

From: Business Management Daily

Subject: Practical HR strategies to boost your career

In The News ...

Why is America 'the land of quitters'? Resignations continue to run at record levels this winter. But the motives for all these departures aren't new. The top three reasons in order, according to a new Zety survey: low salary, limited career opportunity and not being valued by management. What's drawing them to their next jobs? Flex work schedules are tops, followed by better pay, better benefits and more meaningful work.

New year = new employment laws. The start of a new year is a good time to check your compliance with new laws and regulations. Most of the changes taking place for 2022 are coming from the states. You can find a state-by-state update of new laws from the Littler law firm at www.tinyurl.com/HRlaw22.

LEAP
2022

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HR compliance is harder than ever.

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Talent war driving bigger pay raises for 2022

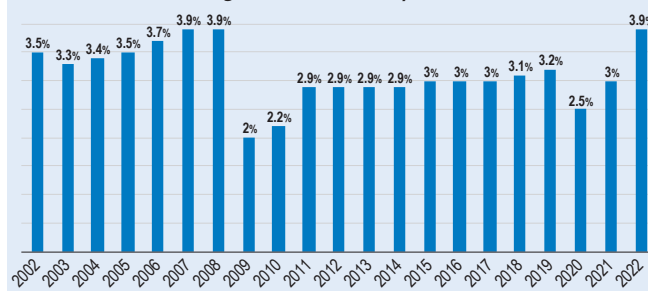
With record numbers of employees quitting their jobs in 2021, HR pros are fighting a fierce battle to attract and retain top talent as the calendar flips to 2022. The most powerful weapon in their arsenal: higher pay.

Employers are gearing up to offer average wage increases of 3.9% in 2022, a level not seen since 2008, according to the Conference Board's Salary Increase Budget Survey. The wage bump represents an increase of nearly one percentage point in just seven months.

But those raises come against some strong headwinds. American workers are facing the highest rates of inflation since the early 1980s. With inflation running at 6.2% for the year, even raises of 3.9% won't keep up with rising costs.

Showing them the money

Annual growth in salary increases



Your applicants and employees know these numbers and aren't shy about requesting bigger raises this year. In fact, the Conference Board found that the lure of higher pay was the leading reason employees changed jobs this year.

In response, more recruiters are offering cash signing bonuses to lure job-changers. And to encourage star performers to stay, many companies are dangling retention awards in

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Vax mandates in limbo; employers move ahead

A majority of employers remain committed to requiring employees to be vaccinated against COVID even if courts do eventually rule that OSHA cannot legally force them to do so.

Sixty percent of employers say they're moving ahead with plans for a vaccine mandate, according to a survey of 300 larger employers (more than 100 workers) by the Gartner advisory firm. Another 30% of companies say they are waiting to see how legal challenges to OSHA's mandate play out.

On Dec. 17, a federal appeals court reinstated the vaccine-and-testing requirement for private businesses with at least 100 employees. In sepa-

rate cases, vaccine mandates for federal contractors and health workers are still on temporary holds by the courts. The U.S. Supreme Court could make the final call.

If the 100+ worker mandate rule is approved, OSHA now says it won't issue citations until after Jan. 10. Citations regarding testing requirements would start Feb. 9.

The impact: You can certainly still create a vax mandate for your staff if you want, regardless of company size. Courts have given a clear green light for *employer-created* mandates (allowing, of course, for religious and

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Salaries

(Cont. from page 1)

addition to pay raises.

“The market is moving. And employees are testing their value,” says Catherine Hartmann, who leads Willis Towers Watson’s rewards practice. “Some employees are even bringing in competitive offers as a means to challenge their current salary.”

A mere 3% of employers have no plans to boost salaries in 2022. That’s down from 8% in 2021, according to Willis Towers Watson.

Blue-collar and manual-service workers will get the biggest pay bumps, often near 20%. Other in-demand positions commanding big raises: cybersecurity, supply-chain leadership, tech, digital marketing, data analysis, artificial intelligence and engineering

Hot trend: One-time incentives and bonus payouts are getting more popular. According to a new Mercer study, one in four employers say they will increase their overall bonus pool by more than 10% from 2021 to 2022.

Vaccination mandates

(Cont. from page 1)

medical accommodations). The legal concern is with *government* mandates.

Or you can wait for guidance from the courts. But that may be risky, as a pro-mandate court ruling may not give you much time to quickly get into OSHA vaccination compliance.

If you’re struggling with the mandate decision, here’s what to consider:

Your location. Do you operate in a state with an anti-mandate law? If so, explore the options with your attorney. Federal law typically overrides state law here, but your attorney may suggest a wait-and-see approach for now.

Status as a federal contractor or health-care provider. Separate federal rules require employees of federal contractors and health-sector employees to be vaccinated. Discuss compliance challenges with your attorney.

Size of your workforce. The OSHA mandate only applies to organizations with 100 or more employees. However, some states have adopted similar mandates for smaller employers.

Pandemic punishers: EEOC warns employers about the rise in COVID-related retaliation

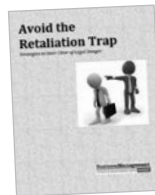
The past two years have created a perfect storm for employment retaliation complaints. That’s why your organization needs to make clear to managers at the start of 2022 that it’s always unlawful to strike back against people who voice workplace complaints or assert their protected legal rights.

The EEOC last month updated its retaliation guidance for the COVID age, saying the pandemic created a host of new situations for retaliation to occur. The agency released a new assistance document explaining how employers should balance employees’ rights under various laws (ADA, Title VII, etc.) against an employer’s need to enforce COVID safety protocols.

Employees (plus applicants and ex-employees) are protected from retaliation for asserting their rights under any EEOC-enforced federal law. Plus, the EEOC said COVID has triggered many pandemic situations that are leading to employment retaliation. Some examples:

- During the pandemic, more employees asked for continued telework as a disability accommodation. Any type of punishment for such requests can trigger ADA violations.
- If workers seek religious exemptions from company vaccine rules, any negative response to that worker could become religious retaliation.
- If an employee voices complaints about a lack of masks, cleaning or vaccine rules, any punishment could be deemed retaliation.

The U.S. Department of Labor has been cracking down on companies that punish COVID safety complainers. *Example:* The DOL sued a Texas manufacturer for firing a worker right after he complained about the company’s lack of COVID safety.



Free Report For more advice on how to avoid retaliation claims, plus lessons from recent court cases, access our free report, *Avoid the Retaliation Trap*, at www.theHRSpecialist.com/retaliationtrap.

New federal rules clarify when COVID is (and isn’t) an ADA-qualifying disability

If an employee has a serious case of COVID or is struggling to recover, be aware that he or she may qualify as disabled under the ADA and you’d need to offer an accommodation.

On Dec. 14, the EEOC issued new guidance clarifying when workers who contract COVID can be protected under the ADA.

Not every person with COVID will qualify. Someone with mild symptoms that resolve in a few weeks isn’t covered by the ADA. You must assess each employee’s condition individually. The key question: Do the physical or mental impairments substantially limit one or more major life activities?

The EEOC clarified that “long COVID” symptoms of headaches, dizziness and brain fog can often be

ADA impairments. Other key points:

- COVID may cause ADA-covered impairments even if the initial infection did not constitute a disability.
- Disabled employees aren’t automatically entitled to accommodations—only when their disability requires it, and only when the accommodation is not an undue hardship for the employer.
- Employers risk violating the ADA if they rely on myths or fears about COVID and prevent an employee’s return to work once the employer is no longer infectious.

Remember, you can request supporting medical documentation to see if a condition qualifies as a disability.

Online resource Read the guidance at tinyurl.com/EEOC-ADA-covid.



\$1.4M lesson: Personal pain of misclassification

Making the employee-or-independent contractor decision should always be a well-researched and documented choice. One main reason: While most lawsuits claiming misclassification of independent contractors are brought against corporate entities, the Fair Labor Standards Act allows workers to also sue any company decision-maker who plays a role in that misclassification. That could even include HR professionals.

Recent case: A call center company in Las Vegas classified 1,300 workers as independent contractors. It paid them only when they made sales, causing some workers

to receive little pay for long hours.

A federal court came down hard on the company and its two owners for willful misclassification. It said the owners were *personally* liable for the FLSA violations, and they were ordered to repay \$728k in back wages and an additional \$728k in damages. (*DOL v. Wellfleet Communications*)

Online resource Discover which employee lawsuits can target the personal assets of the C-suite and managers—and how you can respond—with our free booklet, *Fair Game*, at www.theHRSpecialist.com/personalliability.

Be alert to bias against addiction disability

Refusing to hire people because of their disabilities violates the ADA. That includes making snap judgments about applicants or employees who may have a disability related to addiction. If the person is taking meds to overcome opioid addiction, you may need to accommodate it. You at least must have a discussion on possible accommodations.

Recent case: A welder was offered a job, contingent on a drug test. He passed, but explained he was in treatment for drug addiction, which



included taking prescription meds.

The hiring manager said, “If you get off that s**t, I’ll hire you.”

The EEOC sued, saying the manager discriminated based on the idea that treating addiction with prescriptions was different than treating other disabilities with medicine. (*EEOC v. Modern Group*, ED TX)

Online resource Read the EEOC’s guidance on this issue at www.tinyurl.com/EEOCmeds.

Fire during leave? Prove FMLA wasn’t why

If you must terminate someone who has taken (or is currently on) FMLA leave, be prepared to show documented proof that your decision had absolutely nothing to do with the person’s taking of leave. Do that by contemporaneously documenting what leads to every termination and when you made the decision to fire. It’s best if you can show the firing decision was made before the FMLA request.

Recent case: James had several medical conditions, including epilepsy, and he often took his wife to cancer

appointments. He received poor performance reviews and a final warning before taking FMLA leave. While on leave, James was fired for poor performance. He sued.

A lower court tossed out the case, saying James didn’t show his FMLA leave played a role in the firing. But a federal appeals court reinstated the case, saying the company must show more proof that it had a legitimate reason, unrelated to the FMLA. Better documentation would have helped. (*Hester v. Bell-Textron*, 5th Cir.)

‘Please quit’ is poor response to employee complaint

After a nurse complained of harassment, the hospital demoted the harasser. But it still allowed him to work on her shift. When she complained again, HR encouraged her to quit. She did and sued for harassment and retaliation. The harassment case got tossed out (the hospital handled that fine) but the retaliation claim stuck like Velcro. The cost: \$120,000 in punitive damages. (*Nitkin v. Main Line Health*, ED PA).

The lesson: Responding to complaints is only half the job. The other half is to make sure the complainer doesn’t suffer any retaliation.

Don’t punish employees for their activist stances

With employee activism on the rise, a new National Labor Relations Board ruling shows why it’s unwise to try to squelch dissent among employees who criticize the company. The NLRB went after Amazon for firing two workers after the pair formed an internal group of co-workers to pressure the company to reform its environmental practices.

The lesson: Federal labor law prohibits employers from interfering with so-called “concerted activities” aimed at improving working conditions. This protection even extends to employees at nonunion companies.

Harassment settlement shows type of training EEOC expects

When the EEOC sued a California janitorial business over sexual harassment, the company settled for a \$300,000 payment. The company also agreed in writing to: 1) hire a larger percentage of women as managers; 2) develop high-quality training programs (including bystander intervention); 3) set up a new harassment complaint process, including a reporting hotline.

The lesson: Compare your anti-harassment efforts to these EEOC-approved training best practices. How do they measure up?

Got 'Glassdoored'? How to respond to negative online reviews

Just like a few negative reviews on Yelp can slow the foot traffic into a local pizza joint, unflattering critiques of your organization on **Glassdoor.com** can quickly frighten off would-be applicants.

Glassdoor is for applicants what **RateMyTeacher.com** is for students and **Yelp.com** is for diners. But this is worse than a roach in the ravioli.

Negative or even fake reviews can cause serious damage to your quality of hires. A full 94% of people say that an online review has convinced them to avoid a business, says a Consumer Fusion survey.

It's tempting to quickly react, make it personal or try to get even with the anonymous poster (typically a former employee). But the best move is to manage the issue calmly. Three tips:

1. Keep it professional. Periodically scan Glassdoor and related sites for reviews of your company and respond to each. Thank the writ-

ers of positive reviews. For negative reviews, don't strike back at the writer or make excuses. Highlight corporate attributes and possibly offer to address the matter further in private.

You could write something like, *"Thank you for your candid review. We are sorry you did not enjoy your time here. We pride ourselves in providing a productive and collegial atmosphere, as reflected in the more than 20 positive reviews here. We wish you well in your next endeavor."*

2. Don't post a five-star review yourself to try to cancel out the negative one. Disaffected employees will recognize these false positives because they're usually written in bland business speak.

3. Be proactive. Identify unhappy employees *before* they rage quit and post on Glassdoor. Conduct regular "stay interviews" with employees (*see*



Negative or even fake reviews of your company on sites like **Glassdoor.com** can cause serious damage to your quality of hires. A full 94% of people say an online review has convinced them to avoid a business.

page 7) and require more frequent manager feedback to spot early warning signs of dissatisfaction.

4. Be cautious about hiring a "scrubber" company that removes negative reviews. Websites promising to repair your online profile—like Webimax and Reputation Control—are hit or miss and can be expensive. These services can also help you monitor popular websites for negative reviews and alert you in real time.

5. Consider a non-disparagement clause for future employee contracts. These can be hard to enforce, but they carry a psychological force and may deter a departing worker from slandering your company online.

HR Q&A

Can we require employees to wear proof of their COVID vaccination status?

Q. Is an employer within its rights to request that verified vaccinated employees wear a special COVID badge to be allowed to be unmasked on the company's property? That means if an employee didn't have a company-provided badge, they must wear a mask at all times. — *Anonymous, Illinois*



A. For starters, Illinois law does allow private employers to require employees to wear a mask at all times while at work. (In many jurisdictions, masks are required for indoor work, regardless of vaccination status.)

But what about asking employees to demonstrate that they have been vaccinated as a condition of taking off the mask at work? Is someone's vaccination status confidential?

Where individuals who are vaccinated work alongside unvaccinated colleagues, being unmasked communicates one's vaccinated status more clearly than does a badge. However, wearing a mask these days does not necessarily signal that one is not vaccinated. Many employees who have been vaccinated are wearing masks because the current Delta variant is so virulent.

In short, someone's decision to wear a mask at work is not necessarily communicating vaccination status.

If you choose to create a badging system to monitor employee mask compliance, that is likely to be a reasonable means of helping ensure workplace safety protocols are being observed.

W-2s and furloughed workers: Should we give them a form, and which boxes to check?

Q. Must we check the retirement plan box in Box 13 of employees' W-2s if they've been furloughed for the entire year and didn't earn any wages? Do they even need to get W-2s?

A. You don't need to provide W-2s to employees who haven't worked this year. You must provide W-2s to furloughed or former employees to whom you paid at least \$600 in severance pay or taxable fringe benefits (e.g., group-term life insurance) this year.

For these employees, the rules for checking the retirement plan box are the same: Check this box if employees were active participants in the plan for any tax year you or they added contributions, including forfeitures, to their accounts.

Do you have a question? If so, you can email it to The HR Specialist at HRSEditor@BusinessManagementDaily.com.

Prepare for the coming wave of union activity

The pandemic-induced labor shortage has emboldened labor unions and individual workers to demand better benefits and more money (see page 1). That has led to employees' increased interest in (and favor toward) union organizing.

In fact, nearly two-thirds (65%) of Americans now approve of labor unions, the highest level since 2003, says a Gallup poll. Public support for unions has steadily risen since hitting a low point of 48% in 2009.

Social media fueling the fire. Until the past decade, unhappy workers could only grouse in person during breaks and after work. That gave employers plenty of time to address grievances. Now, workers use social media to take their concerns public and initiate group protests, walkouts and organizing. And once grievances go viral, employers are fighting a union campaign and negative publicity.

Examples: Workers now create invitation-only Facebook pages to collect grievances and organize. Employees use Twitter to quickly target an employer for a barrage of outrage. And Zoom meetings let employees and unions more easily whip up support.

This trend is important even if you don't expect to be targeted for union organizing. The National Labor Relations Act covers most private employers, unionized or not. That means workers can legally engage in "concerted" activity aimed at improving working conditions.

Advice: Address employee grievances as soon as you learn about them. Decide in advance how you'll respond if an organizing campaign emerges. The law limits how employers can respond, making it critical to know your legal options beforehand.

Online resource For advice on what you can and can't do in the face of a union bid, go to www.theHRSpecialist.com/unions.



Simplify performance review for remote/COVID era

If many of your employees continue to work from home or only come into the office occasionally, sit-downs with their bosses might be challenging. Consider adapting your annual performance-review process to account for the ongoing realities of the COVID workplace.

After all, pre-pandemic job descriptions probably seem archaic these days, and traditional performance measures might be hard to evaluate. However, employees still need feedback and—these days especially—assurances that they're doing things right.

Temper the high stakes that come with reviews by adjusting performance metrics employees are expected to meet. Also, keep the process informal.

Consider a 'pass/fail' scale instead of 1 to 5. Many managers found rating employees on a scale of 1 to 5 difficult before. Now try doing it for someone you haven't seen in person in months.

Instead, some companies are adopting a pass/fail scale. Such a system gets at what matters most: Is the employee performing a given behavior or skill up to acceptable standards? If the answer for any measure is "no," a discussion needs to happen regarding improvement.

Have managers examine the criteria before conducting reviews. Remove or alter measures that do not seem applicable or reasonable anymore.

Keep the conversation informal. Instead of sticking to a traditional evaluation rubric, some leaders are turning performance reviews into a series of personalized check-ins that benefit both employees and management.

Through dedicated times to talk (in person or via Zoom), managers can offer individualized feedback as well as learn how to be more supportive.

Informal conversations provide opportunities to look forward. Given the uncertainty of the past year or so, employees especially crave reassurance that their jobs are secure.

Work-related resolutions: 5 tips to make them stick

Here's how to turn those work-related New Year's resolutions from good intentions into career-changers:

- 1 Use upbeat action words.** Resolutions that use "stop" or "don't" can leave you feeling uninspired. Reframe the goal in terms of what you'd like to do.
Example: Your "Stop working late" resolution might become "Put on workout clothes and walk out the door by 5:30." Whether working at an office or at home, you might take a walk, go to the gym or simply stop working before dark. In any case, you're creating a mental break from your workday and getting some movement.



- 2 Honor your current self.** Instead of thinking, "I'll be happy when ...," take stock of what makes you happy right now. Realize that the next achievement or promotion won't significantly change your world.

- 3 Break down a big goal.** Trying to do too much, too fast is a recipe for failure. Focus on one action that will contribute to your larger goal.
Example: Instead of "Be a better listener," vow to "Let others finish talking before chiming in." Instead of "Get organized," pledge to "Start each day with an empty email inbox."

- 4 Allow for setbacks.** You have to permit yourself little slip-ups. Forgive your mistakes and move on. But resolve not to give up on your overall goal. Tomorrow is another day.

- 5 Put the word out.** It's easy to break resolutions no one knows about. Talk about your resolutions. Make a pact with a supportive co-worker to help each other stay on track.

To: _____
 From: _____

Date: January 2022
 Re: Management skills self-audit

Skills check

Countdown: The top 10 managerial skills for 2022

While the pandemic has certainly made managers' jobs more difficult, the core skills needed to become a top-tier manager have remained consistent through time—communication, honesty and trust.

Here are the top qualities of great managers in 2022, ranked from #10 all the way up to #1. Reflect on where you stand on each one, and give yourself an A to F grade alongside. Use the results as a checklist for skills you want to improve during the year.

10. Always growing

The best managers read trade journals/websites, attend industry conferences and take professional development classes to keep their knowledge up to date. To enhance their leadership skills, they may turn to books, podcasts or TED talks on areas in which they need improvement.

Growth also comes from challenging the status quo. Great managers take time out to brainstorm, innovate and think about their company's future.

9. Takes onboarding seriously

Smart leaders make a point of being prepared on a new hire's first day. They follow a thought-out onboarding program to ensure pertinent information gets conveyed. The best managers also know new employees are eager to start making a difference. They assign meaningful work from the get-go.

8. Stays organized

Break down projects into manageable parts, and check in with relevant employees at preset intervals. Use time management skills to stay on track. A master calendar is a must for keeping tabs on deadlines and other important dates. When you call meetings, set an agenda to avoid forgetting important matters or wandering off course.

7. Shows awareness

The best managers also are aware of the strengths and weaknesses of their team as a whole, as well as of individual team members. Knowing every person is not motivated by the same things, a successful leader tries to figure out what will spur each employee to do their best work.

6. Values work-life balance

Respecting the right to recharge, they do not send emails or texts in the evening or on the weekend and only call if there is a true emergency. Likewise, they encourage vacation time and a flex schedule that allows a rich personal life. Great managers also serve as examples of a strong work-life balance, not workaholic tendencies.

5. Offers constructive feedback

Saying, "good job" is nice. However, stating, "I really like how you kept your calm around that irate customer" increases the odds that such positive behavior will happen again. Similarly, pinpointing behaviors requiring change paves the way for actual improvement. Telling someone, "Records show you've been late five times this month" is quite different from stating, "You don't act like you care about this job."

4. Stays positive

Simple actions—such as smiling and greeting people—start the day off right. Politeness and respect are a way of life. When the job gets stressful, great managers not only rally the troops but also pull up their own sleeves to pitch in however they can.

And when mistakes happen? Instead of endlessly rehashing the problem, they focus on coaching for improvement, and then moving on.

3. Has backbone

Effective managers enforce rules across the board without being swayed by excuses or employee drama. When instances arise where they need to deliver bad news, great leaders know how to convey such information in a direct, mature way.

However, having a backbone does not mean a manager is inflexible or domineering. In fact, effective managers own their mistakes and

apologize appropriately. Solid managers gain a reputation for commitment to fairness and doing the right thing, even when that may be uncomfortable.

2. Generates trust

Great managers admit when they don't know something, rather than faking it or avoiding the issue. They have the ability to say, "I was wrong."

Since nobody likes someone constantly looking over his shoulder, great leaders avoid micromanaging. They trust their staff to check in as needed and ask for help if any problems arise. These managers comfortably delegate work and give stretch assignments because they know their direct reports will come to them as needed.

1. Communicates effectively

Communication is the most important managerial skill. And it's not just about words coming out of their mouths or keyboards. Great managers are also great listeners and they pay attention to comprehension. One key tool: After talking to an employee, great managers often ask the person to summarize the conversation or restate important points. This repetition ensures the person truly understands.





The Great Retention: Now is the time for stay interviews

We're all familiar with exit interviews, conducted when employees resign. But during this Great Resignation, it's more important than ever to have those discussions *before* employees quit.

Stay interviews are a way for leaders to have open discussions about what may tempt team members to exit the organization. As simple and as effective as this practice is, it's too often ignored.

Don't let any of these excuses keep you from conducting stay interviews:

Excuse #1: It's hard (or I don't know how). Conducting a stay interview isn't difficult. It's just a simple 30- to 60-minute conversation with an employee to hear what they say about their job satisfaction.

Make the most of that time by preparing your questions in advance. Some examples:

- Can you tell me about the last great day you had at work? What were you doing that made it so great?
- What would tempt you to leave? What can we do to help keep you?
- How can I better support you? What do you need from me or the company?

Excuse #2: Employees will just complain. Most employees are eager to participate honestly

and openly in stay interviews. Most gladly use this opportunity to productively share the pros and cons of working in your organization.

However, if the conversation begins to take a less-than-productive path, it's up to you to refocus. Some employees with especially strong opinions may feel like they have never been heard before. Sometimes, they really unload! It's important to resist the temptation to defend or fight back. Listening is key. You may be surprised by what you learn.



Excuse #3: We don't have time. Everyone is busy. But your employees probably aren't too busy to scan LinkedIn or Indeed for new job opportunities or answer a recruiter's call. At a time when employees are leaving at a record pace, it's critical to make the time to understand what keeps employees happy, motivated and feeling like

they have their boss's support.

Still not convinced it's worth the time? Consider how long it takes to hire and train a new employee, not to mention how expensive it is. Ensuring that stay interviews happen shows your dedication to your people and your commitment to protect the organization's interests.

Excuse #4: We can't do anything with what we learn. Yes, some policies or business needs may work against acting on the feedback you hear. But some changes can be relatively easy to implement.

And you will never know how you might help retain employees unless you ask—and then share your findings with senior leaders who can make change happen. Being honest about what you and the organization can (and cannot) do is an important part of building trust in the employment relationship.

Bottom line: Stay interviews provide valuable insight, and they show that you care about team members. It's hard for employees to leave a manager who demonstrates genuine interest in their careers.

Catherine M. Rymsha is the author of 'The Leadership Decision: Decide to Lead Today. Learn more at www.TheLeadershipDecision.com.

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Marketing ninja? Vibe coordinator? Applicants reject hipster job titles

The past decade has seen employers use more creativity in job titles to help their job ads stand out: data wrangler ... marketing magician ... happiness ambassador. But unconventional titles can create confusion about the duties, salary or required skills. And, for some applicants, they're just a turnoff. A new Zety survey found that 42% of applicants had a negative view of jobs with "ninja" in the title, and 47% were turned off by jobs that called for a "badass."

Congress considers bill to prohibit confidentiality of arbitration pacts

Bipartisan support is growing in Congress for legislation that would make it unlawful for employers to require confidentiality when workers settle workplace disputes through arbitration. Proponents say confidentiality clauses make it easy for employers to protect sexual predators, and abolishing the requirement would reduce harassment.

Outlook: This bill does have a chance at passage, so now's a good time to review your arbitration agreement. If it requires confidentiality, consider the changes you'll need to make.

3 in 10 unvaccinated people say they would lie to keep their jobs

Among unvaccinated U.S. employees, 28% say they would consider lying about their COVID vaccination status or fabricating documents in order to keep their jobs, according to a new survey of

1,300 working Americans by Qualtrics, an online survey tool. In addition, among unvaccinated people, 52% say a mandate makes them less inclined to get vaccinated versus 23% who would be more likely to get the shot.

ICE extends remote review of your I-9 forms through April 30

The U.S. Immigration and Custom Enforcement (ICE) has extended until April 30 its temporary rule that lets certain employers examine new employees' Form I-9 work eligibility documents via digital methods (video, email, etc.) instead of reviewing them in person. The rule was set to expire on Dec. 31. The flexibility—instituted at the start of COVID—only applies to workplaces that are operating fully remotely. Learn more about this rule at www.tinyurl.com/ICEApril30.

A new way to e-file all those W-2 forms is coming in 2022

If W-2 reporting falls onto your plate, you may know the mandatory e-filing threshold is dropping to 100+ returns (down from 250+) for W-2s filed in 2022. The Social Security Administration has also announced new changes to the upload process for 2021 W-2s. The SSA's new e-filing site—which will be optional for 2022 but mandatory for 2023—gives employers immediate results (and a tracking number), instead of requiring you to go back to the site a day later to check the status of your e-filed W-2s.

Lure best candidates with engaging online ad format

Looking for a fresh way to cut through the help-wanted clutter in today's super-competitive recruitment environment? Incorporating the following elements into your online ad format will engage candidates and help them envision themselves actually doing the job. (The "you" in these headings is the ideal candidate.)



What you're great at:
A place to describe the primary candidate attitudes and aptitudes you seek.

What you'll bring to the job:
Essential qualifications, skills, knowledge and experience.

As [job title], your typical day may include: One of the most illuminating sections, it's an opportunity to provide examples of the kinds of activities the successful applicant will engage in.

What you'll own and how you'll grow: Emphasizes the position's strategic importance, where it falls in the organization's hierarchy and supervisory responsibilities.

What we're about: An overview of who the organization serves and what it does.

What you'll get out of it: A description of tangible and intangible rewards.

To apply: Nuts-and-bolts description of how to apply and how the hiring process will work.

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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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