

To:

# The HR Specialist

Date: February 2019  
Vol. 17, No. 2

Attend  
the No. 1 HR law  
conference: April 3-5  
at Paris in Vegas! ... page 8

From: Business Management Daily

Subject: Practical HR strategies to boost your career

## In The News ...

**3.2 million reasons to get classifications right.** An Oregon delivery company must pay \$3.2 million to 120 drivers after it unlawfully required them to sign contracts converting them from employees into independent contractors. **Advice:** Titles mean nothing; workers must meet specific criteria to be classified as contractors (including being allowed to work for other companies). To learn about the current six-factor test, go to [www.theHRSpecialist.com/6factor](http://www.theHRSpecialist.com/6factor).

**Who earns what in HR?** Benefits managers earn the highest average salaries among HR occupations at \$119k a year, according to the U.S. Bureau of Labor Statistics' new *Occupational Outlook Handbook*. Others salaries, in order: HR directors/managers at \$110k, HR analysts at \$82k, compensation specialists at \$62k, HR specialists at \$60k and HR assistants at \$33k. Find more details at [www.bls.gov/ooh](http://www.bls.gov/ooh).

**Stop a crime, lose your job: What's your policy?** Do your employees know how to handle situations in which they see customer theft or violence? Many handbooks tell workers to keep their distance (or face discipline). Make sure your workers understand. A CVS store in Indiana fired a clerk and pharmacist for fighting off a customer who tried to steal oxycodone. CVS has a policy that forbids confronting criminals.

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## 8 great HR & management trends for 2019

Like sharks that must keep swimming to survive, HR professionals must continue evolving to succeed in these fast-moving times. Here are eight key workplace trends to plan for in 2019, according to David Hassell, CEO of performance management firm 15Five:

**1. Regular coaching replaces reviews.** If employees have to wait until a formal review to hear how they're doing, they'll be gone by that first review. More companies will abandon annual (or even quarterly) reviews in favor of continuous feedback. This generation demands it. A TriNet survey says 74% of millennial workers feel "in the dark" about their work performance.



**2. Employees want flextime, not foosball tables.** A *Harvard Business Review* study says 96% of people want flexibility in their jobs, but only 47% have the flex they need. The gap is even worse for women (only 34%). In this hyper-competitive labor market, offering remote work options, flexible hours and paid time off are essential for recruiting and retaining.

**3. Employee 'engagement' gives way to employee 'experience.'** A full 83% of HR leaders believe "employee experience" is important to their organization's success, says a Future Workplace survey. In fact, 56% are investing more

*Continued on page 2*

## Beware the 100% personal-liability tax trap

If you're a small-company HR professional, beware: As a new court ruling shows, the U.S. tax code can assess you *personally* for 100% of your organization's unpaid payroll taxes if you're a responsible person who willfully fails to deposit those taxes. (*IRS section 6672*)

You can be a "responsible person" if you simply have some check-signing authority. All it takes to willfully fail to deposit payroll taxes is to pay other creditors before the IRS.

Consider this: A Pennsylvania woman was the HR manager of a business run by her brother. He asked her to also take on unpaid treasurer duties. She endorsed several checks to creditors and signed one Form 941.

When the business failed to

deposit \$24,000 in payroll taxes, the IRS held the HR rep personally responsible for all of those unpaid taxes. It filed a notice of levy against her assets. She sued, but the Tax Court said she had to pay up. (*Eichler v. Commissioner*)

**Bottom line:** If you're in a similar position, document the steps you take to ensure the company's payroll taxes are deposited on time.

### 2019 Payroll Checklist

To stay in compliance, access our free 15-page *Payroll Checklist 2019*, a guide to your payroll duties for each pay period, month and calendar quarter. Download it at [www.theHRSpecialist.com/PayrollChecklist2019](http://www.theHRSpecialist.com/PayrollChecklist2019).

## HR trends for 2019

(Cont. from page 1)

in training, 51% in improving work spaces and 47% in more rewards. The tight job market requires more focus on employee experience.

**4. Technology will augment (not replace) HR.** HR will embrace everything from mobile open enrollment to recruiting bots to productivity tools like Slack and Zoom. But tech can't replace the human connection. To fill the space created by these tech tools, improve your chops as a coach and mentor.

**5. Employee self-evaluations gain steam and mature.** More organizations are making it safe for employees to share candid feedback. That encourages workers to be honest, as well as ask pointed questions that encourage their own growth.

**6. Training it out, career growth is in.** A Gallup poll says 87% of millennials cite access to professional development and career growth opportunities as an important factor in a job. Traditional training doesn't cut it. Micro-learning opportunities, which are short, informal, self-directed and mobile-optimized on single topics will pick-up in 2019. Delivery tools will vary from videos, webinars, podcasts, or even games.

**7. Diversity and inclusion aren't just buzz words.** Companies that ignore 2018's hot-button issues (#MeToo, gender pay gaps, etc.) will face legal and PR peril in 2019. As the workforce becomes more diverse (ethnically and generationally), fostering a culture of openness and inclusion starts from the top. And research shows that diverse teams perform better.

**8. More paid leave for more productivity.** As more states mandate paid sick leave (see page 5), a new Glassdoor report says most people who receive paid time off only take about half (54%) of their allotment each year. Expect to see a rise in the number of companies forcing workers to take a *minimum* amount of paid leave each year.

## Employers plan more hiring in 2019 as confidence in economy grows

Nearly 55% of U.S. organizations say they plan to hire new employees this year, compared to just over 46% of employers who reported they'd hire in 2018, according to a survey conducted by global consultant Challenger, Gray & Christmas.

Meanwhile, fewer companies are reporting that economic fears and soft demand would negatively impact hiring. Only 9% of employers predicted that low demand and economic uncertainty would slow their hiring plans, compared to 24% of employers who reported this in the 2017 survey.

"Companies are currently locked in a war for talent. With the market at near full employment and companies making plans to expand or invest in technologies requiring workers with new or differing skill sets, it's no wonder the hiring outlook is so positive," said Andrew Challenger, VP at Challenger, Gray & Christmas.

Employers also report more confi-

**"Companies are looking to get staffing levels to a place where they can fully capitalize on the strong economy."**

— Andrew Challenger,  
VP of Challenger, Gray &  
Christmas



dence in the economy this year. A full 63% of employers feel the economy is stronger than last year. Compare that to 47% who reported this in 2017.

Who's leading the hiring charge? Technology firms will ramp up hiring the most in 2019, followed by employers in the health care, business, energy and education sectors.

"Some indicators suggest a coming downturn, but at the moment, companies are looking to get staffing levels to a place where they can fully capitalize on the strong economy," said Challenger.

## HR is pushing more employers to take steps to stop workplace violence

In a trend that appears to be accelerating, employers in more industries are taking practical action to keep their workers safe from violent attacks. And HR professionals are often the catalyst for such changes in organizations.

In September, a coalition of major hotel chains announced they were rolling out personal-alert devices (see at right) that will allow hotel employees to summon help should they face an on-the-job threat. Marriott, Hilton and Hyatt pledged to implement these hand-held "panic buttons" for all employees by 2020.

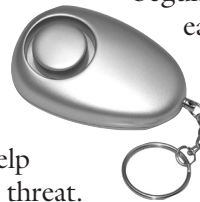
Also, major hospitals are employing armed guards in light of increased violence against medical professionals from patients and visitors. Of all professions, nurses now face the highest risk of violence at work. Between 2012 and 2014, there were more than

10,000 physical assaults on health care workers.

Security guards at more than half of hospitals nationwide are now armed. At Hershey Medical Center in Pennsylvania, security guards have begun carrying guns since an incident earlier this year in which a patient tried to rape a nurse.

In addition, Hershey Med is warning its patients that aggressive or violent talk to employees will not be tolerated. It is training staffers how to de-escalate potentially violent situations. It has developed a risk assessment tool to identify patients and situations that might turn violent.

**Online resource** For extensive OSHA resources on how to lower the risk of workplace violence and respond if it occurs, go to [www.osha.gov/SLTC/workplaceviolence](http://www.osha.gov/SLTC/workplaceviolence).





## Less qualified hires = a higher lawsuit risk

With unemployment near a 50-year low, it's hard to recruit qualified applicants. You may be forced to take a chance on candidates who don't have the exact experience or education you usually seek.

**Advice:** Take some preventative action to avoid lawsuits down the road. At the time of hiring any applicant, document your reasons for hiring, plus any shortcomings and efforts made to bring the person up to speed. If you end up having to terminate the employee, such documentation will help show that your reason was legit.

**Recent case:** Michael applied for a UPS computer technician job. He had limited work experience with computers, but had received a certification. UPS took a chance on him, but he struggled and was soon fired.

Michael, who is black, sued for race discrimination. The court tossed out the case, citing UPS's carefully documented notes on Michael's deficiencies and the efforts to help him improve. (*Assue v. UPS*, SD NY)

**Online resource** For advice on how to create an ongoing performance log for each employee, go to [www.theHRSpecialist.com/log](http://www.theHRSpecialist.com/log).

## Legal Briefs

### Make clear to staff: Their emails could be read in court

Donna quit and sued, saying she was sexually harassed and many co-workers saw it. The court OK'd her request to search the company's email system for messages containing a list of obscene words that Donna believed would identify witnesses. (*Roadman v. Select Specialty*, WD PA)

**The lesson:** Remind supervisors to choose their words carefully—in person and on emails. Generally, any form of communication is fair game for discovery during litigation.

### HR accused of wrongdoing? Hire an outside investigator

When an HR exec was accused of harassment, a college hired an outside attorney to investigate. It uncovered more harassment and he was fired. He sued for race bias but the court tossed it out, citing the school's diligence in arranging for an impartial, third-party investigation. (*McNeal v. University of Minnesota Physicians*, 8th Cir.)

**The lesson:** Outsourcing will remove suspicion that HR is looking out for its own. It also makes the conclusions more likely to hold up in court.



## Deaf applicant? Know your ADA obligations

If you don't know how you'd handle applicants with hearing impairments, get yourself educated before a court does it for you.

The ADA does not require applicants to disclose that they have a hearing impairment (or other disability) unless they will need a reasonable accommodation for the application process. It's wise to identify vendors of adaptive communications technology ahead of time in case you need to interview hard-of-hearing applicants.

**Recent case:** A deaf applicant applied for a cashier job at a Target store in California. The store determined that

he was qualified and it scheduled an online interview that would allow the applicant to communicate via a video service and sign language.

Target called twice but hung up before the connection was made and never interviewed him. It hired seven nondisabled applicants that week. The EEOC sued Target on his behalf, citing a failure to accommodate.

**Online resource** Read the EEOC's Q&A guidance on accommodating staff and applicants with hearing impairments at [www.tinyurl.com/eecodeaf](http://www.tinyurl.com/eecodeaf).

## Fired for getting married: Is that sex bias?

Federal law does not list "marital status" as a possible grounds for a sex discrimination lawsuit. But that doesn't mean marriage cannot play a role in Title VII sex discrimination cases.

So-called "sex-plus discrimination" can include discrimination based on a combination of the gender, plus another factor. Thus, if an employer treats married women differently than married men, the gender treated less favorably may have a sex-plus marital-status case.

**Recent case:** Kymberley texted her boss to say she got married over the

weekend. The next day she was terminated. The owner admitted he fired her because "*she just got married.*"

Kymberley sued, alleging sex discrimination. A lower court dismissed the suit, saying this was a case of marital-status discrimination not covered by Title VII.

But an appeals court sent it to trial, saying Kymberley wasn't fired because she got married, but because she was a woman who got married. The company didn't treat men who got married the same way. (*Rosencrans v. Quixote Enterprises*, 3rd Cir.)

### Religion: Year off to become a priestess isn't reasonable

A college poetry professor wanted to undergo a year of training to become a priestess in her Santeria religion. The dean questioned how she could keep doing her job. When the professor was fired for unrelated reasons, she sued for religious bias. The court dismissed the claim, saying the leave request was unreasonable. (*Naca v. Macalester College*, DC MN)

**The lesson:** You must accommodate religious practices as long as they don't cause an "undue hardship."



## Report: Average sex harassment settlement is \$24k

In less than one-quarter (23%) of sexual harassment claims do employees earn some sort of financial payout, says a new University of Massachusetts study of 46,000 claims filed with the EEOC and state agencies. Among cases that do lead to financial settlements, the average payout by the employer is \$24,700, with a median amount of \$10,000. This discrepancy is due to a handful of big-dollar settlements. Still, such large settlements are rare, with only 1% of those who received monetary compensation exceeding \$100,000.

## Online portal sparks 30% rise in job-bias complaints

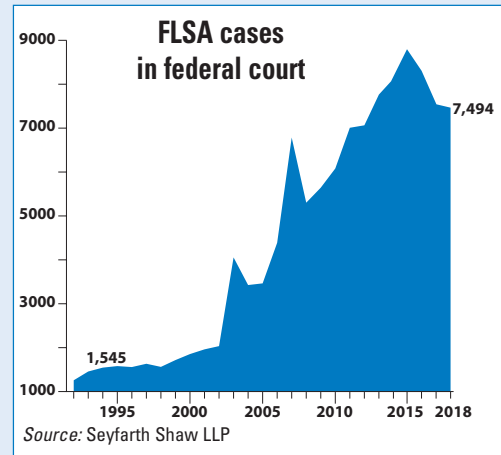
Previously, employees wanting to file a job discrimination complaint with the EEOC had to call a toll-free number or contact an EEOC field office. But in late 2017, the agency launched its Public Portal, a nationwide online inquiry system. As a result, the EEOC saw a 30% increase in employee inquiries in 2018 compared to the previous year, and it did more than 40,000 intake interviews.

## Wage lawsuits fall, but still near historical highs

In 2018, U.S. employees filed 7,494 lawsuits in federal courts relating to wage-and-hour issues. That's down a bit from the previous year, but still running at historic levels, says a new report by the Seyfarth Shaw law firm. In the past 15 years, wage-and-hour filing have spiked by more than 450%, fueled by the publicity of big verdicts and technology that allows more marketing by plaintiffs' lawyers.

Seyfarth's annual report says "the current volume of wage & hour cases within the 'pipeline' in the federal

courts is as large and vast as ever ... Given this trend, employers may well see a record-breaking increase in the number of FLSA filings in 2019."



## HR Q&A

### We pay for holidays; what if it's on a weekend?

**Q.** Our handbook says we offer a "paid day off" for a specific holiday. If it falls on a weekend day we normally don't work, do we have to pay for it? (We don't give Friday or Monday off.) — *Donna, North Carolina*

**A.** Possibly. It's unlikely that your state law would find failure to pay in this circumstance a violation of the state wage payment laws, since you aren't actually failing to pay workers for time worked. But a court may see that handbook wording as creating an enforceable contract. Of course, your handbook may also disclaim any intent to create a contract. The circumstances and your conduct in the past would be relevant to a contract claim.

### Office romance: Can we enforce a new policy?

**Q.** We don't have a workplace dating policy, but a supervisor started dating one of his staff. Can we create a policy now and enforce it immediately (such as separation of the two)? — *Amianne, Maryland*

**A.** Yes, and you don't need a formal written policy in place to take steps to address the issue now. As you recognize, a supervisor dating an employee can lead to questions about whether the junior worker is participating in the relationship because he or she doesn't wish to jeopardize his or her job. And co-workers may be concerned about favoritism—either real or perceived.

Assuming the relationship is consensual, limiting or

eliminating the ability of the senior worker to influence the terms and conditions of the junior worker's employment—anything from evaluations to assignments—is ideal. Of course, if you determine the relationship is more one-sided, taking steps to protect the junior worker from retaliation may also be warranted.

**Online resource** For five tips on managing office romances, go to [www.theHRSpecialist.com/romance](http://www.theHRSpecialist.com/romance).



### What do we do with a valid but wrong SSN?

**Q.** We handed out an early W-2 to an employee who was terminated. We just found out she had presented a valid but incorrect Social Security number. What do we do?

**A.** If you discover an error on a W-2 after you issue it but before you file it, check the Void box at the top of Copy A of that incorrect W-2. Then, prepare a new W-2 with the correct information and file it along with all your other W-2s. Be sure you write CORRECTED on the new copies and furnish them to the employee.

*Do you have a question? If so, you can email it to The HR Specialist at [HRSEditor@BusinessManagementDaily.com](mailto:HRSEditor@BusinessManagementDaily.com).*

## Help staff cope with annual deductible reset

When the calendar flipped to 2019, chances are your health insurance plan hit the “reset button” for deductibles. With a new plan year, employees face higher out-of-pocket costs until they meet their annual deductible caps.

**Advice:** Offer tips to help workers better manage their out-of-pocket expenses. Tracy Watts, senior partner at Mercer consulting, says employees may be able to:

- Consult with a nurse for free (if



your plan offers such a feature) before scheduling a doctor’s appointment.

- Try a telemedicine visit, which can be conducted via phone or video chat, and usually costs less.
- Take advantage of preventive services covered at 100%. For example, getting a flu shot makes it less likely employees will get sick.
- Consider a “convenience care” clinic in stores like Target and CVS. They offer limited services at a lower cost than urgent care facilities or a doctor’s office.

## 4 plan features vital to building 401(k) wealth

Employer-sponsored 401(k) retirement plans are most successful at helping workers build wealth if they offer these four features, according to research by Wells Fargo’s Institutional Retirement and Trust:

1. Automatic enrollment, with a default of 6% or more going to the 401(k) and automatic annual re-enrollment
2. An opt-out option to increase the default to a rate of 10% or higher
3. Diversified investment offerings, such as a target-date fund
4. An above-average company match of at least 5%, or profit sharing.

“When used together, these features address the psychological barriers, or inertia, that tend to get in the way of a person’s path to a well-funded retirement,” said Wells Fargo’s Mel Hooker. “While saving and investing for retirement fall primarily on individuals, we also found that the way businesses design their 401(k) plans for employees can dramatically influence the decisions people make in preparing for retirement.”

**Online resource** Download Wells Fargo’s full report on strategies to increase participation and wealth in retirement plans at [www.tinyurl.com/wells401k](http://www.tinyurl.com/wells401k).

## A 2020 view of employee-benefit tech trends

Technology continues to put the power to manage benefits into employees’ hands. Three trends to watch for, according to a PlanSource, a cloud-based benefits administrator:

**More mobile options.** More than 70% of American’s online time is spent on mobile devices, and that number is growing. Investing in benefit-related text alerts is the easiest way to jump into this trend. To go “all in,” invest in a responsive benefits enrollment system that will allow employees to access benefits information on any device.

You can also partner with a tech company that offers a mobile app.

**Artificial intelligence.** More tech vendors are offering AI solutions to engage staff through their entire careers. For benefits, AI will unlock greater potential in data analysis, which can lead to better forecasting.

**Decision support tools.** As benefits grow in cost and complexity, so has employee confusion. Talk to your broker about new tools and add-ons for your benefits software that can help employees make informed decisions.

## 4 key benefit trends to watch for in 2019

*Among the benefit trends to watch this year, according to the Society for Human Resource Management:*

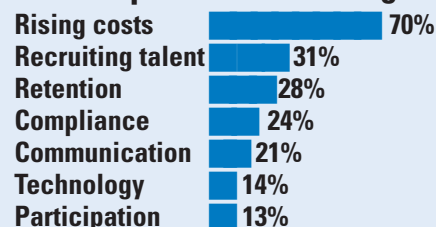
**1. Emotional health moves to the forefront.** Coverage will improve for a range of issues, including stress, addiction, depression and other mental disorders. So will the range of treatment options through onsite and virtual counseling, network expansion and the integration of EAPs and mental health benefits.

**2. More family-friendly perks.** The talent war and changing social expectations (along with state/local laws) will push more employers to enhance paid parental-leave programs—and consider adding new paid caregiver leave for family-related absences. A SHRM study says 29% of employers offered paid paternity leave in 2018, up from 8% in 2016.

**3. Voluntary benefits become more personal.** As consumer expectations evolve, employees will depend on their employers to leverage benefits to address personal needs. Look for more employers to use data-driven approaches to tailor their guidance and voluntary benefits to employees’ specific lifestyle needs.

**4. Direct contracting with health care providers will grow.** As health costs increase, employers will get more aggressive in efforts to offer better-quality, lower-cost care. As a result, more employers will contract directly with doctors and hospitals. They’ll design plans to steer workers to providers that offer evidence-based, competitively priced care.

### HR's top benefit challenges



Source: SHRM 2018 survey

To: \_\_\_\_\_  
From: \_\_\_\_\_

Date: February 2019  
Re: The management skills checklist

## Leadership

# Management skills checklist: Which do you do well?

*The most effective managers demonstrate a very specific set of skills and behaviors in the workplace. New research by MindTools and the London Business School identified the following core skills that the best managers master.*

*Check off the skills that you currently do well (use the remaining list as areas for you to work on this year):*



**1. Effectively plan and manage time.** Have the ability to prioritize so you can focus your attention on the right things at the right time.

**2. Cope with change and stress.** Being able to deal with change, setbacks and stress in a healthy way is key to being a great leader.

**3. Manage their own career,** while helping their employees do the same. This also includes having a good work/life balance.

**4. Know self well.** Are you constantly aware of how your actions affect you and your team members?

**5. Complete tasks and projects efficiently.** The best managers set goals and projects using KPIs (key performance indicators) and structured approaches to improvement.

**6. Solve problems effectively.** The best managers bring people together for team-based problem solving. They also value getting systematically to the root of a problem and identifying all possible causes.

**7. Make smart decisions.** Good managers have the ability to consider many factors—opportunities, risks, ethics, etc.—in making decisions, plus decide whether it makes financial sense using cost/benefit analysis.

**8. Foster creativity and innovation.** Good managers appreciate the power of free association to come up with new ideas and believe in innovating all areas of business—not just with products and services.

**9. Understand and motivate other people.** That takes a willingness to develop emotional intelligence, self-control, empathy and listening skills.

**10. Get the best from people.** That includes mentoring, rewarding and giving the correct amount of praise (and the correct type of praise).

**11. Communicate effectively.** This involves everything from speaking to writing to being appropriately assertive in the workplace.

**12. Hire and develop good people.** Giving high-quality feedback is the most important thing you can do to develop your staff.

**13. Deal with difficult situations.** The ability to provide support for struggling workers, discipline bad behavior or resolve conflicts is key to effective management.

**14. Make change happen in their organization.** This includes the ability to identify threats and opportunities, plus the assertiveness and smarts to make the right moves.

**15. Work well with customers and clients.** Having the emotional intelligence to interactive with customers (especially unhappy ones) is a vital skill for any manager.

## The 3 traits of great Google managers

Google surveyed 10,000 of its employees to identify the qualities that made the most effective Google manager. What they found, according to *Inc.*, wasn't a need for hot-shot technical skills. Google staffers want these main things from managers:

### 1. A calm and collected manner.

All employees experience stress, but Google staff tend to prefer managers who don't show it. Bosses that express their stress make their

employees feel stressed, too.

**2. A problem-solver who shares best practices.** Employees want managers who don't show them the answer, but teach them how to arrive there. Such managers are grounded in coaching and career development.

**3. A complete person.** The favorite managers show an interest in their employees' lives outside of work—not trying to be best friends, but focusing on the employees' overall well-being.



# Employees stuck in a rut? 5 ways you're stifling innovation

*Innovation is difficult to come by. In fact, the odds of a new product idea reaching full commercialization are less than 4%. But, there are five sure-fire ways you can make certain innovation never sees the light of day at your company:*

## 1. Don't make innovation a top priority and "all-hands" job requirement

Many CEOs want innovation but only after "the real work" gets done. Here is a news flash: If you want to survive, you better make innovation "the real work." How? Write it into every job description. Reward and recognize people who innovate. And yes, ask people to leave if they don't.

## 2. Don't give people the training they need to innovate

Studies have debunked the myth that you are either born an Einstein or you're not. The truth is, everyone can be creative if they are trained in the principles of creativity. So, your job is to train every single employee. I hired the previous chief creativity officer of the QVC network to teach my entire workforce how to generate new and novel ideas. Now creativity is in our DNA.

## 3. Don't give people the time to innovate

If you don't give people the time and space to innovate, they will default to the tasks at hand—making the doughnuts. After all, they get paid to make the doughnuts. I tell my employees I expect 20% of their time to be spent on innovation. And I hire extra people, so we can still get production and innovation.

## 4. Don't give people a place to innovate

I built what I call a "Google-like campus in a factory," which is a high-tech space designed to facilitate innovation. Our employees named it the "Creation Station." My employees are welcome to gather there whenever they want. And they often do, collaborating across the organization in the pursuit of new products and processes.

Some people will say such a space is a waste of money and only gives employees the excuse to goof off there. To that I say, you have the wrong employees. So, get the right ones.

## 5. Don't take risks to innovate

Without risk, there can be no innovation. You must give people your permission to fail. Otherwise, they won't even try. I tell CEOs all the time, don't take risks; take big risks. Little risks have puny returns. Little risks don't motivate people to do extraordinary things.



*Write innovation into every job description. Reward and recognize people who innovate. And yes, ask people to leave if they don't.*

Bottom line, get comfortable being uncomfortable. Take the big risks and encourage your employees to do the same. What should you do if they take a risk and fail? Celebrate! Reinforce the "risk is a good thing" philosophy because that is the only way that innovation can happen.

*Steven L. Blue is the CEO of Miller Ingenuity and author of the new book, Metamorphosis: From Rust-Belt to High-Tech in a 21st Century World.*

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Volume 17, Number 2

Printed in the United States.

*The HR Specialist* (ISSN 1545-360X) is published monthly by Business Management Daily, 7600A Leesburg Pike, West Building, Suite 300, Falls Church, VA 22043-2004, (800) 543-2055, [www.theHRSpecialist.com](http://www.theHRSpecialist.com). Annual subscription price: \$299.

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## New study shows where to focus your safety budget

Workplace injuries cost U.S. businesses \$1 billion each week in workers' compensation costs. Where should you spend your safety dollars to avoid the most costly injuries? According to the *2018 Liberty Mutual Safety Index*, here are the top causes of nonfatal serious workplace injuries (and their percentage of total injury costs): falls (29%), overexertion (23%), struck by object (9%), roadway incidents (5%), caught in equipment (4%) and repetitive motions (3%).

## Privacy calling: More 'phone booths' in open offices

The trend toward open office design may help with collaboration and rent costs, but it eliminates any chance for privacy. That's why more offices are installing office phone booths or "privacy pods" that allow employees (or small groups) to work in silence or make phone calls. You have more options to choose from. In 2015, only one booth-maker was exhibiting at the annual design industry's trade show. Last year, there were more than a dozen.

## How's your onboarding process? Survey to find out

Don't just *hope* that your onboarding efforts are working. Wait 30 days after each hiring and then survey the employee on his or her experience on that first day. Find out what works and what doesn't in your onboarding and the "preboarding" time that occurs in the weeks before their first day. For eight tips on smart preboarding, go to [www.theHRSpecialist.com/preboarding](http://www.theHRSpecialist.com/preboarding).

## HDHP enrollees are more careful with health costs

Because more of their own money is on the line, employees enrolled in high-deductible health plans are significantly more likely to seek health-care cost and quality information than employees who have lower deductibles, says a new Employee Benefit Research Institute report. HDHP enrollees are more likely to inquire about generic

## Make lactation space (and breaks) a priority

Does your workplace have a proper space where nursing employees can pump breast milk—and does it offer enough break time—as the law requires? The U.S. Labor Department recently issued one of its first lactation-break citations against an employer. And a new report from the Center for Workplace Law calls discrimination against nursing mothers the next frontier in pregnancy discrimination. Learn more about your responsibilities at [www.theHRSpecialist.com/milk](http://www.theHRSpecialist.com/milk).



### Do you think there's a stigma attached to moms who breastfeed at work?

Yes

63%

No

37%

Source: Aeroflow survey of 770 expectant mothers

drugs, seek less costly treatments and negotiate lower prices for services. Last year, 46% of people were enrolled in HDHPs, up from just 17% the year before.

## Sports clichés at work: Who's the champion?

It's a slam dunk that you've heard plenty of sports clichés used in business interactions. According to a new survey by the Kimble Applications consulting firm, "Keep your eye on the ball" is the most overused sports metaphor used in the workplace, followed by "The ball is in your court" and "Down to the wire." Somewhat related stat: 17% of U.S. employees admit they've falsely called out sick the day after a major sports event—likely due to lack of sleep or overcelebration.

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Is there anything more dangerous than crossing the IRS?

# *Payroll Compliance Handbook*

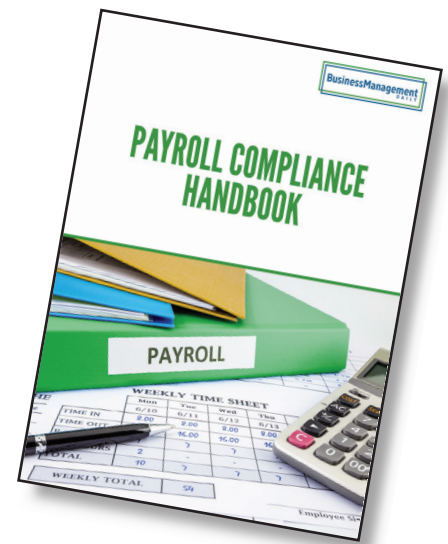
Once upon a time, payroll used to be easy: the employee's gross pay minus federal, state and local taxes. Then along came health premium and 401(k) deductions. Still simple, but...

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*

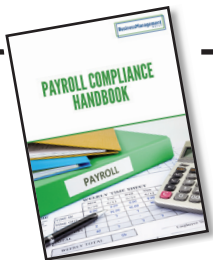
## We've Made Payroll Easy Again!

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!



### SPECIAL REPORT ORDER COUPON

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Please send me \_\_\_ copy(ies) of the *Payroll Compliance Handbook* at the low rate of \$127 per copy, plus shipping and handling.

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