



HR Highlights May 2021

Employment Equity: Hiring Best Practices Are A Key Part Of Inclusion

In July 2019, DHRM implemented employment and policy changes designed to support the Commonwealth's commitment to fair and equitable hiring and pay. The streamlined state employment application eliminated salary history, school name, age indicator, and other fields with potential for unconscious bias. Provisions in the State Compensation Policy were also eliminated that based starting pay and future salary adjustments on previous or existing salary.

Formulating a salary offer, as a best practice, should include an assessment of:

- Comparable positions;
- Salaries of employees having comparable knowledge, skills, competencies, and experience; and
- Any market considerations.

However, a salary offer should not include a request for pay stubs or similar documentation.

Asking the selected candidate about their salary expectations will provide insight into the parameters for negotiation. If the expectations exceed your planned offer range, you may need to emphasize the generous benefits package, leave time (including holidays) awarded, and other aspects being offered (teleworking, flexible scheduling, equipment, training, etc.). An effective market analysis prior to posting a position will assist you in setting an appropriate hiring range.

The [Hiring Best Practices, Compensation Reboot, and other webinars](#) are available as a resource to assist you to incorporate equity, diversity, and inclusion best practices in talent acquisition.