Quiet Quitting:
The Not-so-silent Phenomenon Sweeping the Workplace

THE RESOURCE

can show you the way

We are all searching for it — the next opportunity to learn, grow, thrive. Whether you are a company looking for your next gamechangers, eager-to-learn up-and-comers, and team players. Or you are an individual looking for the next step forward in income, career or life. We are here with a different approach that combines unique insight into the available workforce and an in-depth understanding of organizations, culture, and employee needs.

At The Resource, we are a consultative partner that develops hiring solutions quickly and creates stronger employer-employee connections.

Find your next *great team*

Our Services: flexible, powerful, effective

Our services are designed to be flexible, leveraging expertise across different industries and different organizational roles. What sets us apart is how we apply these services in unique ways based on your specific workforce challenges.

Custom Direct Hiring: This isn't hiring as usual. This is an adaptive, flexible solution that is structured to help create and build a workforce tailor-made just for your business. We work to match you with candidates that fit your role and your company to get them on board fast.

Contract Recruiting: You get a team of experienced recruiting professionals who work as an extension of your HR and operations. This approach consolidates and enhances your recruiting efforts, empowering you to tackle the toughest hiring challenges.

Consulting: We offer a full, customized array of consulting services to help your business manage, develop and retain your people — from employee training to leadership development and coaching to accounting and other specialized services.

Staffing: We do the searching, recruiting and pre-screening to successfully fill a full spectrum of light industrial, clerical and other roles, with a focus on reducing risk and improving ROI.

HR INSIGHTS
Magazine

5 Ways
TO IMPROVE EMPLOYEE RETENTION BEFORE THEIR FIRST DAY ON THE JOB— AND BEYOND

By Brian Anderson

Because a business's most valuable asset is its workforce, employee retention is likely one of its top priorities. In the current job market, though, retention is becoming increasingly difficult. Although many organizations take proactive steps to keep their employees happy after they've been onboarded, the best method for achieving high employee retention begins before the first interview—and it's built around company values. By using five key strategies to bring its core values to life, an organization can attract the applicants who are the best fit for the company's culture and keep its current employees happy, too.

Write a better job description

Most organizations list their values as bullet points somewhere toward the end of the job description—and that gives potential employees the cue to gloss right over them. A better approach is to tie company values to the job requirements and to the benefits that the organization offers. For instance, if one of the values is agility, the job description can highlight the importance of autonomy and fast decision making in the role. Or if one core value is to prioritize employee well-being, the job description could mention a wellness package as one of the benefits.

Demonstrate company values from first contact

Everyone has encountered a company that claims respect as a core value but has a reputation for ghosting applicants. That's not a good look. An organization's values should lie at the center of its hiring process and should set the precedent for what the candidate can expect from the company's culture. How interviews are conducted, the negotiation process, the onboarding process—every interaction the organization has with candidates should reflect its values.

Hire employees who add to the company's culture

Although many recruiters refer to culture considerations as checking for a culture fit, supporting a healthy culture relies more heavily on finding employees who move the organization in the right direction. There are many ways to determine how a new hire can help the company move closer to its ideals. Hiring managers can ask applicants for examples of how, in their previous role, they manifested the values of the company they hope to join, or how they interpret the new company's values, or even with which of those values they feel most aligned. With employee turnover rates still at high levels, it's important for organizations to be sure that applicants understand—and align with—their company values.

Praise well—and often

Few things are more demoralizing than being unrecognized. That's why, even though organizations should make their values clear from the very start of the hiring process, they should also recognize employees who exemplify those values. Employees who are routinely praised for their work feel appreciated, and a culture of appreciation leads to higher retention.

Make values part of the company's brand

Some brands are more transparent about their values than others, and their beliefs are intertwined with the brand identity. Ben & Jerry's, for example, is politically outspoken on Twitter, and even some of their product names highlight the company values. Every organization should assess what and how it is communicating to the world about its values. A company doesn't need to name a product after a social movement, but if it finds that its recruitment efforts are attracting candidates who don't align with its business culture, perhaps that's an indication that the company's branding poorly reflects its values. In that case, ads, events, programs, and other outreach efforts can help make those values more visible to the outside world—and draw the interest of more appropriate candidates.

It's critical for an organization to have its core values firmly established before trying to attract candidates. Those core values are central to hiring decisions and absolutely essential for increasing employee retention. A company that hires the people who are right fit will find that they attract others who align with the organization's brand. Having a cohesive culture will lead to building a team that can grow together, thrive, and stay with the company for the long term.

Brian Anderson is a creative copywriter for BambooHR, where he explores the different motivations that shape the employee experience and the psychology of human resources.

6 Strategies for Upskilling Tomorrow's Workers Today

By Valerie M. Grubb

> " By 2030, demand for skilled workers will outstrip supply, resulting in a global talent shortage of more than 85.2 million people.

As the business world continues to rebound from the pandemic, many companies are taking to heart the lessons they learned during nearly three years of staffing challenges. While putting a renewed focus on their current employees, they're also recognizing the importance of having a strong workforce in the future, especially given that the hiring market shows no signs of improving soon. When one recent survey asked CEOs about their outlook for 2022, 71 percent of the respondents ranked "labor/skills shortage" among the top three disruptors of their business strategies. Another recent study predicts, "By 2030, demand for skilled workers will outstrip supply, resulting in a global talent shortage of more than 85.2 million people."

However, it can be difficult to pursue a long-term approach to staffing in today's environment, in which shareholders and directors pressure company executives to meet near-term earnings targets at the expense of long-term strategies. Prioritizing the short term over the long term is an approach that's penny wise and pound foolish, though, because companies that make decisions in the best interest of long-term objectives generate "more shareholder value, create more jobs, and contribute more economic growth" than companies that have a more short-term focus.

What sets a "long-term" company apart from one with short-term thinking? The distinction is mostly a question of how an

organization spends its money. An analysis of more than 600 companies over nearly 15 years found that long-term firms invested in people (adding on average 12,000 more jobs than their short-term brethren) and also spent almost 50 percent more on research and development. By doubling down on future growth, they enjoyed 36 percent more earnings and a $7 billion market capitalization.

Clearly, companies reap the most benefits when they plan ahead. But financial investments aren't enough on their own. A successful long-term staffing plan also includes retention strategies such as offering development opportunities and fostering an appealing and supportive work environment—and it requires buy-in from all levels of the organization.

STRATEGY #1 First Things First: Lead by Example

"A leader is one who knows the way, goes the way, and shows the way."

—John Maxwell

A company's culture is set by the tone of its leadership. Like a stone thrown in a pond, the messages coming from the CEO and their direct reports will ripple throughout the entire organization. The quality of a company's long-term staffing plan doesn't matter one whit unless the organization's leadership buys into the plan and actively supports and promotes it. The lack of support from the top can leave employees feeling that the plan is insincere and drive them to seek better opportunities elsewhere.

STRATEGY #2 Create a Learning Environment

"Leadership and learning are indispensable to each other."

—John F. Kennedy

To build leaders from within (and be ready for the next decade), organizations need to promote learning and development. The ideal learning environment has several key features:

- It makes training and development opportunities accessible and easy (for both managers and employees).

- It builds in time during the workday for employees to learn. (Even better, it makes learning part of each employee's daily responsibilities.)

- It rewards employees who prioritize teaching and learning.

- It incorporates formal leadership development plans for employees (starting with those high-potential employees who would be hard to replace).

It publicly recognizes employees whose work management wants others to emulate.

In addition to providing a positive and supportive workplace, a learning environment also gives employees something that they explicitly want: growth opportunities. Considering that "94 percent of employees say that they would stay at a company longer if it invested in their career development," leaders would be wise to recognize that a learning environment can be a valuable tool for increasing retention.

#3 Measure Productivity Differently

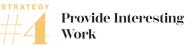**The productivity of work is not the responsibility of the worker but of the manager.**

—Peter Drucker

Employee productivity is a perennially hot topic in leadership circles, but many managers have overly narrow understandings of what it is. Specifically, too often they tend to define (and measure) it in terms of face time. Placing too much emphasis on that one element limits their ability to accurately assess what their employees are doing (particularly those who are working remotely).

To get a better sense of employee productivity, leaders should start by rethinking goal setting—and be sure not to conflate a goal, which is "the end toward which effort is directed," with a task, which is "a usually assigned piece of work often to be finished within a certain time."

- ❯ Set clear and concise goals ("What does the 'end' look like when this project is complete?"), then step back and let employees determine how to meet those expectations.

- ❯ Use knowledge and experience to set deadlines based on employees' current skill sets. (Because they are still learning, it will likely take them longer to accomplish goals while they think through and learn from doing the various tasks needed to complete the project.)

- ❯ Include a discussion on how employees will keep management updated on their progress in order to ensure they don't go too far off the rails (and jeopardize deadlines).

- ❯ Discuss dates with employees and get their buy-in (while discussing any challenges they anticipate and how they might overcome them).

Keep in mind that a goal must have at least one decision point—a place where someone could make the wrong choice. An incorrect decision doesn't have to be a disaster, though. After all, a mistake can be a terrific opportunity for active learning and growth. Being told something is one thing, but trying and failing—and learning how not to do things—can sometimes carry the most educational value.

#4 Provide Interesting Work

If you want someone to do a good job, give them a good job to do.

—Frederick Herzberg

The quickest way to increase disengagement is to give people work that does not appeal to them in some way. As disengagement rises, productivity and morale plummet—and retention drops, too, as employees head out the door in search of work that gives them more satisfaction. A company that wants to keep its employees around should make sure that at least part of their job is of interest to them.

Does that mean if an employee wants to be the company's CEO, their manager should try to accommodate that interest? Yes—to a degree. Instead of outright dismissing that goal (and adopting a "Who do they think they are?!" attitude), the manager can discuss how to help that employee gain the skills and experience they need to step into a general leadership role one day. The manager should ask their employees what they want to do in life (what are their goals, and why?), then find a way to make sure that their jobs (including those that are inherently boring) involve at least one stimulating task or project that taps into those goals. Employees who feel that they are making progress toward their goals will be more engaged—and more likely to stick around.

#5 Involve Employees in the Big Picture

Research indicates that workers have three prime needs: interesting work, recognition for doing a good job, and being let in on things that are going on in the company.

—Zig Ziglar

If every employee in an organization understood the "Big Picture" of the company—its long-term goals and their role in helping to achieve them—they could have an impact on the company's success. Unfortunately, too often senior leaders decide that they don't have time to involve their employees or assume that they won't be able to understand the Big Picture. So instead of involving employees in the success of the organization, leadership reduces them to cogs in a wheel, putting them on autopilot and having them do the same job day in and day out.

Leaders need to recognize that their organizations would be better served if they gave their employees a seat at the table by involving them in decisions that affect them and letting them see how they contribute to the Big Picture. Connecting employees to the organization's goals helps them find more purpose in their work, which can lead not only to personal growth and increased retention, but also to "stronger employee engagement, heightened loyalty, and a greater willingness to recommend the company to others."

Each company brings its own value to the world. By connecting what each individual employee does on a daily basis to how they are contributing to that value, leaders can help their employees get a better understanding of the Big Picture and feel better about their role in it.

#6 Require Managers to be Good Managers

We all need people who will give us feedback. That's how we improve.

—Bill Gates

Even with the greatest CEO and executive leadership in all the world, a company with terrible middle management will struggle to succeed in the long term. Because it's the middle managers who most influence the employees, poor middle management can have disastrous downstream effects. In the past, companies could get away with promoting great individual contributors to middle management without training them, but that practice is no longer viable today. In this era of greater information sharing through reviews posted on Glassdoor, LinkedIn, and other social media, for example, candidates and employees have higher expectations of company leadership—and are increasingly demanding that managers meet them.

Feedback is one key area in which managers need to step up their game. Employees want more—and better—feedback than they are currently getting. Giving feedback isn't easy (even for the most seasoned managers), but it's an essential aspect of leadership. Managers who cannot fulfill this critical job function are letting down not only the companies that depend on them to provide needed direction and guidance to ensure that the work gets done, but also the employees who stand to benefit individually from feedback. Feedback is part of the process that gives employees the growth and development opportunities that keep them engaged and more likely to stay with their companies.

Final Thoughts on Upskilling the Workforce

Part of a leader's job is to unleash the potential in their employees (even if they don't see that potential in themselves). As the business world continues to evolve, it's critical that leaders start now to develop their employees to meet the future needs of their organizations. The labor and skills shortage shows no sign of abating soon, so companies that want a strong workforce in place a few years from now need to reassess—and revise—their strategies for engaging and retaining employees.

Valerie M. Grubb of Val Grubb & Associates Ltd. (www.valgrubbandassociates.com) is an innovative and visionary operations leader with an exceptional ability to zero in on the systems, processes, and personnel issues that can hamper a company's growth. Grubb regularly consults for mid-range companies wishing to expand and larger companies seeking efficiencies in back-office operations. She is the author of Planes, Canes, and Automobiles: Connecting with Your Aging Parents through Travel (Greenleaf, 2015) and Clash of the Generations: Managing the New Workplace Reality (Wiley, 2016). She can be reached at vgrubb@valgrubbandassociates.com.

Going Beyond the Employee Engagement Survey

By Juan Betancourt

Every day, companies roll out employee engagement surveys and find themselves with some interesting insights. And every day, most of them don't know how to use those insights to truly improve performance and the employee experience. Clearly, change is needed—and there's not a moment to spare: a few years ago, employees started leaving their jobs in record numbers, and this trend shows no sign of abating. Any company that lacks a strategy for putting its employee engagement survey insights to work and a roadmap for operationalizing its culture is likely to keep losing employees.

The Problem with Employee Engagement Surveys

Originally a human resources concept, employee engagement has taken on broader context and value in the modern workplace. Today it serves as a measure of employees' dedication and enthusiasm for their jobs, their managers, their coworkers, and the organization. HR departments often find it difficult to get employees to complete engagement surveys, however, and when workers do fill them out and HR discovers a morale problem, HR can find it just as difficult to persuade workers to speak up and explain why they're unhappy.

There's good reason for this reticence. Employee engagement surveys and their administration tend to have flaws that either prevent leaders from truly understanding morale at their companies or prevent them from doing much to lift morale when it's low. Many surveys ask for information about the respondent's department, general title, compensation level, years with the company, and so on—all of which makes their anonymity unlikely. Because employees often suspect that managers will easily figure out which replies were from whom, concern about possible repercussions can diminish the respondents' honesty.

Surveys tend to be poor substitutes for daily face-to-face communication that builds strong relationships. Ideally, leaders should foster a climate of trust in which people feel comfortable and safe speaking up without having to hide behind anonymous surveys. If a survey reveals widespread discontent in a department or across the company, a leader's ability to address employee concerns depends on how candid workers feel they can be with that leader.

An employee engagement survey is a useful tool only when it yields the information the organization needs to implement post-survey culture change. There are far better options than infrequent, big surveys for fostering the culture of feedback and stronger employee engagement that can strengthen companies.

Use Shorter, Ongoing Surveys

Gathering information about employees' feelings with frequent, brief assessments can help companies gain a more accurate picture of their engagement.

- **Pulse surveys:** Consisting of 10 to 15 questions on a specific topic, these quick surveys don't take much of employees' productivity time but provide a real-time reading of the mood throughout the organization.

- **Career mobility and development surveys:** Typically taking place in peer-to-peer channels and in subordinate-to-employee channels, these brief surveys not only help make the annual review process easier and more streamlined but also provide valuable information about employees' career mobility plans. Today's employees now expect to have mobility and flexibility to move into different roles and to shape their workdays, yet many employers fail to create personalized progression plans for them.

Conduct One-on-One Employee Interviews

Employee engagement interviews can take the form of informal exchanges between managers or HR leaders and remote employees through phone calls or Zoom sessions. When conducted monthly or quarterly, they provide opportunities for employees to share their concerns, new ideas, and comments—and for leaders to demonstrate that they hear and see the employees. These face-to-face check-ins can also help leaders nip problems in the bud before they grow large enough for these conversations to become exit interviews.

Encourage Virtual Breaks

Employees naturally form relationships when chatting at the watercooler or taking brief walks together. In any office (but especially when remote and hybrid workplaces make those types of in-person interactions difficult), leaders can encourage employees to share virtual spaces together. For example, they can share a coffee break over Zoom, or use social media posts to take a stroll "together." Smartphones make it possible for people to enjoy break time with coworkers under all sorts of circumstances. This time together can help build trust and stronger relationships, which in turn translate into better engagement.

Conduct Mood Checks

Before the beginning of a meeting, ask everyone to indicate their mood on a 1-to-10 scale or by using a single word, emoji, gif, or meme. As low-key surveys without formalized feedback gathering, these mood checks can be a lot of fun and help build rapport. (They also help leaders see if they need to follow up with anyone after the meeting.)

Mix Things Up with Games

In addition to creating seamless work environments, today's technologies can also facilitate employee participation in fun team-building activities and social events such as open mic sessions, scavenger hunts, interactive video games, and team trivia.

Leverage Real-Time Communication and Collaboration Plugins

One of the biggest sources of employee frustration and discontent is a lack of connection and ability to collaborate effectively with teammates. Adding a communication and collaboration plugin to a company's already existing daily communication tools (e.g., Gmail, Outlook, Slack) gives leaders real-time access to information that can help them better understand employees' learning styles, motivations, and values; the ability to create a more equitable and engaging experience for remote team members; and actionable emotional-intelligence data that helps team members work better with one another.

The Next Step: Operationalizing Culture

In addition to implementing these strategies, companies should consider how technology can help them leverage employee engagement survey insights. Knowing that team members are (or are not) content or engaged isn't useful on its own. In order to improve organizational performance, a company must align its culture to business strategy. To accomplish that, they first need to understand why employees feel a certain way and identify ways to address those concerns.

Engaged employees want to work in roles that match their values and build their skills. Unfortunately, many employees are not in roles that meet those criteria. Compounding that problem, employers frequently use a "warm body" approach to hiring that doesn't take into consideration candidates' personality traits, motivations, or skills. Consequently, employee frustration often comes through in employee engagement survey results.

In the end, team members who are engaged and connected with their organization tend to feel that their positions and efforts in the company make a difference—a feeling that can inspire them to stay with the organization longer. Thoroughly assessing engagement, addressing highlighted problems, and ensuring that employees have roles that fit their interests and align with their goals can help companies enjoy more success in achieving their own long-term goals.

Juan Betancourt is the chief executive officer of Humantelligence, whose solutions help organizations accurately measure and manage culture at every level of an organization. Recently named a 2022 Top 30 HR Tech Influencer by Recooty and a 2021 Top 100 HR Tech Influencer by HR Executive, Betancourt is an expert in managing and hiring for culture fit and in helping organizations leverage culture analytics to build agile, highly collaborative teams and increase performance. He can be reached at juan@humantelligence.com.

How to Manage
Rewards and
Compensation

By FutureSense

A business is only as strong as its employees. When they grow dissatisfied and aren't delivering their best work (or are leaving to join other companies), the organization starts to falter and will soon find itself running on borrowed time. By leveraging effective rewards and compensation packages, businesses can keep their employees happy and engaged.

The relationship between employee and employer is transactional: an employee works and, in return for that labor, receives compensation in the form of a salary. Rewards, on the other hand, lie outside the usual compensation package. Normally given to employees who have performed exceptionally well, rewards can also be used to encourage hard work and loyalty among workers. For a reward to become an effective performance motivator, it should be based on the employee's worth to the business (with the business's current financial standing also a determining factor, of course).

A compensation strategy is a company's system to pay and provide employee benefits. An organization needs an effective compensation strategy in order to attract the best talent in the industry (though creating one can be more challenging for small businesses).

An effective compensation strategy helps a company achieve several key staffing goals:

- Hiring the best talent available
- Retaining top-performing employees more easily
- Minimizing employee turnover

Ensuring that all money spent on rewards and compensation also improves a company's ability to attain its overall goals.

> *"A business is only as strong as its employees."*

* FutureSense provides people-focused HR, compensation, and organizational development strategies that improve business performance.

The company's strategic goals should determine how much it pays and rewards its employees. Most compensation management plans follow one of three approaches.

Leading compensation.

Under this strategy, a company offers higher compensation than the going market rates. This makes it easy for it to attract the best people and retain top employees and also helps it build a good reputation. The obvious downside to this approach is that it can be costly: only a company in good financial standing can offer this type of compensation. Also, an organization that experiences a financial downturn may have to reverse this strategy, wiping out all the gains made from it.

Lagging compensation.

With this strategy (the opposite of the leading compensation approach), a company offers compensation below the market rate. The types of organizations that use this strategy are financially unstable companies, nonprofits, and startups. Although this approach can benefit a company's finances, it does not help with employee retention and can make it harder to attract top talent.

Meeting the market.

The most commonly used compensation strategy today, this involves paying within the current market-rate range for salaries and rewards. This strategy ensures that employees get compensated properly and continue to perform in their jobs.

Although organizations need strong reward and compensation strategies, they also must be flexible with them. Not all recruits and employees are the same, and rewards and compensation offers should be adjusted to take into account each individual case. For example, the top-performing employees deserve more compensation, and experienced employees will expect it. A prospective recruit's current wage is also a factor: a company usually must offer higher compensation to entice someone to move there.

There is no one-size-fits-all strategy for managing rewards and compensation. What works for one employee (or company) might not work for another employee (or company). Each organization needs to evaluate its needs and assets, then figure out how to factor them into rewards and compensation strategies that will help it reach its goals.

how to win over generation Z employees

By Ted Kitterman

The latest generation of employees to mystify well-meaning managers, Generation Z (born between 1997 and 2012), is steadily increasing its influence in the workplace as more and more young people join the labor force. These outspoken newcomers are at the forefront of rising activism in the workplace: they want it all—and they're willing to take action if they feel that their needs aren't met. Starting with the Great Resignation and continuing today, business leaders have been struggling to hang onto their Gen Z employees who are ready and willing to look elsewhere for better pay, more opportunities to develop their skills, and less toxicity in the workplace.

Serving the unique needs of Gen Z is something great workplaces are taking very seriously. Ranked number 52 on the Fortune Best Large Workplaces for Millennials list for 2022, the convenient store chain Sheetz knows a thing or two about engaging with young employees. "Like most employers today, we have to consider that we have multiple generations in our workplace," says James Colino, director of talent acquisition at Sheetz. "That requires sensitivity in how we market, how we recruit, and how we manage our work family." Key to this approach is thinking about Generation Z as its own demographic (not lumping it in with Millennials) and addressing its unique needs.

What's Missing for Gen Z

Gen Z workers are leaving their jobs for a reason. According to Great Place to Work research, the members of this generation share Millennials' experience of having a demonstrably worse time in the workplace than older generations (including in how they feel pay and profits are distributed). Of all the generations currently in the workplace, Gen Z workers are the least inclined to want to stay in their jobs.

Driving their exodus is a lack of purpose or meaning in their work. Per Great Place to Work data, Gen Z workers who agree that their work has "special meaning" are three times as likely to stay with their organization. Those who say they want to stay with their organizations a long time are also three times more likely to recommend those companies to others—thus creating a virtuous cycle.

> "Of all the generations currently in the workplace, Gen Z workers are the least inclined to want to stay in their jobs.

What's Working for Gen Z

Great Place to Work research highlights the aspects of the workplace experience where Gen Z is having a better experience than other generations. In fact, in organizations designated as Great Workplaces, they're having the most positive experience when it comes to certain aspects of fairness, pride, and respect. In those places, Gen Z workers feel that:

- colleagues avoid politicking and backstabbing,
- promotions are awarded fairly,
- managers don't play favorites,
- colleagues quickly adapt to changes, and
- management involves workers in decision making that affects their work.

This generation is "more racially and ethnically diverse than any previous generation," and nearly 21% of its members identify as LGBT. With such demographics, Gen Z also has hefty expectations around diversity, equity, inclusion, and belonging (DEIB).

Colino recognizes that each generation has different needs from the generations that preceded it. "Every generation is a product of the environment they grew up in," he says. "This generation has been subjected to political, privacy, technological, and gender issues that have shaped how they think." Colino points out that this difference doesn't mean giving Gen Z a free pass on performance—but it does require that leaders take the extra time to acknowledge differences, be inclusive, and find solutions that work for customers and employees.

How to Engage Gen Z in the Workplace

Colino offers the following recommendations for managers who want to engage their Gen Z employees:

- ❯ **Create a nurturing environment.** "They need someone to acknowledge that, purely based on the number of years they've been alive, they might not be fully equipped to handle all the situations they'll encounter in a busy store. It's more than training; it's a mentorship approach that ensures they have a positive experience."

- ❯ **Develop your listening skills.** "I think Gen Z is one of the more vocal generations. They're not afraid to speak up, so I think they really appreciate that we're asking for input." Every generation wants to be heard, but this desire is especially strong in Gen Z.

- ❯ **Build in opportunities for fun.** "Our industry has to figure out how to keep this critical segment of talent excited." Younger workers' early work experiences will influence whether they will return to jobs in a particular sector. If workers see an industry or workplace as a buzzkill, they won't stick around to become the leaders of tomorrow.

- ❯ **Think about targeted benefits for education.** Sheetz has increased its tuition reimbursement program to the maximum amount allowed by the IRS. "We also expanded our partnerships with online universities to ensure that all of our employees, no matter where they're located, can continue their education."

- ❯ **Take time to learn more about Gen Z as a whole.** "I don't think companies fully understand the Gen Z workforce yet; they're just barely entering the workplace."

Organizations that invest in learning more about Gen Z as a macro concept will have an invaluable opportunity to bring in diverse viewpoints and build a talent pipeline to sustain their growth for years to come.

Gen Z employees want to work for ethical, flexible, and forward-thinking workplaces. In order to attract and retain these workers, organizations need to win their trust by demonstrating a willingness to meet them where they are.

Ted Kitterman is a content manager at Great Place to Work, the global authority on workplace culture. With a mission to help every place become a great place to work for all, Great Place to Work gives leaders and organizations the recognition and tools they need to create a consistently and overwhelmingly positive employee experience by fostering cultures that are proven to drive business, improve lives, and better society. For more information, visit greatplacetowork.com.

Quiet Quitting:

THE PHENOMENON THAT'S MAKING A LOT OF NOISE IN THE WORKPLACE

By Pete Hinojosa

The latest buzzword in the business world is "quiet quitting"—which, contrary to what its name seems to imply, isn't actually about leaving a job. An outgrowth of the Great Resignation, quiet quitting is a trend (one that's getting a lot of attention on social media) in which working professionals dramatically reduce their workplace engagement rather than leave their jobs outright.

An employee who is quiet quitting hasn't given their two weeks' notice (yet!), but they've completely rethought their approach to work. Instead of giving their best, they choose to do the bare minimum.

Why does quiet quitting matter?

If the employee is still meeting minimum requirements and finishing work, what's the big deal? Compare this to a restaurant server who doesn't check in with customers and refill their water glasses but still takes their orders correctly and delivers their food. The concern with quiet quitters (and absentee waitstaff) is that their behavior indicates some level of disengagement and can be a form of protest against something they are unhappy about in their current job. When low employee engagement or even anger are the origins of quiet quitting, this phenomenon may indicate deeper problems within a workplace, such as distant leadership or an undesirable culture.

And it's not all positive for employees, either. Quiet quitting has the potential to impair employees' relationships with their colleagues and managers and can lead employees to overlook or retreat from opportunities for sought-after work projects or even career advancement.

Why are employees quiet? (And when should companies worry about it?)

The "quiet" in "quiet quitting" signifies that employees are stopping short of taking a big, noticeable step, such as quitting their jobs. Quiet quitters are taking a less extreme approach: instead, they lie low, withdraw from social interactions in the workplace, and reduce their communication.

To be clear, a quiet demeanor is not an automatic red flag; there are many possible reasons why an employee is quiet. They might be an introvert, for example, or have a subdued personality. It is also possible that they are focused and keeping their head down while working, reflecting, and planning (which can be a great thing from the company's perspective!).

But when employees suddenly turn quiet because they feel as though they have nothing of value to say, they have nothing meaningful to do, or no one listens to them anyway, that's when companies should be concerned. In those cases, being quiet could be related to an employee feeling directionless, unmotivated, unfulfilled, misunderstood, or

---

Quiet quitters tend to embrace one of three attitudes:

- "I'm no longer going to stress out over my job and getting everything done perfectly, but I will still be productive and produce quality work."

- "I'm only going to do what's asked of me and nothing more. I'll just coast along and won't go above and beyond the minimum without additional pay."

- "I've mentally checked out of work and plan to get by doing the bare minimum until I attract negative attention. I'm sheltering in my current job and will flee the minute a better opportunity becomes available."

underappreciated. These kinds of feelings can cause someone to feel like giving up, withdraw, and eventually leave.

Who is quiet quitting?

Employee engagement has been falling throughout the country over the past few years, "dropping from 36 percent engaged employees in 2020 to 34 percent in 2021" and down to 32 percent in the first months of 2022. If engagement is in a slump across the board, why has quiet quitting become a social media phenomenon primarily with younger workers? Why are younger Millennials and Generation Z workers the age groups with the lowest levels of engagement in the workforce?

Each generation has its own approaches to and expectations of work, shaped by the particular context of its time. Baby Boomers, for example, have long been recognized for their strong work ethic and would do anything necessary to show merit and climb the corporate ladder. Older Millennials place a high value on work–life balance.

Today, younger Millennials and Generation Z workers prioritize life–work balance—a subtle shift that reflects how they put their personal lives before their work lives. Their overall attitude is one of "I have a life and I have to work. But my work is just a part of my life—it's not my entire life." When engagement is low as a result of feeling misunderstood, underappreciated, and undervalued, this modern attitude toward work can easily shift into a more negative mindset: "They don't care about me, so I don't care about the company. I'm not doing anything extra to help them." Furthermore, these younger generations live in a postdigital world in which they're accustomed to using technologies that, while making work more efficient and enabling remote work, have also created more barriers to face-to-face human interaction and make it harder for them to connect with others.

What does quiet quitting look like?

Quiet quitters usually progress through three stages:

- **Tolerance:** "This behavior/situation/person drives me crazy, but I just want to get back to my job. I don't like it, but I'll put up with it."

- **Avoidance:** "I'll do whatever I can to avoid dealing with this behavior/situation/person. I'm looking for opportunities to get away or distance myself."

- **Elimination:** "I've had enough and I can't take any more of this behavior/situation/person. I have to find a better place to work."

Leaders should be aware of the varying points within the tolerance and avoidance stages of quiet quitting and understand that once an employee has fully entered the elimination stage, they are no longer quietly quitting but actively looking for a new job and will completely quit in the near future.

In addition to the withdrawal mentioned above, leaders should also look out for any sudden changes in behavior that are the opposite of what an employee would usually exhibit. (For example, a normally engaged employee suddenly becoming quiet or a normally quiet employee suddenly becoming pretty outspoken and assertive would both warrant close attention.) Other employee behaviors and attitudes that can signal a problem include disillusionment, frustration, signs of being overwhelmed, confusion (due to lack of direction), boredom, and lethargy.

It's important to pay attention to the small things—the potential warning signs that someone is looking to quit—before they become insurmountable problems. Of course, this task is more challenging when managing remote employees because the more subtle clues are harder to spot when people don't regularly interact with each other in person. But conscientiousness can mitigate some of those obstacles.

How to encourage reengagement

KEEP LEADERS' CUPS FULL

In pre-flight safety presentations, flight attendants remind passengers that if there's a need to use oxygen masks, they should put on their own masks before helping others with theirs because it is hard for someone to help another person if they themselves are struggling. Similarly, leaders need to take care of themselves first so they have enough energy to support their teams and keep them engaged. Some strategies for this include:

- practicing self-care,

- emphasizing the things that bring them passion in their work,

- partnering with other leaders to share knowledge and best practices, and

- prioritizing the things they enjoy outside of work that increase their energy and inspiration.

Leaders deal with a tremendous amount of stress but should make sure it does not interfere with the team's success. Senior leaders should also remember to take care of their middle managers, too.

Bring energy to the team

Companies should heed the old adage "If the audience is dead, wake up the speaker": if a team is disengaged, then its leader needs to meet the team's needs. Starting from a place of servant leadership, a leader can help others reach their goals by fostering a culture based on:

- love and belonging,
- safety and security,
- fun and learning,
- results and autonomy,
- recognition and worth, and
- growth and development.

All of these attributes are interconnected, and each one offers opportunities to meet team members' needs and increase their engagement. Because certain areas will resonate with some individuals more than others, using personality assessments (such as DISC or Myers Briggs) can help leaders better tailor the work environment to each employee's gifts or strengths.

Finding solutions

Quiet quitting is a slippery slope when it's related to disengagement or is revenge for perceived wrongdoings. As employees advance through the stages of tolerance, avoidance, and elimination, their lack of discretionary effort and their growing negativity can have real impacts on their companies and other team members. To reengage these employees, leaders must attend to their own passion and excitement for work; create a trusting, inspiring, and safe environment that offers plenty of opportunities for recognition, growth, and autonomy; and emphasize what is most important to the team based on members' unique needs and personalities.

Pete Hinojosa is the director of thought leadership with Insperity, where he develops and delivers leadership training to all leaders and managers across the country.

USING PAY TRANSPARENCY TO INCREASE DIVERSITY IN HIRING

By Rachel Morgan

When it comes to pay transparency, there's a disconnect between vision and reality. Although one recent study found that two-thirds of organizations surveyed "view pay transparency as increasingly important," only a little over 23 percent of workers surveyed answered yes to the question, "Do you feel your employer is transparent about how people are paid in your organization and that it is okay to ask questions about salary?"

This lack of transparency stems from organizations' fear of negative effects on morale, increased turnover, and decreased offer-acceptance rates. What if someone sees that their salary is much lower than other's and complains about it without knowing the relevant context (such as other people's skills and experience)? What if a top employee leaves because their company won't take other companies' salaries into consideration when negotiating that employee's pay? What if an external candidate turns down an offer after finding out its compensation rate?

> "about 1 in 3 employees and job seekers (32 percent) would not apply to a job at a company where there is a lack of diversity among its workforce,"

Contrary to many business leaders' fears about pay transparency, though, it can actually help reduce turnover and encourage employees to expand their careers at their current organizations (rather than somewhere else). In one recent employee survey, 79 percent of the respondents indicated a desire for "some form of transparency"; another found that 60 percent of employees would switch to an organization that offered "more pay transparency than their employer currently provides."

It's also possible that salary data would open conversations about what skills and experience employees need in order to move to the next level in their careers. Before having those conversations, however, employers must address any pay inequity issues (such as those highlighted by data indicating that women earn only 82.3 percent of what men do, "and the gap is even wider for many women of color"). It's unethical for a company to use salary information as a dangling carrot to get people to improve their performance if it hasn't evaluated how it compensates employees from historically excluded or disadvantaged groups. The first step toward pay transparency is to address such areas of improvement and work to attract more diverse applicants.

Many candidates get to know a company's brand through its career site. Therefore, it's important that the site reflects how much the organization values diversity, equity, and inclusion. Because "about 1 in 3 employees and job seekers (32 percent) would not apply to a job at a company where there is a lack of diversity among its workforce," talent-acquisition teams may be unknowingly deterring diverse talent if they aren't mindful of diversity concerns.

To create pipelines that help an organization meet its goals in diversity, equity, and inclusion (DEI), talent-acquisition teams should be sure to craft job descriptions with language that doesn't exclude applicants of any races, ethnicities, or genders; veterans; or individuals with disabilities. Including salary information in a job listing can boost the conversion of career site visitors from diverse backgrounds. Organizations that list salary ranges for each role tend to be more likely to use inclusive language in the job description, perhaps because companies with a culture of transparency often have a more inclusive approach across the hiring process generally. Adding pay information to job descriptions might deter some candidates, but that isn't necessarily a negative because this can enable recruiters to reduce the time they spend on candidates whose salary expectations don't align with what the company is willing to pay.

Rather than let the "what ifs" stop them, organizations should embrace pay transparency as a crucial tool for building, retaining, and sustaining a workforce that lives the company's values. Although it may take time to shift a leadership team's perspective on building diversity, pay transparency practices can lead to a higher performing, more inclusive workforce in the long run.

Rachel Morgan is a senior product marketing manager at iCIMS, where she works on the product strategy and narrative around AI, analytics, and diversity, equity, and inclusion.

What Employees Want in 2023

For a long time, the business world was a buyers' market: there were lots of qualified candidates out there, and companies could be choosy about which ones to hire. In recent years, however, that has shifted to a sellers' market: companies are working hard to attract the attention of a small (and, in some fields, shrinking) pool of top talent. This trend predates the COVID-19 pandemic by at least a few years, but the global crisis accelerated some aspects of it.

Ask yourself these two questions:

- Is my company having a hard time finding the right people to fill our open positions?

- Is my company struggling to keep our great employees on board?

If you answered yes to even one of those, you're not alone: most organizations are in the same boat right now. This trend isn't going anywhere for a while, but you can take steps to mitigate it. Actually, you need to take just one very simple step: give employees what they want.

Better Pay

Every company wants employees who believe in and are passionate about the company's mission, product, or service. Let's face it, though: most people have jobs because they need paychecks—and belief and passion don't pay the bills. Money is a significant (if not primary) motivator.

You can't use yesterday's salaries as a benchmark for today's pay rates for the simple reason that times change. The cost of living has gone up. Inflation has gone up. Therefore salaries need to go up, too, in order to keep pace with those increases (and others).

If you want good people, you need to pay good wages. This means paying people what they're worth. And it means paying people what your competitor would pay them—because if you don't, your employee will become their employee.

Flexibility

Many of today's employees regard the "traditional" 9-to-5, Monday-through-Friday workweek as a thing of the past. Millennials led the revolt years ago with their clarion call for work–life balance and their interest in finding more meaning in their work. During the pandemic, widespread slowdowns and lockdowns forced many organizations to implement remote work arrangements, and disruptions in both their personal lives and their professional lives made many people reconsider what they valued most.

Companies were forced to offer employees more flexibility in how and where they did their work—and once pandemic restrictions were eased, many of those employees found that they liked that flexibility and didn't want to go back to how things were before. It's hard to blame them. After all, who wants to spend hours every day commuting? Or spend extra money on transportation, daily coffee breaks and lunchtime dining out, and dry cleaning?

The organizations that are pushing hard to get people back in the office and back on their "traditional" schedules may find that if they push too hard, they will push their employees right out the door. As long as they're able to meet (and even exceed) their work commitments, give your workers the flexibility they want.

Inclusion

The demographics of the world are changing—and that includes the workplace. Talent comes in a huge variety of packages, and today's employees want to know that their employers are committed to recognizing and valuing that diversity in their workforces. If your organization doesn't have a DEI (diversity, equity, and inclusion) program in place, get one underway as soon as possible. If you need help getting started or want to be sure your company's DEI approach is both effective and appropriate, seek advice from a trained and experienced DEI consultant.

Meet People Where They Are

In this tight market, companies have to work harder than ever to "sell" themselves to the small (and shrinking) pool of people who have the skills and experience that those organizations need. If your company wants to attract—and keep—top talent, you need to be willing to listen to what they're saying and give them what they're asking for.

masala chai

Whether you're sitting next to a roaring fire outside or curled up under a blanket indoors, wrapping your hands around a warm mug adds coziness to any wintry day. Longtime favorites hot chocolate, tea, and coffee have been joined by masala chai, a hot tea-and-milk beverage that originated thousands of years ago in what is known today as India. Don't let the list of ingredients scare you: this drink is super quick to prepare and can easily be made in larger quantities if you have company (or just want more for yourself!).

Yield: 3 servings
Time: 10 minutes

What you'll need:

- 1 cinnamon stick
- 5 cloves
- ½ tsp black peppercorns
- seeds from 6 green cardamom pods
- ¼ tsp ground nutmeg
- 1-inch piece of fresh ginger, peeled and roughly chopped

- 3 black tea bags (Note: avoid flavored or scented teas such as Early Grey; Darjeeling or Assam are terrific choices here!)
- 2 cups water
- 1 cup whole milk

Directions

1. In a large saucepan over high heat, bring 3 cups of water to boil. Then add all the spices to the pot and simmer for 2 minutes.

2. Add the tea and simmer for another two minutes, then discard the tea bags and turn off the heat. Add the milk to the hot mixture and let it sit for a minute to warm through.

3. Pour the mixture through a strainer to remove the spices, then serve immediately.

Nutrition Facts

Amount Per Serving	
Calories	50 cal
Total Fat	2.5 g
Dietary Fiber	0 g
Sugars	4 g
Protein	3.5 g

*Persent Daily Values are based on a 2,000 calorie diet

Find your next *innovative hiring solutions*

A customized approach to overcoming today's hiring challenges.

The Resource's custom Direct Hiring solutions can transform the way you recruit and onboard talent, getting quality candidates on the job fast. It's a unique approach to hiring that succeeds where traditional temp-to-hire approaches now fail.

Our Direct Hire experts work with your team to understand your specific needs, processes and culture. Then we handle the searching, vetting and evaluation of candidates to match the individual's skills, strengths and values to your business.

How it works:
- Qualified candidates are hired directly onto your company's payroll from day one.
- This candidate pool includes the permanent workforce, ensuring you have access to proven candidates.
- If a traditional Direct Hire fee structure doesn't fit your business, our Hybrid Pricing Structure spreads the fee out over time. This gives you a **built-in guarantee period** that reduces risk for you and your organization. If, for some reason, the candidate does not work out over the agreed upon time period, you don't continue to pay.

Why it works:
- Our staff size allows us to be an extension of your hiring team, promoting your company and your reputation to attract the working employees.
- We make the transition seamless for employees, taking the unknown out of changing jobs.
- We customize the onboarding process (skills assessment, backgrounds, etc.) to fit your exact needs.
- Innovative pricing structures are customized based on search difficulty, volume of positions, position salary, and length of payment terms.

Talk with us to learn more.

Our experts are ready to work with you to create the workforce solution that best fits your business.
TheResource.com | 336.896.1000

THE RESOURCE

Find Your Next

Find your next *generation of leaders*

THE RESOURCE

Recruiting. Direct Hiring. HR Support.