



HR Edge

Q2 2023

Presented by CopperDunn








ChatGPT in Tomorrow's Workplace

Last year, you likely hadn't heard of ChatGPT, but this tool and other artificial intelligence (AI) chatbots are earning their position in tomorrow's workplaces. ChatGPT has been making waves for producing human-like text and communications from user inputs. Released in November 2022, the current version of ChatGPT is accessible to anyone with a computer and internet connection. It produces usable written material on a wide range of topics and helps make decisions. Since this technology is accessible to employers of all sizes, it presents an opportunity for organizations that strategically leverage it. Even if employers don't plan on incorporating AI technology into their business operations, it's still important to understand these tools and their limitations because employees may already be using them without their employers' knowledge or permission.

What Is ChatGPT?

ChatGPT is a natural language chatbot that uses a natural language processing system to respond conversationally to user inputs. This allows it to imitate human dialogue and decision-making. ChatGPT is capable of performing or helping with a variety of tasks, including the following:

-  Writing articles, poems and songs
-  Performing calculations
-  Explaining difficult concepts
-  Automating tasks
-  Conversing with users

ChatGPT is free; however, OpenAI, the creator of ChatGPT, offers a subscription, which makes the chatbot available to subscribers during peak times, provides them with faster responses and offers priority access to new features and improvements.

ChatGPT had more than 100 million users within the first two months of its launch and has more than **13 million daily visitors** as of January 2023.



Over a third (**35%**) of companies are actively using AI in their day-to-day operations, and **42%** are still exploring AI's potential for the future, according to 2022 IBM data.

AI's Impact on the Workplace

Incorporating AI technology can enable employers to run more efficiently by automating manual, error-prone tasks and augmenting how employees work, allowing them to focus on more important tasks and increasing the value they bring. Consider how AI can benefit the following departments:

- **Customer support** — AI chatbots can provide information and answer customer questions quickly and effectively, allowing customer support employees to focus on more important or nuanced tasks. Such technology may also

provide internal support for employees by answering questions they may have about benefits and other HR-related topics.

- **Sales** — AI technology can be used to generate sales leads, qualify prospects and guide customers through the purchase process.
- **Marketing** — Tools like ChatGPT can produce usable written documents on various subjects. Employers can leverage this technology to create and improve their marketing efforts, including copy and content generation, search engine optimization, keyword search data and ad content optimization.
- **Software development** — AI technology can write and correct basic software code to help organizations build websites, develop apps and fix software bugs. This enables individuals without computer programming knowledge or experience to generate code.

Employer Takeaway

AI technology can replicate many human-like responses and capabilities, but it has considerable limitations, including lacking critical thinking, strategic decision-making and creativity, and can create potential legal and privacy issues. Nevertheless, AI tools like ChatGPT could change employees' work and increase organizational efficiency. Even though this technology is relatively new, it's bound to stick around as more people adopt it and use it to be more efficient at their jobs. Savvy employers will closely monitor AI technology's developments and find ways to incorporate them effectively.

Understanding Pay Transparency Trends

The tight labor market has led employees to make new demands. One of the newest expectations of employers is pay transparency. Despite many employers' reluctance to embrace pay transparency — because it can reveal unintended pay gaps and trigger questions from current employees — the practice has gained a stronger foothold in 2023. In fact, a growing number of states and localities require employers to share pay information with applicants and employees. As a result, pay transparency requirements are impacting more employers.

What Is Pay Transparency?

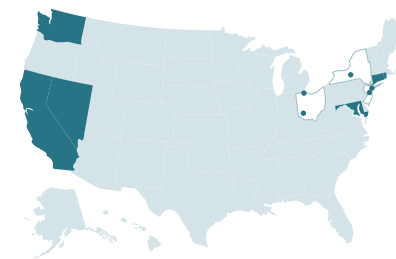
Pay transparency is the practice of openly sharing pay-related information with current and potential employees to help ensure fairness and equity in the workplace. This information generally includes pay scales or salary ranges.

One-fifth of all U.S. workers were covered under pay transparency laws at the start of 2023.

Pay Transparency Laws

It's becoming clear that pay transparency is not a passing trend. Colorado was the first jurisdiction to enact pay transparency laws; beginning in 2021, Colorado employers must provide salary ranges and a general benefits overview in job postings for work to be performed in Colorado, even if the work is performed remotely within the state. Since then, 14 states and

localities have enacted their own pay transparency laws, including the following:



- California
- Cincinnati, Ohio
- Connecticut
- Ithaca, New York
- Jersey City, New Jersey
- Maryland
- Nevada
- New York City
- Rhode Island
- Toledo, Ohio
- Washington

Pay transparency laws vary depending on the jurisdiction. For example, some covered employers must provide pay scale information in any job posting, while others could be required to provide the minimum and maximum annual salary or hourly wage for all job postings, promotions and transfer opportunities. Employers impacted by such requirements should review all applicable laws and stay apprised of any changes. Due to the complexities of pay transparency laws, employers are encouraged to seek legal counsel to discuss any specific issues and concerns.

Compliance Challenges

Pay transparency laws present compliance challenges for employers subject to them since they vary based on the state or locality. Employers who fail to comply

with these laws can incur costly penalties ranging from \$300 to \$250,000, depending on the jurisdiction. Employer compliance difficulties are often greater for organizations that recruit and hire employees across state lines since hiring remote workers can trigger legal obligations in states where employers do not have a physical presence.

Attraction and Retention Considerations

Because employees overwhelmingly support pay transparency, employers can benefit from providing pay-related information even when not required. Employees value pay transparency because it holds employers accountable for providing similar wages for similar roles; therefore, employers can build trust with employees and applicants by disclosing wage and salary information. Employers who provide pay transparency information tend to receive more applicants and save time and money in recruitment efforts by ensuring candidates don't reject job offers due to insufficient pay.

Employer Takeaway

Despite the growing number of states embracing pay transparency laws, many employers may feel excessive transparency is unrealistic or can create more significant workplace challenges. However, even if employers are currently unaffected by pay transparency mandates, they should begin developing strategies to address this issue since pay transparency likely already impacts them directly or indirectly.

Almost all (98%) of employees said employers should disclose pay ranges in job postings, with

53% refusing to apply for jobs that do not disclose pay ranges,

even in states where pay transparency isn't legally required, according to global employment website Monster.

What Today's Employees Want



Competitive compensation and benefits



Flexible work arrangements



Learning and development opportunities



Positive workplace culture



Diversity, equity, inclusion and belonging initiatives



Employee recognition programs

Why Employee Attraction Matters

Employee attraction refers to employers getting new talent to apply to and work for their organizations. Often coupled with retention — the ability to keep an employee working for an organization after being hired — attraction is critical for employers to find top talent.

Many employers struggle to bring new employees in the door. Even when a company is able to fill positions, it is important for an organization's longevity to employ workers who genuinely want to be there, as employees are more likely to stick with a workplace they like being at. Further, new talent often has different education, skills, experiences and mindsets — all critical to an organization's growth. With an effective attraction strategy, companies can fill open positions with eager, talented candidates and establish a positive reputation among potential hires. This helps retain skillful employees and foster a motivated and productive workforce, ultimately positively impacting the employer's bottom line.

Employee Attraction Factors

Many factors affect an employer's ability to attract workers, and several of these influences exist in some capacity for all employers. Employers should consider the following components when thinking about their organizations' attraction plan:

- **Recruitment marketing** — How an employer's brand and values are presented to potential employees is a crucial factor in a candidate's decision about whether or not to work there.

Recruitment marketing allows employers to show employees why their organization is a great place to work.

- **Employer branding** — Branding plays a critical role in people's daily decision-making, such as which products they use and the clothes they wear. This phenomenon extends to job selection, where an employer's brand represents its reputation as a workplace and the value it offers to employees.
- **Recruiting** — Not every potential employee is searching for a job, so recruitment can be useful in gaining their attention. The best candidates, whether they are actively looking for work or not, scrutinize more than just job descriptions and consider company values, internal policies and company culture when weighing their employment options.
- **Hiring** — The hiring process provides employees insight into what life at an organization will be like. Employees may continue their job search elsewhere if the process is difficult and unclear.

Organizations should consider the type of candidates they seek and apply techniques best suited to attracting those individuals. Broadly applying all types of strategies may create confusing messaging for candidates, so employers should strategically plan their approach to effectively convey specific information to potential candidates.



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