but struggle to start these needed conversations.

– Struggling Manager

Dear Struggling Manager,

A few things are essential when providing negative feedback outside of a performance review. First, it's crucial to find a suitable, private setting where both parties have ample time for discussion. Then, focus on the employee's work, offering specific examples and guidance for improvement. It's equally important to balance this with positive feedback, acknowledging their strengths and achievements to convey appreciation for their efforts.

To communicate effectively and foster trust and respect during the conversation:

1. Adopt a friendly tone.
2. Be clear, compassionate, and self-assured when delivering feedback.
3. Encourage employees to express their thoughts.

4. Actively listen.
5. Avoid being judgmental.

If an employee is struggling, provide support and access to resources, including training or mental health services. Collaborate on developing a plan to move forward, including actionable steps and follow-up, which provides structure and assistance.

In the event of unexpected reactions, stay calm and reexamine how you delivered the feedback. If necessary, rephrase comments neutrally, giving the employee time to process the feedback and consider potential solutions.

Consistently check in with the employee to ensure they meet their goals and receive the necessary support. Encourage a growth mindset and offer developmental opportunities to promote continuous improvement.

Providing negative feedback is vital for employee growth and fostering effective teamwork. By establishing a safe environment and delivering feedback adeptly, you can transform these conversations into opportunities for personal and collaborative development.

– HR Manager

Workplace Culture | Salary Transparency in Job Postings

The importance of pay transparency is on the rise as more organizations now include salary ranges in their job postings. Recent [research from Payscale](#) indicates a significant increase in employers adopting this practice, with the percentage of job postings featuring pay ranges jumping from 22% to 45% in 2022.

Promoting pay transparency is not just a trend; it's a strategic move for employers. It helps them attract top talent and demonstrate their commitment to fair compensation practices. A recent [SHRM survey](#) found that employers reported receiving more and better-qualified applications to their posts when pay ranges were included. This momentum behind pay transparency is driven by a combination of factors, including employee demand and legislative requirements in various states and cities.

The [introduction of federal legislation](#) underscores the significance of including salary ranges in job advertisements. Social pressures also play a role in this shift, with platforms like TikTok and voices from Gen Z [advocating for more open conversations](#) about pay. The growing emphasis on pay transparency makes it a priority for employers to take proactive steps.

Here are some tips to foster a transparent compensation culture:

1. **State the salary range clearly.**
When crafting job ads, provide a specific salary range that accurately reflects the compensation for the position. Avoid vague language like "competitive salary" or "negotiable."
2. **Provide context for the salary range.**
Alongside the salary range, offer additional information to help candidates better understand the compensation structure. Explain factors influencing the final salary, such as experience level, education,

or job responsibilities. This transparency empowers candidates to make informed decisions and manage their expectations.

3. Maintain consistency and proactive communications.

Ensure consistency in communicating the salary range throughout the recruitment process. Be proactive in addressing any questions or concerns candidates may have regarding compensation. Encourage open dialogue and provide opportunities for candidates to discuss the salary range and negotiate within the parameters provided. This level of transparency builds trust and creates a positive candidate experience.

While employers may have concerns about the administrative aspects and potential limitations of disclosing salaries, it's vital to recognize the profound impact of pay transparency on trust and competitiveness. Companies that embrace this practice may gain a competitive advantage by fostering trust with candidates. In an era where employees increasingly seek organizations that value their contributions and promote pay equity, embracing pay transparency is a strategic move. It not only attracts top talent but also helps in retaining and engaging employees in the long run.

Diversity, Equity & Inclusion | Creating a Culture that Promotes Trial and Error

Leaders' reactions to mistakes can shape an organization's culture. Blame-based responses often lead to resentment and unproductive behavior, while [blameless cultures foster learning and growth](#). Leaders in a blameless culture focus on understanding the root causes of issues and taking responsibility for their mistakes. Organizations promote creativity, collaboration, and innovation by creating an environment where employees feel safe making mistakes and learning from them.

Here are some actionable steps to cultivate a blameless culture.

Reframe incidents as opportunities.

Instead of focusing solely on avoiding mistakes, encourage learning and understanding. Promote an environment where failure is accepted as part of the process, provide employees with the necessary resources and support to learn from their mistakes, and prepare teams to handle them.

Reward knowledge sharing.

Encourage employees to share their knowledge with others and recognize each other's contributions. Create rewards for documenting processes, sharing information with colleagues, and investing in training and mentoring programs. Ensure team members have the tools and processes to share information and easily collaborate.

Review and learn from failures.

Foster a culture where team members can openly discuss failures and raise potential problems without fear of punishment. Conduct post-incident reviews as learning moments, focus on continuous improvement, and use

insights to make necessary changes. Develop a process for reporting errors without repercussion and encourage open questioning to identify and address risks proactively.

By implementing these ideas, organizations can establish a culture of continuous improvement, collaboration, and learning from mistakes. This culture enhances an organization's resilience and adaptability, enabling it to anticipate problems and react to challenges swiftly. Creating an environment where employees are empowered to take risks and share ideas allows them to contribute their best efforts to the organization's success. This nurturing environment fosters employee growth, expanded knowledge, and excellence in their roles, ultimately leading to long-term benefits for the organization.

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