

From: Business Management Daily

Subject: Practical HR strategies to boost your career

In The News ...

Show us the money

Pay transparency laws are spreading—brace yourself for unintended consequences. As of Jan. 1, 2023, employers with 15 or more workers in California and Washington state must disclose salary ranges in job posts. There will be unintended consequences: Discovering what co-workers earn can cause jealousy, anger and lawsuits among employees hired in leaner times. Be prepared to justify your compensation and make adjustments if you discover Equal Pay Act (EPA) violations.

Publicity surrounding pay differentials, especially between men and women, can damage a company's reputation. This happened at Google, where women claimed they were systematically underpaid. The tech giant paid \$118 million in June to settle the suit. Google admitted no guilt but invited outsiders to review its pay practices.

Finally, a study published in the *Harvard Business Review* indicated that complaints about compensation often fall on supervisors who might have little say in salaries. Instruct these supervisors to direct inquiries to the appropriate parties. There are also positive consequences to pay transparency. Open discussions of compensation can raise trust and even increase job satisfaction, according to the Academy of Management.

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New year, 7 new HR resolutions

By now, you may already have broken your personal 2023 resolutions, from fitness to finances. Do not despair: Here are seven professional HR resolutions you can keep all year.

- 1. Don't ghost applicants.** Everyone applying for an open position should receive a reply along these lines: "Thank you for your interest in our company. If we think you're a good fit, we will contact you within 14 days." It can be automated and impersonal, but something is better than nothing. Everyone called for an interview should be informed of the offer timeline—when the company expects to make a final decision and when applicants who were not selected will be notified. Common courtesy can be uncommon. Be the kind of employer who stands out.
- 2. Onboard with care.** When a new employee starts, don't simply hand them the employee manual and set them to work. Successful onboarding is a longer process. Particularly if they are working remotely, it's essential to check in and ensure that they clearly understand what to do, when to do it and where to turn if there are problems. *The HR Specialist* has a series of questions to ask at the 30/60/90-day level, at tinyurl.com/429fuens.
- 3. Have clear procedures for people to request accommodations.** You must provide a reasonable accommodation to a qualified job applicant or employee with a disability unless you can show that the accommodation would create an undue hardship. Ensure you have clear procedures for an employee requesting an accom-

modation. A disability can include mental health conditions and lingering COVID-19 symptoms. When in doubt, consult with counsel.

- 4. Discipline with an eye towards improvement, not termination.** Workers who are placed on performance improvement plans (PIPs) may think they face termination. They then devote time, energy and focus to finding another job. When possible, impose discipline to improve the employee's work. Find out the cause of their disappointing performance and address it in the PIP. Document every meeting and measure of performance. These will bolster your case should you face a wrongful-termination claim.
- 5. When in doubt, consult with counsel.** You have a lot of tough calls to make. Let legal counsel help you make them legally and confidently.
- 6. Terminate with compassion.** Mass layoffs at Twitter made headlines for their brutality and abruptness. They also landed the company in court. Review your procedures, the federal WARN Act and any mini-WARN state laws for letting someone go. Your severance agreements, among other terms, should conform with state and federal law, especially the Older Workers Benefit Protection Act.
- 7. Invest in training at all levels.** Invest in your workers and they will be more invested in you. Training is key to retention and advancement.
- 8. Overdeliver!** Here's a bonus resolution: Take a hard look at your web presence. See if you can improve your job listings and websites or expand into other media.

What is employer branding and how does it help with hiring?

by Beth Braccio Hering

Many companies make a deliberate effort to get consumers to think of them in a certain way. One organization may cultivate a reputation for innovative products. Another may try to lure customers by positioning itself as high-end, while a competitor may tout affordability. These images create a public perception known as the corporate brand.

However, potential future employees are interested in more than just how society views you. They want to work for a good employer.

Enter the employer brand.

Developing an employer branding strategy

Getting others excited about your employer brand takes effort. Successful employer brands are carefully crafted, not tossed together. At a small company, the owner may take on the task of figuring out what makes their business a wonderful place to work. Larger companies often rely on their HR team, communications department and marketing professionals to assemble an employer branding strategy.

A vital part of employer branding is creating an employee value proposition (EVP). An EVP answers questions such as “Why should someone work for your company instead of somewhere else?” and “What can prospective workers expect from you as an employer in exchange for their talent and hard work?”

Responses, of course, will vary. They often include a mixture of factors such as:

- Better compensation
- Excellent benefits
- Outstanding or unlimited PTO
- Unique perks (anything from on-site yoga to on-site childcare)
- Opportunities for career development
- Heartfelt company values
- An inclusive environment
- Diversity
- Commitment to work-life balance

- Telecommuting and hybrid opportunities
- Flextime
- Mental health initiatives
- Desirable or convenient location
- An engaging, energetic or otherwise positive company culture
- Supportive management
- Cutting-edge technology
- Quality co-workers
- A clear, admirable company mission
- Travel opportunities

A smart way to generate ideas for the EVP is to seek input from outstanding or long-term employees. Ask them why they like working at your business, how they would describe the company culture and what makes the organization unique. Using their responses when forming an EVP adds authenticity and a worker-focused perspective.

Managing your employer brand

Once you know the message you want to deliver, you must get it out there—actions, both large and small, count.

Crafting a strong job description is critical. It often serves as an introduction to your organization, culture and values. It also generates impressions of you as an employer. Your ad answers the “What’s in it for me?” question that all candidates have on their minds. Plus, it allows you to distinguish yourself from others by showing what makes your organization different or unique.

Similarly, your company’s social media channels serve as places to thoughtfully promote your employer brand. Consider posting employee profiles, Q and As and testimonials that generate interest and build trust through “real worker” voices. If one of your organizational perks is time off to volunteer, post pictures and stories of employees in action. If your EVP includes attention to work-life balance, craft a story profiling a

remote worker and how the company helps them juggle personal and professional obligations.

Of course, companies do not have total control over their employer brand. Disgruntled past and present employees or even unhappy job applicants may post negative comments or speak ill of you as an employer.

Glassdoor notes that 86 percent of job seekers research company reviews and ratings to decide where to apply for a job. What can you do to limit the damage?

First, pay attention to what is being said. Take a good look at comments on popular job-review sites. Analyze whether the postings have merit. If they do, figure out how the company can change its behavior or procedures to rectify the problems stated. A thoughtful response demonstrates that your organization responds to employee concerns. While the criticism is still out there, presenting your side or showing how your company grew from the knowledge raises your credibility. Seven out of 10 people surveyed by Glassdoor indicated they had changed their opinion about a brand after seeing the company reply to a review.

Suppose your employer brand is not so hot. In that case, you might need to ante up to lure top talent. Glassdoor notes that a negative employer brand requires offering at least a 10 percent pay increase above competitors for candidates to consider working there.

Lastly, respect *every* person at *every* stage of their employment relationship with you. Respond promptly to job applicants. Let rejected candidates down easy. Handle employee layoffs with tact. Operate an inclusive workplace where employees feel they have a voice and a hand in success. Your actions today can come back to help—or hurt—your employer brand tomorrow.



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One conversation with your MVP can make all the difference

The “stay interview” has become a hot trend in the past year as employers struggled to stem the Turnover Tsunami. Sometimes called the “re-recruiting” meeting, the stay interview is a way to collect valuable feedback and retain superstars *before* they jump ship. Companies that engage in regular one-on-one “stay interviews” report lower staff turnover and higher morale.

The interview is an informal conversation (not a performance review) that reveals what your employee likes about their job and what they would like to change. The stay interview hopefully will prevent the exit interview, which occurs past the point of no return.

Approximately four million Americans each month resign from their current jobs, looking for better pay and benefits, remote work or a better manager, or some combination of the above. According to a study from Pew Research Center, low pay (63%), no opportunities for advancement (63%) and feeling disrespected at work (57%) were also the top reasons employees in the U.S. gave for leaving their jobs.

In 2022, Gallup reported that more than half of employees said that in their last three months on the job before quitting, no one asked how they were doing.

Here are 5 top stay interview questions:

1. What do you look forward to every day?

Get to the heart of what motivates an employee about their role. What do they think about on the way to work? On the way home?

2. What do you dislike about work?

Uncover any grievances they may



have that would compel them to seek a new job. What can you do to improve their difficulties?

3. How would you rate the way employees are recognized?

In a recent survey, 37% of employees valued recognition above all else. Learn new ways to give your employees a sense of belonging. Recognize achievements throughout the year, not just at random times such as worker anniversaries or holidays.

4. How is our work-life balance?

Companies that provide a healthy balance are 25% more likely to retain top performers. How can you improve?

5. Within the past year, can you name one day that caused anxiety or frustration?

Once they’ve explained their frustrations, ask about a solution. What steps can you take to address their concerns? This will target what might make employees want to leave and what might keep them around. Follow up and act on the feedback. If you cannot act, tell them why. At least your MVP will understand that their issues were not ignored.

A side effect of the stay interview is improved communication with your MVPs. That alone can pay off to your advantage.

Montana judge strikes down vaccine discrimination

In a narrowly tailored ruling, a federal judge has blocked parts of Montana’s “vaccine discrimination” law. There was a conflict between state law and federal law. Montana’s state law prohibited employers from inquiring about vaccination status, including whether a worker or applicant was vaccinated against COVID-19, mumps, measles or other diseases. The federal rule requires all Medicare- and Medicaid-funded facilities to prove that 100% of their staff are immunized against COVID-19 unless they’ve obtained a religious or medical exemption.

Montana judge Donald Molloy decided the state law was likely to cause “irreparable harm” to health-care facilities, long-term care facilities and private physicians’ offices that needed to be eligible for Medicare or Medicaid. The ruling is limited to state-run health-care facilities. It relates only to COVID-19 vaccinations during the federal government’s interim rule requiring employees to be vaccinated to remain eligible to participate in Medicaid and Medicare.

The lesson: Note that vaccine mandates are in flux. Monitor developments with counsel.

NY: Harassment, abuse claims pour in

Harassment and abuse claims have washed into the courts after New York temporarily lifted the statute of limitations on some abuse and harassment claims. The Adult Survivors Act is a one-time, one-year window to allow people who were abused or harassed as adults to file civil claims outside the statute of limitations. (People abused as children are protected under the Child Victims Act, a separate law.)

That means an adult survivor can file a civil case against their abuser or the institution that protected them through November 2023, even if their claims fall outside the statute of limitations. They can file against a school, workplace or house of worship.



Pregnant Workers Fairness Act passes House, shot down in Senate

A bipartisan group of senators tried, in early December, to pass the Pregnant Workers Fairness Act. The act resembles the Americans with Disabilities Act in requiring employers of 15 or more employees to make reasonable accommodations to allow pregnant workers to continue working safely. Reasonable accommodations might include extra bathroom breaks or a stool for workers who stand.

Senator Bob Casey (D-PA), who has been trying to pass the bill since 2012, was joined by Senator Bill Cassidy (R-LA) and Patty Murray (D-WA) in his attempt this year. The bill includes protections not already codified in the ADA or the Pregnancy Discrimination Act. The bill passed the House with bipartisan support, but a small number of Republican senators are blocking it in the closely divided Senate.

Supreme Court to decide: Which conversations with lawyers are privileged?

For the first time in 40 years, the Supreme Court will hear a case concerning attorney-client privilege. The

issue is whether conversations involving matters that are both legal and non-legal are privileged and thus shielded from discovery during litigation. The ruling could affect conversations between HR staff, managers, supervisors and their organizations' lawyers during workplace investigations, termination decision discussions and the like. The case, set for argument in January 2023, should be decided by June. (*In re Grand Jury*, No. 21-1397)

Respect for Marriage Act passes; employers, take note

The Respect for Marriage Act passed into law with bipartisan support in December and protects marriage for LGBTQ+ and interracial couples. The act ensures that a marriage that is legal in one state is recognized by all. Take this opportunity to review your benefits offerings to ensure they align with federal, state and local laws. For example, insured group health plans should allow same-sex spouses to elect coverage just as opposite-sex spouses do.

White House Press Secretary Karine Jean-Pierre told reporters that the president thinks there is more work to be done in this field. She noted that a bill called the Equality Act would encode anti-discrimination protections against sex, sexual orientation and gender identity into federal law concerning housing, credit and employment.

HR Q&A: Employment Contracts

by Anniken Davenport, Esq.

Who's covered by the FMLA?

Q: We thought that FMLA could be used for self, spouse, children, parents and immediate family members—are others now included as “other immediate family members”?

A: The DOL has expanded the definition of terms like “children” and “parents” to include others who essentially have assumed those roles, though they are not technically the children or parents of your FMLA-eligible employee. For example, if your employee was cared for by a great-aunt or grandparent during childhood, that person would have stood “in loco parentis” to your employee. Your employee would now be entitled to take FMLA leave to care for that individual.

Online resource For more on the DOL's evolving definition of parent, child, etc., see www.dol.gov/agencies/whd/fact-sheets/28C-fmla-eldercare and www.dol.gov/agencies/whd/opinion-letters/administrator-interpretation/fmla/2010-3.

What if an employee is no longer fit for duty after FMLA?

Q: What do you do when an employee goes on FMLA for a mental illness and can no longer work in their former role? Now their FMLA is ending,

and there are currently no open positions for them.

A: Under the FMLA, you must return the employee to the same or an equivalent position to the one they held before going on leave. If you intend to have a fitness-for-duty exam before return, you must have required it for all returning employees and have notified the employee of the requirement at the time you approved FMLA leave. That notice must also list the essential functions of the job.

Assuming you took these steps, and the employee didn't pass the fitness-for-duty exam because they could no longer perform the essential functions of their old job, you would have no FMLA return obligation. However, you might still have a reasonable accommodation obligation under the ADA if the employee's mental illness qualifies as a disability under the ADA.

Is the FMLA's 12-month period the same for all?

Q: When an employer determines how they will count the 12-month period for FMLA purposes, do you have to keep it the same for all employees/years?

A: Yes, you must apply whatever calendar method you choose to all employees.

Online resource For more information on calendar year choices, see www.dol.gov/sites/dolgov/files/WHD/legacy/files/whdfs28h.pdf.

3 commonly overlooked rules on keeping personnel records

“I’ll deal with it later!” This is, too often, the dangerous policy adopted by harried HR pros when dealing with the onslaught of employee paperwork. Are you cutting corners on some of the best practices below, leaving you open to litigation?

1. Separation of files

Got one big folder with an employee’s entire history in it? Big mistake. An employee’s personnel file should only hold information related to:

- Compensation
- Performance appraisals
- Job performance
- Any disciplinary actions taken, including warnings, suspensions and performance improvement plans
- Education and training records
- Documents relating to recognition and awards

The following are required to be maintained separately:

- I-9 forms on employment eligibility
- Employees’ pension or 401(k) information
- Medical/disability records, including FMLA/ADA requests and paperwork
- Results of drug and alcohol tests
- Investigation files on serious incidents such as workplace violence or harassment

2. Retention of employee files—and those who were never hired

Don’t shred job applications and résumés. The Civil Rights Act of 1964, the Age Discrimination in Employment Act, the Americans with Disabilities Act—all contain provisions that require that you store submitted job applications for at least one year. It’s safest to hold onto them for two years. For those who were hired, it’s recommended that you retain their original application throughout their employment and three years beyond that. Apply the same standard even to interview notes.

When an employee leaves, is it OK to finally lump all their files together?

It is still recommended that you not do so. Make your life easier by maintaining a separate system whether employees are current or not, while obeying the rules on when certain files must be destroyed.

I-9 forms are of particular concern. Keep them on file three years after the date of hire or one year after the employee’s termination date, whichever is later.

3. Employee discipline notes

You can be held liable for your actions against employees if you rely on information in their records that doesn’t pertain to behavior that’s been directly observed. All information collected must be for legitimate business reasons and consistent with business necessity. Any log kept on an employee should not include:

- Information about the employee’s family, ethnic background, beliefs or medical history
- Theories about why the employee is behaving a certain way
- Opinions about the employee’s career prospects
- Unsubstantiated complaints against the employee
- Rumors or speculation about the employee’s personal life
- Non-work-related information the employee posted or that was posted about the employee on social media.

Beware of pesky “desk files”—personal files that managers keep informally. Often these are notes scribbled about an employee’s performance that a manager wants to include in a formal review, or a list of dates when employees were absent or late.

Desk files should be temporary. They should be dated to make sure the information is added to official documents in a timely manner. After they’re incorporated into formal performance reviews, formal disciplinary warnings, etc., dispose of them.

Trendy benefit or headache? Check unintended consequences

It’s often difficult to fill open positions. That leaves hiring managers anxious about retaining workers and willing to jump on the latest benefit or workstyle trend. One applicant wants to work from Spain. Why not? A current employee wants to take a six-week “sabbatical” to hike the Appalachian Trail? Sure. Two co-workers propose splitting a job to achieve work-life balance. Better than having them both resign, right?

Get expert advice from your attorneys, accountants and benefits administrators first. Consider these complications:

The digital nomad: Most employers have adjusted to allow at least limited telework. Some even provide a list of acceptable geographic telework locations.

Before expanding that list to include foreign countries, talk with your tax accountants to see what additional withholding or tax obligations you incur if your employee works overseas.

Call your insurance broker. Many policies provide limited benefits in foreign locations.

The sabbatical: Before approving an unpaid sabbatical, ensure your other benefits like 401(k) contributions, group life and disability insurance, and health insurance coverage can continue if the employee isn’t working. An unpaid break could trigger your obligation under COBRA. The employee would then have to pick up the tab for health coverage continuation.

Job sharing: Splitting a job between two employees is tricky. It could mean loss of health insurance as the employees likely will be working fewer than 30 hours per week. Both may lose the right to FMLA leave, given that each is likely to work 20 hours or fewer per week.



To: _____
 From: _____

Date: January 2023
 Re: Avoiding burnout

Employee Wellness

How to spot and prevent burnout

by **Dallin Nelson**

Everyone has a limit. When walking into work (or a few steps to the home office) becomes a challenge, your employees are probably on track to experience burnout.

The ability to spot and—more importantly—*prevent* burnout can save great workers from absences or the pursuit of greener pastures.

The causes of burnout are myriad. Unmanageable workloads, low pay, lack of upward mobility, lack of recognition, poor team dynamics and other issues all contribute to a job feeling like a waste of time and energy.

Avoiding burnout is crucial. Here are some tips for recognizing what it looks like and preventing it on your team.

Signs of burnout can include:

- Staying late regularly
- Skipping meals to work
- Ignoring life outside work

Unfortunately, some workplace cultures encourage their teams to prioritize their jobs over their own needs. Once workers burn out, they not only lack the desire to work—they *can't* work anymore. It's a small step to exhaustion. Symptoms include:

- **Depression:** General hopelessness about the future
- **Social withdrawal:** Neglecting their social life, possibly looking to drugs, alcohol or sex instead
- **Overeating:** Sudden noticeable weight gain
- **Physical fatigue:** Appearance of fatigue or difficulty staying on task

Those who experience burnout rarely admit that they have a problem. Managers and executives need to be proactive about creating a culture

where physical, mental and emotional health are priorities.

Overworking from home

Before the pandemic, workers could forget about work once they left the office. Now, work occupies a specific room in the house (or sometimes the same room as non-work). It's much more difficult to say, "I'm done," and walk away when both the employer and the employee know that any extra tasks are only a few steps and a laptop power-up away from completion.



Spending extra time working from home appeals to the part of us that seeks to please others.

Working from home doesn't endow superhuman endurance to get more done. Managers need to respect working-hour restrictions and impose boundaries, so workers aren't tempted to work long or unusual hours.

Avoid creating a burnout culture

Avoiding burnout isn't easy. It takes planning and effort, which is why many start-ups suffer from high turnover. Rather than take time to plan and budget for manageable, realistic workloads, executives opt to go full throttle. If they want it, we'll make it happen, they say.

Employees like recognition, and some will go to great lengths to get

it. When the boss says, "We're pulling an all-nighter," people see an opportunity to show what they're made of. If they must neglect their loved ones to prove they're in it for the long haul, so be it. This is unsustainable.

Managers and executives have a responsibility to set the following:

- Realistic expectations about how much work should be completed in a given period
- Clear objectives, where the goalposts don't shift once a task is done.

Encourage regular working hours

Employee handbooks should make it clear that work is expected to start and end at predictable hours. Don't take it for granted that people can work from dawn to dusk to deliver on your promises. If people go above and beyond, compensate them with time off or a financial bonus, if possible.

Establish clear, achievable goals

The employer's job is to identify what needs to be done. One cause of burnout is the adage, "Find something to do." This punishes people who work quickly, which is why people feel anxious to tap away at their keyboard when the boss walks by.

Here's an idea: When managers don't have something for employees to do, let them go home early.

Make sure employees know what's expected of them. When they live up to, or exceed, those expectations, recognize them.

Preventing burnout is good business

Employees are the most valuable asset of any company. Healthy workers do better work with better attitudes. If you want a healthy workplace, be mindful of the signs of burnout—and nip them in the bud.



Manage workplace politics in or out of election season

The midterm elections are over, but now the presidential elections loom. Politics are always with us nowadays. When tensions are high, it is essential to keep a respectful workplace, whether or not it's voting season. In fact, according to SHRM, 26% of Americans regularly talk about politics in the workplace throughout the year. How can HR professionals work with employees to keep a safe and respectful workplace?

The first temptation might be to ban all political materials. No baseball hats with "Make America Great Again" or pro-choice buttons in the workplace! But there are some matters to consider.

First, if the political material relates to the terms and conditions of employment, that material may be protected under the National Labor Relations Act (NLRA) and therefore cannot be banned. For example, if the pro-choice button asks for abortion benefits in a health plan, that may be related to employment. However, this can become very murky very quickly. Does this include Black Lives Matter materials? The jury is still out on this. Even though political speech in the (private) workplace isn't protected by the

First Amendment, which governs only government speech, and political affiliation isn't a protected group, you don't necessarily want to silence all political discussion in your workplace.

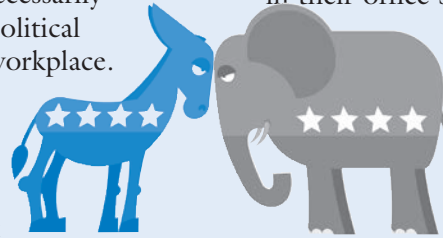
Clear guidelines on political speech in the workplace can help. For example, you might prohibit any material or conversation that is mocking, threatening or crass. This behavior is generally very disruptive, and managers are not likely to tolerate it.

Second, there will be some cases where an individual assessment may be necessary, but displaying a bumper sticker in your cubicle that says "F—k Trump" or telling someone that they are an "idiot" for voting for Joe Biden will not foster a happy and healthy workplace.

Some elements you could include in your workplace policies include:

- Employees are prohibited from harassing co-workers, vendors and customers for their political beliefs.
- Employees are prohibited from using harassing or threatening language in any context.

- Employees may not wear political paraphernalia to work or use it in their office space unless they have obtained approval from their direct supervisor.



Whether or not it's election time, keep your ear to the ground and be ready for all kinds of complaints. Values are tied deeply to politics, and some employees will insist on expressing themselves.

And, of course, if an employee is making discriminatory comments about a protected group, you know you must stop that immediately! If someone is telling co-workers, "All Mexicans are illegals," you might have a national origin discrimination issue.

Staying vigilant year-round will help you prevent disruptive political quarrels and prevent lawsuits.

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College degree required—or not?

Roughly two-thirds of workers in the U.S. do not have a bachelor's degree, according to the U.S. Census Bureau. An increasing number of employers are waiving the college requirement, and replacing language reading, "College degree required" with job posts stating, "College degree or equivalent experience required." Jobs that could be performed without a college degree but require one may exclude otherwise qualified candidates from consideration.

In 2022, Maryland became the first state in the nation to waive its college degree requirement for about 300 state jobs. Of the approximately 38,000 people who work for the state, nearly half work at jobs that could be performed by qualified candidates without four-year degrees. Former Governor Larry Hogan stated that other qualifications, including relevant experience, training or community college education, will be considered for many state government IT, administrative work and customer service positions.

Takeaway: Determine if the positions you are advertising indeed require a college degree or if work experience and solid references could substitute for that credential.

Some work and some play

In search of close friendships or romance? Look around your office! A new study, "Pros and Cons of Relationships at Work," asked 1,100 American employees about friendship, romance and enemies in the workplace. Even with many people working remotely, the study found:

- 94% of participants claimed they had made close friends with someone they worked with.
- Workplace gossip (32%), competition (26%) and lack of trust (24%) put an end to workplace friendships.
- 75% of those surveyed declared they had a romantic relationship with someone from their office.
- Most participants claimed there was nothing wrong with dating your colleagues (76%) or (more worriedly for HR) your manager.

HR: Jumpstart your career in the new year

The HR profession has undergone high turnover due to stress from the pandemic and the turbulent economy. HR staffers have navigated COVID's mass office closures to the great hybrid return to the Great Resignation, quiet quitting and sudden layoffs. Many identify with the results of a survey by the workplace communications app Workvivo, which found that 98% of HR pros felt burned out in the last six months. Nearly 80% said they were open to leaving their jobs.

But what if those responsible for talent management were given more responsibilities rather than fewer? There is an opportunity for HR to step up to management positions or even to the C-Suite. In 2023, HR pros are expected to take on more responsibilities, including a more proactive approach to resilience, mental health and well-being. This requires developing a comprehensive employee workfare and welfare strategy.

Until now, HR was almost an afterthought when it came to joining the bigwigs in the conference room. But the pandemic proved that those on the front lines of tumultuous changes have a great deal to offer.

After all, HR is responsible for the company's most valuable asset: people.

Ready for inspection? Dollar Tree was not

A recent OSHA ruling is clear: Fix safety issues or face the consequences. After repeat offenses were not corrected, OSHA fined a Dollar Tree store a whopping \$364,661. The Illinois store failed a June inspection, and OSHA found that conditions had not been corrected by November. Carts, large boxes and merchandise in the storeroom blocked walkways and work areas, creating slip, trip, fall and fire hazards. Workers risked being struck by unstable freight, and electrical panels were obstructed by stacked merchandise, creating electrical and fire hazards, OSHA found.

The lesson: Inspect your work area before OSHA does. Safety inspections should be a routine part of your manager's day, whether or not OSHA comes calling.



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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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