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HR Edge

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Understanding the Quiet Hiring Trend

Employers have likely already heard about “quiet quitting,” where employees put no more effort into their jobs than necessary, and “quiet firing,” where employers or managers slowly pull back employee duties instead of outright firing them so that the employee might leave on their own. Now, there’s another phrase gaining traction: “quiet hiring.”

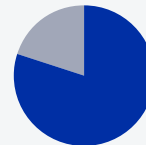
A cost-effective way for employers to snag in-demand talent without hiring new employees, quiet hiring is when companies upskill existing employees and move them to new roles to fit business needs. Quiet hiring isn’t necessarily a new concept, but more companies are exploring this technique to fill jobs and address priorities amid the ongoing talent shortage and a looming recession.

An organization may already quietly identify and reward workers who consistently exceed expectations and objectives. With quiet hiring, forward-thinking organizations can identify their peak performers and promote them to avoid relying on external hires for open key positions. Quiet hiring can be used to acquire new skills and capabilities without adding new employees. Here’s how some organizations are hiring quietly:

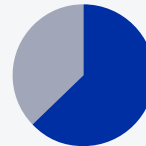
- Focusing on internal talent mobility to address business priorities
- Upskilling employees to meet organizational needs
- Leveraging short-term contractors or gig workers to bring in additional talent as needed

THE BENEFITS

Savvy companies like Google are already quiet hiring as a core part of their recruitment strategy. It’s expected that other companies will follow and look within to fill open or critical roles.



About **80%** of U.S. workers say they have been “quiet hired,” according to a recent [Monster Survey](#).



Furthermore **63%** of workers view quiet hiring as an opportunity to learn new professional skills.

At its core, quiet hiring is an efficient, cost-effective way for organizations to fill skills gaps without hiring new workers.

It might seem like organizations may gain the most from quiet hiring, but employees can also benefit from this latest trend by securing a raise or promotion or developing new skills. Quiet hiring may give power back to employees who want to move forward in their careers and be rewarded for exemplary workplace performance.

WHAT EMPLOYERS CAN DO

Quiet hiring allows employers and managers to hone in on employees who are already going above and beyond in their daily work and proving they have what it takes to excel in a given role. Like any trend or strategy, quiet hiring will impact every workplace and workforce differently. Many organizations already take part in this strategy. However, some employers may look closer at their current workforce to better meet organizational goals and objectives.

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When it Matters.

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Reimagining Communication With a Dispersed Workforce

Communication has always been at the heart of employee engagement, but it has an even more critical role as many organizations adapt to long-term remote and hybrid working arrangements. When organizations can't engage their dispersed workforce, they may experience problems such as employee dissatisfaction and frequent turnover. As many organizations battle for today's top talent, a renewed focus on or reimagined approach to employee communication could be a winning strategy to find and keep more workers.

Keep in mind that when it comes to employee communication, there are various types of communication happening within a company. Internal upward communication comes from a subordinate to a manager or an individual up the organizational hierarchy. On the other hand, internal downward communication flows from a superior to one or more subordinates. The most frequent workplace communication is internal lateral communication among all employees. To be effective, it's essential to be aware of all the different communication lines in the workplace.

Before clicking send on a message or email, pause and reflect. A strong employee communication strategy hinges on effective messaging regardless of the communication participants or employee working locations. Messaging from employers to employees should be:

- **Compelling** — The words or messaging need to grab the intended audience's attention and compel them to act to achieve the desired outcomes. Messages especially need to break through the clutter among a dispersed workforce.
- **Concise** — Great messages are brief, memorable and easily understood. It's especially important to make the key takeaways or calls to action obvious and clear.
- **Credible** — Messaging should be accurate and attainable to build trust and relationships across the organization.
- **Consistent** — It's critical to consistently deliver messaging through various communication channels to reach employees with varying time zones, business hours and other aspects of the workday.

How an organization communicates with its employees tremendously impacts employee productivity, collaboration, engagement and overall workplace experience. Fortunately, effective remote and hybrid employee communication hinges on a few simple concepts, including the following:

- **Selecting the appropriate channels** — With all the possible channels for communication today, there are plenty of opportunities to supply employees with timely and accurate company news and information. The goal is to reach the entire intended audience, so it's essential to keep in mind the information consumption differences between office employees, non-wired employees and remote employees.
- **Communicating with honesty and transparency** — Just as organizations share exciting news and successes, it's equally important to share the failures instead of hiding them. Transparency can also come through sharing details about significant news, such as a merger or layoff.



ASYNCHRONOUS COMMUNICATION

is interaction without a real-time conversation. It's when a message (e.g., email, video, chat and comment) is sent without the expectation of an immediate response.

For example, an organization that embraces asynchronous communication may develop a hybrid policy that mentions employees should expect a response to messages within 24 hours to further decrease the pressure on real-time conversations

- **Being timely** — Employers should pay special attention to the timing of the communication. Lean on channel analytics to evaluate performance and gauge best response times. It's fine to experiment with the findings to determine the perfect time to share different types of information.

Once you've found what resonates with employees, develop a publication schedule for consistency. This can be especially useful when multiple employees are responsible for communication efforts. Along with the timing of actual communications, employers can also apply parameters and expectations to responses across the company. An asynchronous communication strategy can level the playing field for employees, regardless of their location or time zone, and help boost employee productivity, streamline processes and increase connections.

As organizations establish remote, hybrid and other flexible working adjustments, communication is even more important to inform, connect and engage dispersed workforces. Even if an organization already has employee communication initiatives in place, it's important to continually measure and evaluate those efforts to ensure employees are informed and engaged—and don't feel like they're missing out on news.

Work-from-Anywhere Arrangements

American workplaces have changed drastically over the past three years. The COVID-19 pandemic propelled remote work into the spotlight and created new working norms. While many employees can work at least one day a week remotely, many are already working fully remotely or could if they wanted. Despite the increase in remote workers, this doesn't necessarily mean that organizations have fully addressed a work-from-anywhere (WFA) work model, given its complexity. However, some organizations have adopted such a model, allowing employees to decide where they work best, wherever that may be.

The WFA model comes with the same benefits as remote work: expanded talent pool, increased employee productivity and engagement, and promotion of work-life balance. In turn, organizations may experience higher employee retention rates or organizational savings. Similar to "hybrid work," "WFA" is a broad term and can mean different things at different companies (e.g., working hours, time tracking and performance measurement). As such, employers that offer WFA models generally have a policy explaining all workday aspects. This step provides parameters and expectations for employees while protecting employers who grant work-from-anywhere requests.

Due to the various legal implications, it's important to consult legal counsel before accepting work-from-anywhere requests.

THE WFA FUTURE

Many of today's workers want the freedom to work where they work best. However, it's not as simple as allowing employees to work from anywhere. Employers interested in WFA arrangements should closely examine their company, organizational goals and workforce to ensure a flexible work model is suitable for business needs.

Contact us for more HR trends, industry insights and proactive strategies to maintain a competitive edge in today's workplace.



Before organizations allow employees to WFA, there are several considerations to factor in:

- Tax implications**
- Labor implications**
- Salary policies**
- Employee benefits**
- Workers' compensation**