To: **The HR Specialist**

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**From:** Business Management Daily

**Subject:** Practical HR strategies to boost your career

## In The News ...

**Looking for the perfect candidate? Job title no longer a key indicator.** Nearly half of hiring managers (48%) say job titles are less reliable indicators of skills than they used to be, according to a new survey from JobSage. Nearly one in three (28%) employees say they've had job titles that overstate their skills. And 40% of managers say they've had trouble finding the right person because candidates' past titles are confusing or overstated.

The result: Only about a third really consider previous job titles (34%) when hiring. If you're among the 66% who scan those résumés based on job titles alone, you may want to dig deeper into the skills portion before tossing out a candidate.

**FTC gets in on the gig.** With the rise of the gig economy (see page 2), the Federal Trade Commission released a policy statement on enforcement related to gig work.

The rapid growth of this segment includes drivers, shoppers, cleaners, care workers, designers, freelancers and others. "Protecting these workers from unfair, deceptive and anticompetitive practices is a priority," and the FTC says it will use its full authority to confront the challenges this model can pose to workers.

### In this issue



# Alternatives to substantial wage increases

Wage pressures, not surprisingly, continue unabated in tandem with high inflation. Real wage growth remains stagnant as higher prices from rent to groceries eat up what would otherwise be viewed as healthy pay increases. Real average hourly earnings decreased 2.4 percent from August 2021 to August 2022, leaving many hourly employees financially worse off.

Some employers are responding with dramatic wage increases. For example, Hard Rock announced it is raising wages for some employees by 60%. It's hard to see how small and mid-size employers can match that pace without severe strain on their bottom lines. Fortunately, when employees consider new job offers, they typically compare the total compensation packages. Make the comparison easy by providing a clear summary of total compensation, including *all* benefits. If you think the bottom-line number needs to be higher, think creatively about new or enhanced benefits. Here are some ideas:

- **Workplace flexibility:** Some big employers raising wages also insist that most employees give up full-time telework and report to the office at least a few days per week. Offering new or permanent telework as an alternative to a hybrid schedule may help retain and attract workers.
- **More time off:** Employers can offer generous paid-time-off benefits. Instead of earning a week of vacation per year with a bump at five years, for example, consider a more

*Continued on page 2*

# Great Resignation equals great time to create a compensation strategy

Low pay is the top reason employees are leaving companies in record numbers, according to a 2021 Pew Research Center survey. But close behind is the lack of opportunities for advancement. What if you could implement a compensation strategy to address both issues? It's a win-win.

An effective compensation plan addresses the two primary reasons employees leave by defining the "why" behind your salary levels and charting a course for employees' career progression, according to a report compiled by BambooHR.

The good news is that a Pew Research study found that 86% of organizations have or are currently working on a compensation strategy, which is a 10% increase from 2021.

### Keys to the compensation kingdom

Just like it sounds, a compensation strategy is a plan that combines all the ways your company compensates employees. It includes:

1. Direct compensation, which can be salary and hourly rates and ranges, commissions and bonuses
2. Raise schedules and performance criteria
3. Indirect compensation includes benefits such as health care, retirement, paid time off, student loan assistance, child care and more

*Continued on page 2*

## Wage increases

(Cont. from page 1)

generous yearly increase.

- **Better insurance coverage:** When household budgets are under strain, consider lowering co-pays and deductibles.
- **Grocery discounts:** To help with stretched budgets, consider providing gift cards or other grocery discounts.
- **Child and elder care assistance:** Work with care providers to reduce costs. You could provide care vouchers for use at specific centers, for example.

## Compensation strategy

(Cont. from page 1)

4. Perks like flexible working hours, hybrid or remote work policies, or alternative scheduling options
5. The philosophy behind the organization's choices regarding compensation

### What about small businesses?

Digging into number three—benefits—greatly impacts how you compete. According to Payscale, 85% of organizations agree that workplace flexibility is a crucial driver of employee engagement—12% higher than direct compensation.

Let's look at a privately-owned business with 20 employees that offers salaries under the average of competitive ones in the same locality. The company also clings to rigid 9-to-5 work schedules with a daily presence required in the main office. Employees leave every few years and grumble about their stickler employer. But with tight budgets, the employer can't afford to raise salaries. Instead, it goes from offering three work-from-home days per year to one per week. It also eases up on the schedule. Employees appreciate the flexibility and complain less about their lower pay.

The BambooHR report points out that by basing pay scales on years of experience, skills and performance measures, companies establish set standards to help close the gender and racial pay gap.

# A new gig: Employees engage in side hustle for fun of it

The rise of the gig economy has been the proverbial talk of the town. Temporary, flexible and freelance jobs, often using online platforms, continue to gain popularity. Meanwhile, the U.S. job market overflows with traditional work opportunities, leaving everyone wondering why so many workers are shifting from conventional employment to a new gig.


Credit the pandemic, which spun our work world upside down. Labor statistics show that Americans applied for a record 5.4 million business ID numbers in 2021, with Gen Z, women and minorities in the lead.

According to research by Zety, an online résumé template service, 59% of gig workers say it's their main source of income, and 88% of workers would consider doing the gig until retirement.

McKinsey's American Opportunity Survey (AOS) found that a remarkable 36% percent of employed respondents—equivalent to 58 million Americans—identify as independent workers. This figure represents a notable increase since 2016, when only 27% identified as such.

Those who engage in full-time gigs tend to be more optimistic about the economy than the average American worker. More than a third of them say that in 12 months, they expect more economic opportunities, compared with a fifth of workers without side gigs who say the same.

A quarter of independent workers report engaging in their separate side gig because they enjoy it. This is the top reason high earners cite, including 32% of independent workers earning more than $150,000 per year. That's quite the side hustle.

# Oops: Honda overpays bonuses, employees need to return the cash

Imagine being a worker at the Honda plant in Marysville, Ohio, where some employees were overpaid bonuses, then asked to return the extra cash.

This could easily turn into an HR and Payroll nightmare for any company that finds itself in this situation. Double check with Payroll that employees satisfied the criteria for the bonus and, especially, the amount. And if this does happen to you, communicate quickly to apologize, rectify the error and explain how it will be corrected.

*Loop Payroll into the repayment process:* For wage-and-hour purposes, wage overpayments are considered loans or wage advances, so there's no impact on employees' overtime calculations. And because overpayments are considered loans, deductions to recoup overpayments may leave employees with less than the minimum wage. However, this isn't optimal. For employees who can't pay it back in a lump sum, a better idea is to construct a repayment plan that ensures employees are left with at least the minimum wage on payday.

The harder problem is reconciling the now overpaid payroll taxes. Wage overpayments have predictable payroll implications:

- Employers must secure employees' written consent for the repayment
- Employees who repay wages during the current calendar year repay the net amount

Employees who repay wages in a subsequent calendar year repay the gross amount and are reimbursed by you for the now over-withheld FICA taxes. Correction forms must be filed with the IRS and the Social Security Administration.

# From the Courts

## Don't forget FMLA notice when approving workers' comp

Employees who injure themselves at work may be entitled to workers' compensation benefits *and* FMLA leave. The state's workers' compensation system provides wage replacement benefits and pays for necessary injury-related medical expenses. The FMLA guarantees reinstatement plus continued insurance coverage for care not covered by workers' comp. Injured workers receive the best of each system—paid leave, free medical care, the right to return to work and continued insurance coverage for other non-work-related medical needs.

Employers must consider whether the FMLA applies by asking whether the work-related injury is a serious health condition. If so, the employer must send the employee the required FMLA eligibility notices. Not following these rules can trigger an FMLA interference lawsuit.

**Recent case:** Noorjahan worked as a housekeeper and injured her knee at work. Her supervisor took her for treatment, where a health-care provider recommended a few days off, followed by a short temporary light-duty assignment. No one told Noorjahan that she might also be eligible for 12 weeks of unpaid FMLA leave.

Noorjahan soon received medical clearance to resume her old job. But before the employer allowed her back, it insisted on an essential functions test. When she failed, the employer terminated her.

Noorjahan then sued, alleging FMLA interference and refusal to reinstate. The court sided with her, reasoning that the employer was legally required to provide her with FMLA eligibility information once it knew of the injury.

**Bottom line:** Always send an FMLA eligibility notification when a worker is out for a work-related injury.

## Don't let customer or client prejudice send you to court

Here's a warning about indulging prejudices. Judges don't want to hear that you discriminated against a protected class member because a customer or client demanded it. Sometimes, the best move is to tell the offending party, "No!"

**Recent case:** BaronHR is a national staffing agency providing applicants to clients, including Radiant Services Corporation, that need a steady stream of low-wage, unskilled laborers. According to an EEOC complaint, Radiant was very specific in what applicants it wanted sent their way. The lawsuit alleges Radiant requested only females for "light" positions and males for "heavy" positions. BaronHR allegedly honored these requests.

The EEOC claims BaronHR also agreed to send no Black, Asian or White applicants and to turn away those with a history of injuries or pre-existing medical problems.

The EEOC sued Radiant over its hiring practices and BaronHR for facilitating Radiant's prejudicial hiring policies. If the EEOC wins the cases, each will be equally liable for discrimination. (*EEOC v. Radiant Services Corporation and BaronHR*, CD CA 2022)

**Final note:** One way to avoid this is to make clear that you follow all federal, state and local anti-discrimination laws. Include an anti-discrimination policy in all draft agreements. Track demographics for all your referred applicants. You may even want to add an indemnification clause that requires the client to defend you if sued.

# Legal Briefs

### SHRM suit emphasizes the importance of documentation

A lawsuit alleging race/color discrimination and retaliation is a powerful reminder of the importance of performance reviews—and documentation. The case filed by a former employee of Egyptian descent against SHRM is a he-said/she-said tale with race at its center.

SHRM argued on Aug. 29 that Rehab, the former employee, was fired for lackluster performance—not race—while she refers to "glowing performance feedback."

Experts say this is a powerful reminder of the need to keep accurate, detailed and timely documentation of employee discipline and performance problems. To win this lawsuit, SHRM will likely have to refute the allegations against it by producing contemporaneous records proving it was dissatisfied with Rehab's performance, counseled her and gave her an opportunity to improve. If it can do that, it will likely win this case.

### DOL awards back pay to hotel employee fired for reporting tip-related allegation

When a hotel employee complained about the franchise operator's pay practices, she was fired two days later. But the story didn't end there. The Department of Labor recovered $6,333 in back pay and levied $10,000 in punitive damages to the Portland, Maine, hotel operator.

The division's investigators found that Giri Portland Inc.—operating as Hilton Garden Inn Portland Airport—terminated the housekeeper two days after she contacted the division regarding a tip-related allegation.

When investigators reviewed the housekeeper's employment record, they found no report of prior disciplinary actions related to her employment. While finding no Fair Labor Standards Act violation, the division determined the termination violated the FLSA's provisions for prohibited retaliatory behavior.

# Washington Report

## Retaliation case equals $22 million price tag

The U.S. Department of Labor's Occupational Safety and Health Administration ruled that Wells Fargo violated the whistleblower protection provisions of the Sarbanes-Oxley Act for improperly terminating a Chicago area-based senior manager in the company's commercial banking segment.

The San Francisco-based bank was ordered to pay the employee more than $22 million, including back wages, interest, lost bonuses and benefits, front pay and compensatory damages.

The violation occurred when the bank terminated the senior manager, who repeatedly voiced concerns to area managers and the corporate ethics line regarding conduct they believed violated relevant financial laws, including wire fraud.

Wells Fargo later alleged that the manager was terminated as part of a restructuring process. However, investigators found the removal was inconsistent with Wells Fargo's treatment of other managers removed under the initiative. The employee filed a complaint with OSHA, alleging retaliation under the Sarbanes-Oxley Act.

Both parties have 30 days from the receipt of OSHA's findings to file objections and request a hearing before an administrative law judge.

## About time: Bill for truckers makes progress

A new bill, Guaranteeing Overtime for Truckers Act, would eliminate the overtime exemption of the FLSA and have truckers beeping their horns in celebration. The bill, introduced by U.S. Sens. Ed J. Markey (D-Mass.) and Alex Padilla (D-Calif.), mirrors the House version. If enacted, all commercial vehicle drivers would be paid overtime for time worked over 40 hours in a week.

## Ten years later: USCIS issues final rule

Ten years after the Deferred Action for Childhood Arrivals policy was first implemented, U.S. Citizenship and Immigration Services has released a final rule codifying how DACA is supposed to work.

DACA grants work authorization to "certain young people who came to the United States many years ago as children, who have no current lawful immigration status and who are generally low enforcement priorities." It also exempts so-called Dreamers from being deported.

Those protections only extend to immigrants who originally qualified for DACA: individuals who "[c]ame to the United States under the age of 16," "were not above the age of 30 on June 15, 2012," and "have continuously resided in the United States since June 15, 2007."

# HR Q&A: FMLA Compliance

## Can an employee still work for us if her work visa expired?

**Q: I have an employee from Venezuela, and her work visa has expired today. She stated that she has not applied for renewal because she doesn't have the money to pay for it. Is she allowed to work for us under the automatic extension, or is she required to apply for renewal before she can continue to work for us?**

**A:** Employees from Venezuela already residing in the U.S. as of March 18, 2021, have Temporary Protected Status. The Department of Homeland Security has extended TPS for 18 months, effective September 10; it will expire on March 10, 2024.

Existing TPS beneficiaries who wish to extend their status through March 10, 2024, must re-register during the 60-day re-registration period. This period began Sept. 8, 2022, and will end Nov. 7. DHS recommends re-registrants timely re-register and not wait until their employment authorization documents expire, as delaying re-registration could result in gaps in their employment authorization documentation.

EADs issued under the TPS designation of Venezuela with the expiration date of September 9, 2022, are automatically extended through September 9, 2023. Although not required to do so, if employees want to obtain new EADs valid through March 10, 2024, they must file an Application for Employment Authorization (Form I-765) and pay the Form I-765 fee (or request a fee waiver, which they may submit on Form I-912, Request for Fee Waiver).

### On Form I-9:

*Section 1 (to be completed by employees)*

When using an automatically extended EAD to complete Form I-9 for a new job before Sept. 10, 2023:

- Check "An alien authorized to work until" and enter September 9, 2023, as the "expiration date"
- Enter the USCIS number or A-Number where indicated.

*Section 2 (to be completed by employers)*

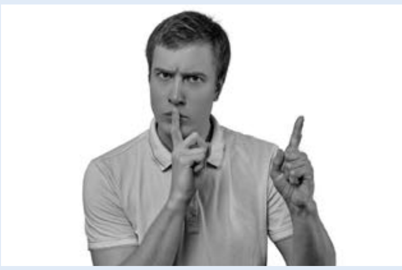
- Determine if employees' EADs are auto-extended by ensuring they're in category A-12 or C-19 and have a "Card Expires" date of September 9, 2022
- Write in the document title
- Enter the issuing authority
- Provide the document number
- Write Sept. 9, 2023, as the expiration date.

Before employees start work on Sept. 10, 2023, employers must reverify the employee's employment authorization on Form I-9.

## Why your employees are quietly quitting

“Quiet quitting” is a trend no manager was asking for: a way for workers to justify why they’re doing no more than the bare minimum to stay employed.

It used to simply be called “slacking off,” but quiet quitters are heading for the exit door—just not this second. It’s a pre-resignation condition. Those not willing to forego a paycheck or scared of inflation and a looming recession are just cruising at work.



“Quiet quitting” is not a new concept, but the pandemic has exacerbated the trend. In a 2021 survey of 27,000 U.S. workers, Gallup found that only 36% of people reported being engaged with their jobs, with the number of actively disengaged employees ticking upward since 2020.

While quiet quitters may be switching off, they are not lying down on the job. They are doing precisely what the job description says and nothing more: not taking on additional projects, not volunteering for additional work, shutting the computer down at 5 p.m. and muting Slack.

For some, this may be a way to recalibrate their relationship to work, perhaps a way to find employment that aligns more with their values. For others, it allows them to reflect on how they see themselves in the future. And then there are those who are just quietly ticked off and feed off the passive aggression.

A round of stay interviews is the easiest way to address what might be going on under the hood of your staff. When was the last time you scheduled one?

## Grab a buddy: Pairing up could be key to onboarding

A March report from recruiting firm Employ Inc. concluded that one in three new hires would leave a job within the first 90 days. That means employers must engage employees quickly and solidify their trust and confidence in the company’s culture and core values—areas in which the onboarding process often falls short.

A “buddy system” is an easy-to-implement solution that Toronto-based McLean & Company research shows is most effective at helping recently hired employees blend quickly and seamlessly into their new position.

According to the study, pairing a new hire with a buddy who is a long-time employee can have a positive effect on the onboarding process, reducing stress and confusion and increasing the sense of belonging.

The buddy acts as a friendly point of contact to help new employees adjust to their roles during the first few months by providing advice, answering questions and making introductions. The following two tips will help you choose the right person.

1. A successful buddy candidate should be a peer who understands organizational practices, culture, processes and systems. They’re a friendly volunteer with high personal performance standards, a positive attitude and good communication skills.

2. The employee assigned as a buddy should focus a good part of their attention on their new colleague as they learn about the workplace. They need to bring the newbie along slowly enough to give them time to adjust and adapt. The buddy should hold enough tenure to answer all questions related to the work and workplace with genuine patience.

**Point to remember:** When people like their co-workers, they’re less likely to leave.

## 5 steps to remaining calm during a work confrontation

As our workplaces remain upside down with post-covid issues (mental health and burnout), confrontations can quickly escalate from harsh words to workplace violence.

It’s now more important than ever for HR pros to keep their cool and de-escalate any confrontation with a hot-headed employee. Conflict de-escalation has always been an essential skill for leaders, but many people are uncomfortable facing issues head-on.

Leaders must be open to hearing multiple points of view and showing empathy. When people see that you genuinely care, they’ll trust you to help solve the problem and become more open to compromise. Once grievances have been aired, empathy also clarifies one unifying truth: Everyone involved in the conflict just wants to feel better.

The next time you anticipate going into a meeting with a confrontational employee, here are five steps to help resolve the issue.

1. **Mentally prepare yourself.** Take your emotional temperature. If feeling anxious or agitated, take a few deep breaths. In the meeting, focus on what is said, not *how* it’s being said. Keep an even tone. Don’t put the employee on the defensive.

2. **Gather supporting documents.** Whether it’s previous performance reviews or the employee handbook, bring what you need to the meeting and take notes.

3. **Stick to the facts.** Try to keep emotions out of the mix. Avoid being accusatory. Focus on the problem and how it can be resolved. Try to keep it impersonal, which will de-escalate the confrontation.

4. **Listen.** Stay attentive and ask questions. Try to understand what they are saying, not just nod your head.

5. **Don’t take sides.** Maybe the company is wrong, and the employee has a genuine grievance. Siding with the employer will put the employee on the defensive. Keep an open mind. Offer a resolution.

# Memo to Managers

*Copy the text below and distribute it to the managers at your organization.*

**To:** ______________________________ **Date:** October 2022

**From:** ______________________________ **Re:** Great Bosses

Leadership

# Ten things great bosses do every day

We've all heard the adage, "People don't leave bad jobs; they leave bad bosses."

On the flip side, great bosses change us for the better. They see more in us than we see in ourselves and help us learn to discover our strengths. Look at these ten characteristics of great bosses to know where you rank—and, more importantly, how to improve.

1. **Share information.** Have you ever worked for an information hoarder? Some bosses seem to think that every piece of information they share reduces their power and authority. Just the opposite is true: Great bosses know that sharing information empowers their employees.
2. **Place careful thought into hiring.** Bad bosses think nothing of hiring a jerk with excellent credentials because they're only interested in how that person will perform. Great bosses think of the entire team. They recognize that their current employees will have to work with the new hire every day.

### Avoid 6 common hiring mistakes

No employer wants to make a bad hiring decision. Bringing aboard someone who ends up performing inadequately or proving a poor cultural fit affects productivity and office morale. Whether you end up firing the new person or the individual realizes on his own that this job isn't for him and leaves, the company is back to square one in the hiring process—plus time and money wasted.

Before you make an offer, make sure you aren't doing the following:

1. Writing inaccurate job descriptions
2. Speeding through the hiring process
3. Ignoring company culture
4. Skipping the background check
5. Failing to listen
6. Settling because you feel limited

3. **Look for and celebrate wins.** Great bosses don't have a "Why should I praise you for doing your job?" attitude. They look for reasons to praise their employees, both privately and publicly, and they take the time to celebrate milestones instead of just driving everybody on to the next project or deadline.
4. **Respect employees' time.** Great bosses don't give the impression that their time is more valuable than yours. They don't keep you waiting for scheduled meetings. They show up prepared and get to the point instead of trying to impress you. And they don't goof off on your time.

5. **Show empathy.** Bad bosses only see their employees from the perspective of how the employees reflect on them. If their employees are doing a great job, they look good; if they are performing poorly, they look bad. On the other hand, great bosses see their employees as more than just extensions of themselves.
6. **Hold themselves accountable.** Bad bosses are quick to point the finger when something goes wrong. They'll throw their employees under the proverbial bus without a second thought. Great bosses understand that a large part of their job is being accountable for the team's performance. They know that this goes along with accepting a managerial role. That doesn't mean that they don't offer the team feedback on what is going wrong, but it means they take the blame publicly.
7. **Say thank you.** Bad bosses think the work their employees do is something the employees owe them. After all, they're getting paychecks, right? That's true—but great bosses look past work as a transactional relationship and realize that people are putting a huge part of themselves into their work.
8. **Realize that people have lives outside of work.** Bad bosses tend to see people as one-dimensional: They show up and get the work done, and the boss doesn't have to worry about them again until the next day. On the other hand, great bosses never forget that work is just one facet of their employees' lives. They never forget that they have families, friends, hobbies and other interests and obligations outside of work, and they don't infringe on their "real" lives—by asking someone to work late, for example—without an excellent reason.
9. **Are great communicators.** Some bosses will do anything to avoid giving a straight answer. They don't want to say something they can be held accountable for later. Other bosses don't want to be bothered by clear explanations and solid answers. Great bosses say what they mean and mean what they say—and they say it clearly.
10. **Create leaders.** Have you noticed how sometimes all the promotions come from within one manager's team? That's no accident. Great bosses pull the very best out of their people. They inspire, coach and lean into people's strengths, and when their employees are ready for new challenges, they gladly send them on their way.

*Adapted from "Ten Things Great Bosses Do Every Day" by Dr. Travis Bradberry, LinkedIn.*

by Beth Braccio Hering

# 4 reasons to take a hard look at business ethics

Because of the complexity and diversity of opinions on how to define business ethics, many leaders may be tempted to leave the debate of ethical issues to business school classes. However, a company that fails to think about its ethical standards may regret it. Here, we look at four reasons why business ethics needs to be discussed inside every organization.

### 1. Unethical behavior can lead to a legal mess

Yes, it is true that "legal" and "moral" are not always synonymous. But let's start with perhaps the most apparent reason every company must be concerned about ethical behavior—failure to do so can cause legal problems.

The law has certain standards that must be upheld, and companies whose business practices go against them face hefty fines and possible jail time for wrongdoers. Like it or not, conducting business within the United States means following its governmental rules. Whether to go above and beyond requirements presents dilemmas to individual companies, but laws provide a minimal starting point for ethical business concepts such as fairness and honesty.

### 2. An ethical culture plays a significant role in attracting applicants and retaining employees

Businesses rely on human capital. Securing qualified talent and keeping it around is both a priority and a challenge. Insufficient labor reduces productivity and causes the company to spend time and money trying to fill the gap.

Human beings possess their sense of right and wrong. When an employer's actions and attitudes contrast with someone's personal beliefs, problems result.

Those who take on jobs and later discover ethical conflicts experience great turmoil. Even if a worker is not the one performing questionable acts, he may fear for his own reputation through guilt by association. Or he may just feel deflated to be there. Unethical workplace situations cause stress. Leaders may pressure employees to keep quiet, overlook things or actively commit crimes to keep their jobs or advance up the ladder. The weight often proves too heavy, and employees leave.

### 3. An unethical corporate culture can damage your reputation

A global survey conducted by the Human Resource Institute and commissioned by the American Management Association posed the interesting question, "Why should companies behave ethically?" The number one response was not "to do the right thing" (though that answer came in a close second). The top reason was "to protect a company's brand and reputation."

### 4. Ethical business practices are positive for your bottom line

It is no secret that businesses want to make money, and research shows a link between ethical values and profitability. According to Ethisphere's Ethics Index, the 2022 World's Most Ethical Companies honorees outperformed a comparable index of large-cap companies by 24.6 percentage points from January 2017 to January 2022.

Maybe customers are drawn more to companies that make sound ethical decisions. Or perhaps fines, lawsuits and lawyer fees eat up much of the profits at companies with a questionable code of ethics. It also stands to reason that leaders and employees at places with a high ethical culture demonstrate more respect for one another. They may also have a greater desire to give 100% because they trust their employers have their best interests at heart.

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## Performance review refresher

Is going over an employee's résumé during a performance review a bad idea? It's not, according to workplace leadership trainer Paul Falcone. Work with employees to build their experience and their résumé. Doing so shows you are invested in their growth. But don't make this mandatory: Simply offer to do this with each of your employees to help them quantify their achievements and use their résumé as a career development tool.

Other tips from Falcone include updating your performance review form if it's more than three years since you looked at it, especially in light of the new skills and competencies required in a post-covid and remote world.

## Give your employees a stress check

Around one in three people believe their happiness has been impacted by work stress, according to a recent study conducted by Talkspace in conjunction with the Harris Poll. One in two say they are burned out, while nearly half say their job is too stressful.

How can HR specialists work with managers to keep stress levels in check? Pay attention to employees' moods and their general sense of well-being. Regularly conduct surveys or have comment cards available to employees. Plan monthly or quarterly team-building days. Have managers check in with employees regularly. Simply knowing an employer cares goes a long way toward improving an employee's mindset.

## Welcome to the metaverse

Six trends are driving the use of metaverse technologies and will continue to drive its use over the next three to five years, according to Gartner, Inc.—including employee onboarding.

Marty Resnick, VP analyst at Gartner, said that while widescale adoption of metaverse technologies is more than ten years away, it is described as "the next level of interaction in the virtual and physical worlds."



## Finding the perfect hire: No ghosts allowed

Ignite Global offers five ways to eliminate ghosting and find the ideal hire. It's a win-win.

1. **Candidate experience is key.** Make sure every step of the recruitment process leaves them feeling good about themselves, the process and the company.
2. **Speed fills.** Reduce the amount of time and friction in the hiring process—without sacrificing quality and effectiveness.
3. **They have more choice** than you do. Keep that in mind every step of the way.
4. **Train your managers to interview well.** Most managers are terrible at it, and it costs you dearly.
5. **Keep in touch regularly between the offer and first day of work.** Keep them excited about the opportunity, or you risk losing them.

## Employees worry about catching covid at work

As employers continue to wrestle with return-to-office policies, a third of workers say they harbor moderate to significant concern about being exposed to the coronavirus at work, according to a recent Gallup poll. The 33% of workers who are "very" or "moderately concerned" is a new low, but only slightly below the 36% found last November.

## 2023 might be a banner year for pay raises

As Americans try to cope with the highest inflation rate in 40 years, employers plan to offer their workers an annual raise of 4%, according to a recent survey by **Salary.com**, a provider of compensation software and analytics.

The survey of more than 1,000 HR professionals reported that nearly half of U.S. employers planned higher year-over-year budget increases next year compared to 2022. Overall, 22% of organizations gave increases of between 4% and 5% this year, compared to just 12% in 2021—an increase from the typical annual threshold of 3%. In 2023, pay increases may jump even higher; a quarter of respondents said they planned to give increases in the range of 5% to 7% in 2023.

## Where to work: Office, home or in the middle?

Due to inflation and gas prices, employees spend twice as much going to the office than working from home, a recent pulse check on the current state of work by videoconferencing firm Owl Labs found.

The commute is workers' most significant expense, at $14.60 per day, according to the 2,300 full-time employees who responded to the survey. Lunch ($13.07/day) and dinner ($10.98/day) are the second and third top costs.

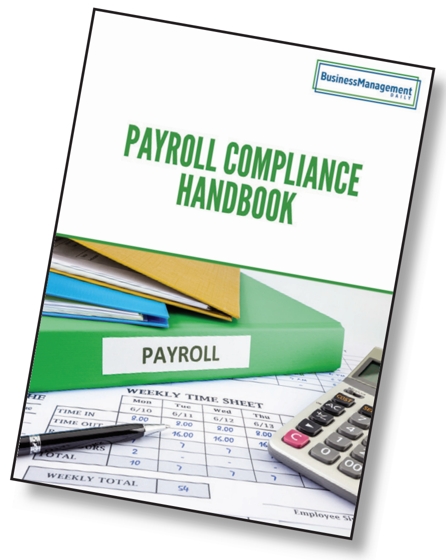
There may be a happy place to meet in the middle. The survey found that a growing number of people find they work best in a co-working space. Around a quarter of employees said they were most productive collaborating (26%) or getting consensus (24%) working in such a space. There's also an upside for employers: Companies are cutting real estate costs.

Is there anything more dangerous than crossing the IRS?

# Payroll Compliance Handbook

## Once upon a time, payroll used to be easy: the employee's gross pay minus federal, state and local taxes. Then along came health premium and 401(k) deductions. Still simple, but...

Today, payroll managers deal with direct deposit, health spending accounts, vehicle allowances, phone expenses, earned income credits, garnishments and more. Payroll is now a confusing and time-consuming task prone to error.




Don't let a simple mistake unleash the full and frightening power of the IRS and wipe out your business... and you personally.

With our newly updated ***Payroll Compliance Handbook***, you'll quickly and easily find answers to all of your nagging payroll questions. This handy reference is written in plain English - no legal gobbledygook here - so you can quickly understand what you need to do to stay in compliance, improve efficiencies and avoid costly payroll errors.

Each chapter focuses on a specific aspect of payroll management and compliance... and every issue of payroll compliance you need to know is addressed.

**Navigate easily to topics including:**

- Complicated tax calculations
- Exempt classification
- Fringe benefit deductibility
- Independent contractor status
- Paying for on-call time
- Business expense reimbursement
- Saving on unemployment taxes
- Payroll record-keeping
- Handling the IRS without stress
- Everything you need to know about W-4 forms
- And dozens more critical topics!

*Over, please*

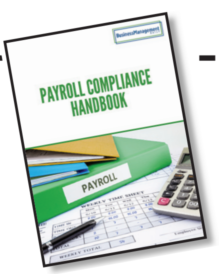
## *We've Made Payroll Easy Again!*

You will not find a more comprehensive payroll resource than the ***Payroll Compliance Handbook***. The author, Alice Gilman, Esq., is our resident expert in payroll and tax compliance. Over the past 30 years, she's written and edited several leading payroll publications, including Business Management Daily's *Payroll Legal Alert*, the Research Institute of *America's Payroll Guide*, the *American Payroll Association's Basic Guide to Payroll and the Payroll Manager's Letter*.

### The *Payroll Compliance Handbook* answers questions like:

- **Are your employees exempt or non-exempt?** A handy checklist makes it easy to determine
- **Must you pay an employee for attending a training program?** The answer may be no if these four conditions are met
- **How can you avoid the most common FLSA violation?** Simply follow our chart or be at risk for a hefty fine
- **A woman has less experience and education than a man in a similar role. Can you pay her less?** Plus, how to establish an equal pay merit system that works
- **Fringe benefits: taxable or non-taxable?** How to reward fringe benefits to employees without crossing swords with the IRS
- **W-2s, W-3s, 1099s and more: What errors will land you in the IRS hot seat?** We'll tell you how to avoid them
- **What's the law in your state?** Check out the appendixes for the requirements in your state.

To stay ahead of the IRS, you need the bulletproof strategies found only in the *Payroll Compliance Handbook*. Get your copy now!

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