

2024 PHILLY SHRM
SYMPOSIUM

WORKPLACE EVOLUTION: WHERE TRADITION MEETS TOMORROW



Be a Destination Employer: Ways to make Your Workplace the Place to Be!

1:00pm – 2:00pm

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Become a Destination Employer

presented by

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Conduct Pay Equity Audits

What is a Pay Equity Audit?

1. Deep dive into pay structure and practices
2. Tool to assess possible disparities
3. Identify where (and hopefully why!) pay disparities exist

Why Perform Pay Equity Audit?

1. Commitment to DEI
 - a. DEI goals impacted by inequity in pay
 - b. Are historically marginalized groups paid fairly?
2. More legislation leads to ...
 - a. LAWSUITS!
 - b. Over 26% U.S. employees covered by pay transparency laws
 - i. Increased discussion of pay
 - ii. Unlawful to prevent for certain employees
 - c. Also, mitigates risk for traditional discrimination claims

Why Perform Pay Equity Audit?

3. Positive Workplace

a. Retention Tool

- i. Audits send positive message
- ii. Sense of appreciation
- iii. Perception of inequity leads to high turnover and lowers morale

b. Recruitment tool

- i. Differentiate your organization
- ii. Inequity will not stand!

Why Perform Pay Equity Audit?

4. EEOC Investigations
 - a. Pay equity is a priority
 - b. Disparities DO exist
 - i. Between men and women
 - ii. Between caucasians and people of color
5. RUN TOWARDS THE PROBLEM!

How To Perform Pay Equity Audit?

1. Determine scope of audit
 - a. Organization-wide? Management? All staff?
 - b. Time period analyzed
 - c. All locations or certain locations?
 - d. Form(s) of compensation to be analyzed
 - i. Salary
 - ii. Bonus
 - iii. Other incentives

How To Perform Pay Equity Audit?

1. Determine scope of audit (continued)
 - e. Identify data points of interest
 - i. Employee location
 - ii. EEO protected class(es)
 - iii. Education
 - iv. Tenure
 - v. Prior experience
 - vi. Performance

How To Perform Pay Equity Audit?

2. Who conducts

a. Internal

- i. Legal (internal counsel)
- ii. HR
- iii. Management

b. External

- i. Outside counsel
- ii. HR consultant

Are There Drawbacks to Conducting?

1. Time-consuming and resource-intensive
2. If not performed confidentially and subject to privilege, risk of waiver and dissemination
3. Must be first step
 - a. Risk of performance if no action
 - i. Bad evidence
 - ii. Morale – why ask?

Are There Drawbacks to Conducting?

4. Remedial efforts not always easy to implement
 - a. Disparities may exceed available funds
 - b. If remediation necessary across multiple classes
 - i. Ex: Pay increase for African American men could worsen pay gaps between men and women

Prepare Your Leaders

1. Don't be defensive
 - a. Wait until review time (now is not the time)
 - b. I'm not the person in charge of pay
2. Educate
 - a. Understand different factors that inform compensation strategy (financial position, available labor pool, size of organization, etc.)

Prepare Your Leaders

3. Logistics

- a. Respectful dialogue
- b. Confidential location
- c. Prepare for conversation
 - i. How is my pay determined?
 - ii. Why don't I make as much as ...?
 - iii. Why do recent hires make more?
 - iv. How does the organization determine if my pay is fair?



M, E, N, T, A, L,
H, E, A, L, T, H,
M, A, T, T, E, R, S.

Demonstrate that Mental Health Matters

Mental Health Crisis in U.S. Workplace

1. Numbers

- a. 26% of all Americans 18+ suffer from diagnosable mental health disorder each year
- b. Rate of adults experiencing suicidal ideation increased every year since 2011
- c. Stress and distraction remain huge issues
 - i. 71% of US workers find it difficult to concentrate (was 46% in 2018)
- d. 64% of U.S. employees said struggling with mental health issues and only 19% used mental health benefits in 2022

And, Even Worse....

Average delay between onset of
symptoms and receipt of
treatment . . . **11 YEARS**

What Leaders Think

1. Employees expect too much mental health support (74%)
2. Offering mental health benefits is too costly (71%)
3. Mental health benefits should not be a priority now because they weren't in the past (69%)

But . . .

An American Psychological Association 2022 survey found that 81% of respondents said they will look for workplaces that support mental health when seeking future job opportunities



What Can We Do?

1. Leadership

- a. Culture of listening
- b. Speak openly about importance of mental health
- c. Embrace notions of equity in mental health
 - i. Some people do not/did not have access to resources
 - ii. Not everyone has bootstraps

What Can We Do?

2. Culture

- a. Provide mental health first aid
- b. Creation of staff well-being committees with strong mentorship programs
- c. Mental health resource groups
- d. Don't shy away from the hard conversation
- e. Eliminate tolerance for comments minimizing mental health

What Can We Do?

3. Policies

- a. Establish written mental health philosophy document
 - i. Acknowledgment that employees should feel free to disclose (or not)
 - ii. List of benefits
 - iii. How to obtain benefits/accommodations
- b. FMLA/ADA
- c. PTO
- d. Enhance benefits offerings

**** Creating a healthy culture more important than benefits programs*



Embrace Flexibility In Workplace Dress

The Way It Was . . .



The Fear Of What It Will Be



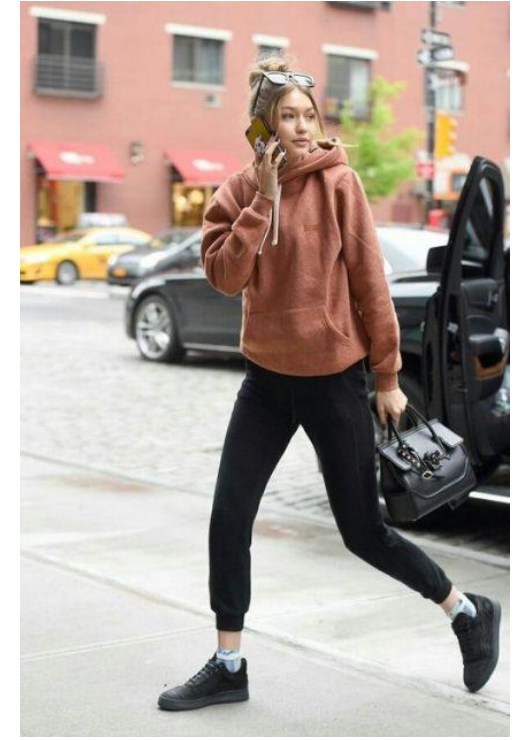
The Reality

1. Does what we wear matter?
 - a. This is the fundamental question
2. Yes, it does.
 - a. Why?
 - i. The way it's always been done
 - ii. Employees' judgment can't be trusted
 - iii. What if a client's family member sees?

The Reality

3. No, it does not (contra-criticisms)
 - a. Why not?
 - i. Behind every failed business . . .
 - ii. If you provide guidance . . .
 - iii. The family member will react . . .
4. A solution

Dress For Your Day



What Is Dress For Your Day

1. Wear clothing depending on work performed/who seeing on a given day
2. Still limitations
 - a. Tuxedo vs. beachwear
 - b. Not apply to all situations
3. Not required to participate
4. Not necessarily apply to all jobs

Dress For Your Day Policy

1. Adopt in writing
2. Considerations
 - a. Apply to all situations?
 - b. Apply to all jobs?

Dress For Your Day Policy

2. Considerations (continued)

c. Appropriate dress

i. Jeans?

ii. T-shirts?

— Ripped?

iii. Sweatshirt/hoodie

iv. Footwear

— Sneakers (all types?)

— Flip flops

v. Crop top?

Dress For Your Day Policy

2. Considerations (continued)

d. Prohibited

- i. Sexually suggestive or provocative
- ii. Profane or obscene words/symbols
- iii. Relating to drugs, alcohol, sex, violence
- iv. Bathing attire/shorts
- v. Footwear

e. Can always choose not to “dress down”

3. Signage

As Long As We're Here

1. Tattoos
2. Piercings
3. “Back in my day”

It's A Selling Point

“[M]y office has mostly ditched professional attire. It's completely up to you. In any given day you can meet [people] in suits, t-shirts, sweatshirts, jeans, and dress shirts, and no one bats an eye. You can wear sneakers, strappy sandals, or loafers. This feels very liberating and I'm living for it.”



Provide Meaningful Performance Feedback

Informal Feedback

1. Humanize Self
 - a. Be a person
 - b. Show empathy
 - c. Share interests
2. Inspire Calm
 - a. Stressful times
 - b. Maintain control
 - c. Open conversations

Informal Feedback

3. Give Thanks
 - a. One-on-One
 - b. Group settings
 - c. Treat everyone fair, not the same
 - d. Yes, it's their job but so what
4. Minimize Closed Door Meetings
 - a. Problem with "Open Door" Policy
 - i. Bring the door to them
 - ii. Get out of your office
 - b. Problems with "Closed Door"
 - i. Limits communication
 - ii. Creates tension/inspires nervousness
 - c. Make yourself available!

Informal Feedback

5. Check Ins
6. Treat adults like adults
7. Listen
 - a. Easier said than done
 - b. Put down the smart phone

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Thank You!

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THANKS FOR JOINING US!

Please join us in the foyer area outside this ballroom for a short break.

The next breakout session will start in 15 minutes.