



What's New in **BENEFITS & I** **COMPENSATION**

The leading service to keep benefits managers up to date

February 15, 2021

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HRMORNING

Keep Up To Date with the Latest HR News

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HRMorning, part of the SuccessFuel Network, provides the latest HR and benefits and employment law news for HR professionals in the trenches of small-to-medium-sized businesses. Rather than simply regurgitating the day's headlines, **HRMorning** delivers actionable insights, helping HR execs understand what HR trends mean to their business.

Employee caregivers stressed more than ever: Providing relief

■ *New offerings, flexibility key to retaining talent*

As the U.S. struggles to recapture a semblance of normalcy, employers are faced with questions on how this will impact their workforce.

One portion it'll impact more than others are employees who are caregivers to aging family members. This group numbers over 40 million, many of whom struggle to find proper work-life balance.

Even before COVID-19, 53% of them felt additional stress because of their added responsibilities, and 50% reported having less time for partners, children and themselves, according to the Genworth Beyond Dollars survey.

This added pressure manifests

through increased absenteeism, reduced productivity, low morale, increased turnover and, ultimately, a loss of institutional knowledge when some employees inevitably leave.

How can firms address increasing employee caregiving costs and manage the post-COVID-19 return to offices?

Complex puzzle

For employers, education and awareness are two pieces of this puzzle. It'll become vital for them to survey their workforces, understand their needs and provide informed, sympathetic support and solutions.

(Please turn to Caregivers ... Page 2)

TRANSPARENCY

Employers quick to fire Capitol rioters

After the insurrection at the Capitol on Jan. 6, authorities raced to identify the rioters – and employers were swift to fire the offenders.

In the past, many employers have opted to stay out of their employees' out-of-work activities, but due to the unprecedented nature of the attack on the Capitol, companies are moving fast to terminate these individuals.

Companies condemn riots

For example, one company in Maryland spotted one of their people at the riots. After firing him, it explained it supports free speech but absolutely doesn't tolerate "dangerous conduct that endangers

the health of others."

Back in 2017 during the white supremacist march in Charlottesville, VA, some employers struggled with how to handle employees' participation in that. The Capitol riots seem to have crossed an entirely different line.

Not only are firings happening quickly, but companies are rushing to wholly condemn the riots.

One reason could be employees expect company leaders to take a stand on social issues. Firms that don't may find themselves struggling to fill positions vacated by those who are not happy with their actions.

Info: tinyurl.com/RiotCapitol620

Caregivers ...

(continued from Page 1)

The new normal will require new approaches.

Employee assistance program

Previously, many employers used an employee assistance program (EAP) to provide guidance on a range of topics. While EAPs provide value, they're often not enough.

Utilization for EAPs was 5.5% in 2018, according to the National Business Group on Health. Even if this was doubled, it shows most people are unaware of their benefits or need more robust resources. In either case, education and awareness are needed to reach a broader population.

For employees requiring more assistance, there are companies that specialize in caregiving support as a value-added benefit. For example, some programs take the guesswork out of various caregiving circumstances.

Still other programs leverage national networks of healthcare

professionals and facilities, to provide employees unlimited access to personalized care advice and help finding care solutions for their loved ones. Such benefits allow employees to stop playing key orchestrator of a highly complex caregiving regimen.

Flexibility

Flexibility's critical as employers determine their workplace models for the future. While some companies may

New normal ... new approaches.

long for a return to traditional office culture, most employees would prefer to continue working remotely.

This employee preference will likely influence many firms, who may choose to implement a hybrid approach allowing workers to telecommute a portion of the time. Of course, this decision will have ramifications for employee caregivers as they determine how best to remain productive at work while providing care to loved ones.

Regardless, employers will continue to focus on employee engagement and morale going forward. Increased flex-time, technology investments to foster a virtual workplace, more relaxed dress codes and other enthusiasm-boosting enhancements will become part of the company landscape.

It's also anticipated HR training will continue to help managers and leaders better support employees during this transition. Training programs that highlight manager coaching, enhanced communication skills and other employee engagement needs will play a role in supporting and assisting employees as they navigate their post-COVID-19 career.

Based on: *Meeting Employee Caregivers' Needs in a Post-COVID-19 Workforce* by Larry Nisenson, Senior VP, CCO for Genworth.

SHARPEN YOUR BENEFITS JUDGMENT

This feature provides a framework for decision making that helps keep you and your company out of trouble. It describes a recent legal conflict and lets you judge the outcome.

■ Employee fired: Was it age discrimination or misconduct?

"Hi, Jim. I got your message you wanted to see me right away," said Benefits Manager Betty Murphy to Company Attorney Jim Gannon. "What's going on?"

"It's about Tanya Birch. The girl who was let go in accounting the other month," said Jim. "She's suing us for age discrimination."

"What? She admitted to her manager that she broke company policy," said Betty. "In fact, she said she's done it numerous times. How is that age discrimination?"

"She said she saw a younger co-worker do something similar and yet she just received a warning," said Jim. "Plus, she said it's obvious her manager doesn't like older people because she fired the only person in the department over 60."

Wasn't 'serious misconduct'?

"This is unbelievable," said Betty. "Don't you see she's just grasping at straws?"

"It wasn't even a valid comparison because she didn't have a senior position like Tanya and what she did wasn't considered a 'serious misconduct' that called for immediate termination like Tanya's offense. Plus, after she got a warning, she never did it again," continued Betty.

"As for Tanya being the only older employee, that's more because of our pay scale, than anything."

"Well now," said Jim, stroking his beard. "After talking to you, it sounds like we have a good case. We'll definitely fight this."

Was Betty's company successful?

■ *Make your decision, then please turn to Page 6 for the court's ruling.*

HR MORNING'S
What's New in **BENEFITS & COMPENSATION**

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Mental health concerns 86% of leaders: Best ways to support staff

Nearly a year into the pandemic, and everyone is at their wit's end – including most employees.

Between juggling the global crisis, responsibilities at home and job duties, the last 10 months of remote work have exacerbated employees' existing mental health problems.

Each year, one in five Americans have a diagnosable mental health condition, says the CDC. And according to Gallup, many workers are simply burned out (67%).

Now more than ever, it's become clear that employers need to do more to support employees' mental health.

Unsure of how to proceed

Leaders are well aware of the pandemic's impact on mental health, according to a recent study by Paycor. Eighty-six percent of employers are concerned for their workers' emotional well-being.

But nearly half (45%) don't know what type of benefits to offer in order to foster better mental health. Benefits and HR leaders may struggle with the best way to address it.

Here are some tactics Benefits leaders can employ to encourage workers to thrive mentally and emotionally.

4 key strategies

1. **Promote empathy.** A supportive culture always starts at the top. Speak with higher-ups about the importance of letting employees know the company is supportive of their emotional well-being.

2. **Amp up engagement.** Employees aren't usually burned out because they have too much work – it's because their work doesn't have enough purpose. Help managers show them what impact they have.

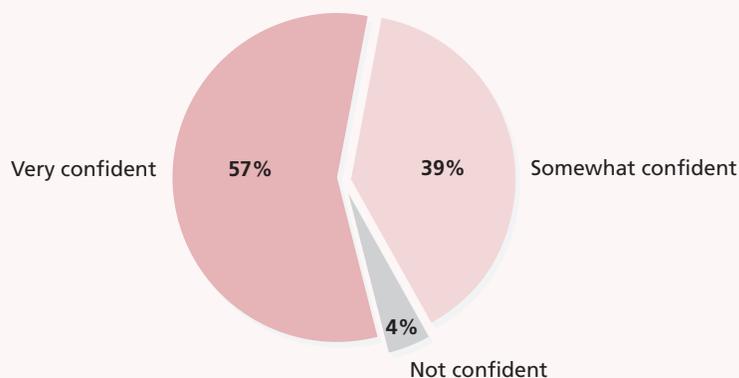
3. **End the stigma.** Have honest conversations with your employees about mental health, showing them it's safe to discuss sensitive topics.

4. **Leverage benefits.** Your traditional offerings may no longer fit with modern-day demands. Talk to your benefits broker to explore holistic options that cover physical, emotional and financial health.

Info: tinyurl.com/mentalhealth620

2021 hiring outlook

How confident are you in finding the right candidate?



Source: *Monster's The Future of Work 2021 Report*

Believe it or not, the hiring outlook for 2021 is a positive one. According to Monster, 82% of its study respondents plan to do some hiring this year.

\$ THE COST OF NONCOMPLIANCE

This regular feature highlights recent case settlements, court awards and fines against companies. It serves as a reminder to keep benefits policies in order.

■ Ambulance service violated FLSA overtime requirements

A private ambulance service failed to provide some employees with a reasonable period of sleep, which violated overtime requirements of the Fair Labor Standards Act (FLSA).

What happened: Jefferson Hills Area Ambulance Association – operating as Southeast Regional EMS in Clairton and Elizabeth, PA – didn't make sure employees got at least five hours of sleep due to frequency of interruptions. As a result, the employer was required to include the previously excluded eight-hour sleep period as work time.

FLSA permits employees on duty for 24 hours or more to allow the employer to exclude a scheduled eight-hour sleep period from their total of hours worked per shift, but only if the employer provides adequate sleeping facilities and prevents work from interrupting.

Result: Jefferson Hills Area Ambulance Association paid \$35,492 in back wages to 12 first responders.

Info: tinyurl.com/ambulance620

■ Auto & tire shop runs afoul of overtime laws for 248 workers

Automotive care and tire sales company didn't base overtime payments on employees' regular rates of pay and violated FLSA.

What happened: Colony Tire and Service in North Carolina, South Carolina and Virginia, failed to include mechanics' and technicians' commissions in their regular rates of pay when calculating overtime rates.

Excluding those amounts from the calculation resulted in the employer paying overtime at rates lower than those required by law.

Result: Colony Tire paid \$152,109 in back wages to 248 employees.

Info: tinyurl.com/overtime620

Will the Social Security age change? Encourage workers to stay employed

If you have employees who are counting down the days until retirement, you may want to warn them that lawmakers are looking at making some changes.

Reason: Social Security trust funds are running low. According to the most recent projections, by 2035 only 79% of promised benefits will be available.

Reform coming

Currently, President Biden doesn't plan to raise the age of retirement, but his campaign platform called for Social Security reform.

What that reform will look like is still a mystery.

The last time the Social Security for full retirement age (FRA) was raised was in 1983. It went from 65 to 67. However, the change was phased in by adding two months to the FRA every year. So, people who were born in 1955 can retire in 2021 or 2022 at their FRA of 66 years and two months.

The "new" FRA of 67 actually won't take affect until 2027, when

people who were born in 1960 or later will reach 67.

New congressional research (tinyurl.com/SSRA620), which was updated Jan. 18, found that increasing the FRA could "prompt people to work longer, delay claiming benefits and receive monthly checks for a shorter amount of time."

The study also found there could be a lot of consequences to raising the FRA to 69.

Pros of staying employed

Until our government figures all this out, you may want to encourage older employees to stay employed and remind them of three things:

1. Early retirement at the age of 62 comes with reduced payments for claiming early.
2. Full benefits can't be claimed until they reach their FRA, and
3. Waiting to claim benefits up until age 70, garners them the biggest monthly benefit checks possible at a 32% increase.

Info: tinyurl.com/SSAgeChange620

How to put 2020 into perspective for 2021

Nearly everyone was ready to say, "Good riddance" to 2020.

But, as a benefits pro, now's a good time to get a perspective check on last year. Then you can take on 2021 with a positive attitude – and help employees do the same.

"Don't overlook the opportunity to discover meaning from a year that no one anticipated, and not many want to repeat," says Jon Lokhorst, a leadership coach, speaker and author of *Mission-Critical Leadership: How Smart Managers Lead Well in All Directions*.

Frame of mind

One way is to ask yourself, "What did 2020 make possible?"

Consider things you got time to focus on – for instance, training, connecting with employees more, practicing empathy.

Then consider things you might not like as much and got to step away from – perhaps paperwork, meaningless meetings, etc.

Info: tinyurl.com/perspective620

4 questions you need to ask remote employees

It's more difficult to figure out the level of employees' engagement when they work remotely.

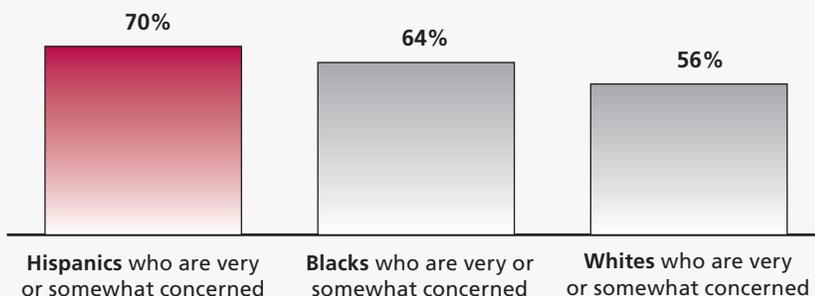
To get a feel for engagement level – and help if it's low – ask:

- How would you describe your level of energy these days? This lets them open up so you can understand their new world.
- What fears do you have about the company? You can help ease anxiety or clarify uncertainties.
- Are you well-equipped to do your job? You need to know the answer.
- What can I do to help create an environment where you can do your best work? Take steps to help them get better.

Info: tinyurl.com/questions620

Racial divide over concern for future pandemic

Are your employees worried about another pandemic?



Source: HealthCareInsider.com

No one knows for sure when work will return to normal, but it's a good idea to reassure your employees now that when it does you will keep them safe.

WHAT WORKED FOR OTHER COMPANIES

Our readers come from a broad range of companies, both large and small. In this regular section, three of them share success stories you can adapt to fit your needs.

1 Completed required training during COVID-19

Every Martin Luther King Jr. Day was a company-wide training day for all of our employees to get federally-required instruction on the latest regulations and procedures for our industry.

But because of the coronavirus pandemic, we needed to avoid a large-group situation. So having everyone under one roof for training wasn't an option.

On top of that, to keep our employees safe we encouraged those

that could do their jobs from home to do so. These days our workforce is 50% remote and 50% on-site.

Because one of the first things regulatory inspectors will check is if our mandatory training is up to date, it has to be completed no matter what.

Other options

Fortunately, there are digital and virtual learning opportunities out there that can meet the obligation.

I emailed our employees the necessary links, dial-ins and materials, and later sent reminders about

when they need to have the training finished by.

Also, our people have a good awareness of the company's continuing education policy, so they're doing a good job with meeting the deadline so far.

I've already started looking into virtual/digital options for our staffers on hot topics they'll be required to get training on this year, such as physical and information security.

(Juli Popp, Education Coordinator, Farmers & Merchants State Bank, Pierz, MN)

**REAL
PROBLEMS
REAL
SOLUTIONS**

2 Oops! 9 to 5 not good idea for remote work

When the COVID-19 pandemic hits we quickly moved almost all of our employees to working from home.

Like most companies around the world that did this, we navigated the new situation day-by-day. Some days, hour-by-hour.

We tried to keep things as normal as possible for employees to help them transition into this new and very different work situation.

For one, we made it a rule that

there would be no meetings before 9 a.m., between 12 and 1 p.m. and after 5 p.m.

We didn't want to infringe upon employees' personal time alone or with their family.

Early and late work better

What a big mistake!

Many employees had to care for other family members or help their children with virtual school during those hours.

They told us it was making

things difficult and they preferred working and meeting at odd hours.

We weren't sure how this was going to work, and we had some reservations about it. But of course we listened.

Most teams or groups that had to meet found times that worked best for them – sometimes early morning, sometimes late night.

So far it has worked out great.

(Jeff Cates, CEO, Achievers, Toronto, ON, Canada)

3 Got surprising feedback from 'lazy' worker

As managers, we often look to the best and brightest employees for feedback on how we can improve policies and processes.

After all, these employees do their jobs well. They're in tune with the company and its needs. They're similar to us.

So, in theory, they should have the most valuable insight. But whenever I asked them for feedback, all I seemed to get was a whole lot

of head-bobbing agreement.

So, I switched gears.

A different perspective

I decided to ask my most laid-back (some might call him lazy) employee for his thoughts on a new process I was considering.

I presented choices – we could do it this way or that way – and asked what he thought.

Surprisingly, he pointed out that one approach would take more steps and, therefore, more time, while the other would take fewer steps and less time.

Considering how often the task was done each day, the first – more expensive – approach would definitely slow us down.

I realized that because of his laid-back personality, this employee had the insight to pick out the more effective approach.

Now, I make sure to get feedback from a variety of employees who will offer unique perspectives based on their personality and work ethic.

(Justin Robbins, group community director, ICMI, Colorado Springs, CO)

PITFALLS TO AVOID

FLSA regs & remote work policies

In 2020, companies across the country faced the massive challenge of switching to a remote workforce practically overnight.

Because of the suddenness of the change, a lot of employers were winging it with remote work protocols. Some didn't create any type of policy at all.

But with the coronavirus pandemic expected to continue well into 2021, it's essential to have clear remote work policies in place now, especially to avoid FLSA compliance issues.

Hours and compensation

There are a lot of FLSA pitfalls employers can run into, one being compensation. It can get very tricky to keep track of the hours your employees work while they're at home, but it's essential to do so.

Non-exempt employees must be paid for all hours worked, including overtime hours that may or may not have been approved, no matter where the work is being performed.

As for remote exempt employees, they still are owed their full salaries even if they aren't working full days. However, paid time off and sick days can still be used accordingly, so it's

important for employers to remind employees of those procedures.

Employees also need to be compensated for unscheduled work, even if the employer didn't permit it, so it's crucial for policies to spell out the protocols for performing unscheduled work.

Employers must take steps to enforce these policies as well. Show workers how to log and report their hours accurately.

The only time the FLSA permits employers to not pay workers is when the employer had no knowledge any work was performed.

Rest, meal breaks

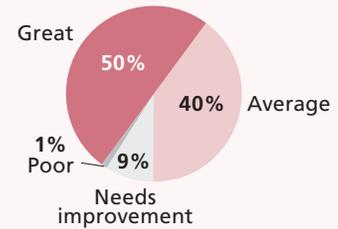
Along with hours worked, employers must ensure employees are taking rest and meal breaks as required by law.

While this is another tricky task to do remotely, the best way to handle it is for managers to be in regular contact with their employees to ensure they're sticking to agreed-upon schedules.

Frequently reminding employees about their breaks at the time they should be taking them will also get

WHAT BENEFITS EXECS SAID

What kind of HR technology experience do you provide employees?



Source: Darwin 2020/21
The age of agility report

You may want to check with your employees about what they think of the HR technology experience the company provides. Thirty-three percent say it's great compared to 50% of employers.

(Each issue of WNB&C contains a current survey to give benefits officers insight into what their peers nationwide are thinking and doing.)

workers into good habits and help the company avoid any violations.

Changing assignments

Another crucial thing to remember is some employees' job duties may have shifted upon going remote.

It's important to double-check that no assignments were changed drastically enough to switch an employee's classification from exempt to nonexempt, or vice versa.

Info: tinyurl.com/remot620

SHARPEN YOUR JUDGMENT – THE DECISION

(See case on Page 2.)

Yes. The trial court ruled in favor of the company, saying there was no evidence from which a jury could conclude the business fired the employee because of her age.

The employee's lawyer appealed the decision, arguing that the company fired the employee for something similar another worker who was younger did, but didn't get fired. Therefore, it had to be age discrimination.

The company's lawyer pointed out the comparison wasn't valid because 1) she wasn't a senior-level employee like Tanya, 2) the misconduct was less serious, 3) she only engaged in the misconduct once, and 4) the misconduct didn't call for immediate termination under company policy.

The court added Tanya failed to produce any "direct

evidence" of age discrimination, or that the company didn't believe in good faith that Tanya's infractions warranted her termination.

The appeals court thus rejected the appeal and affirmed the ruling for the company.

Analysis: Document disciplinary policy, infractions

What helped the company out in this case is it had a documented disciplinary policy, as well as documentation of the younger employee's infraction and disciplinary actions. If it didn't have either of these, the case may have gone the other way.

Best practice promote keeping company policies on the intranet where employees have easy access to them, and review policies yearly.

Info: *Daumont-Colon v. Cooperativa de Ahoro y Credito de Caguas*, 982 F.3d 20 (1st Cir. 2020). Dramatized for effect.

Successfully guided our employees through a new suite of benefits

■ Held meetings for those working remote, on-site

Because of everything that happened with the coronavirus pandemic, we felt our employees could use some assurance that if something happened to them they'd have enough insurance coverage to take care of their families.

We talked to four different carriers that offered suites of benefits that we didn't have access to before, including:

- short-term disability that automatically rolls into long-term disability after a certain number of weeks
- life insurance (\$50,000 of term life for employees), and
- accidental death and dismemberment.

After comparing quotes and choosing the best value for our company, we decided we could provide these benefits to our employees at no cost to them.

Additional coverage

Besides these new employer-paid benefits, we decided to give our people the option of adding term life insurance coverage at inexpensive rates that they could have deducted by payroll.

Among the available choices:

- up to \$100,000 for employees (no underwriting required)
- up to \$500,000 of coverage (with underwriting)
- up to \$50,000 for a spouse (no underwriting), and
- up to \$10,000 for a child (no underwriting).

Provided an employee doesn't have any significant health problems, such as cancer, the life insurance is portable. That means if someone retires or leaves the company, they can keep the coverage and increase it with underwriting.

There was a lot of information we needed to share with our employees. Because of the pandemic, a bunch of our staffers are working remotely on any given day, which was going to make it more challenging to get this important info to everybody.

Positive response

To accommodate both staffers in the office and those working from home, we held meetings on a virtual meeting platform.

Anyone in the office during the scheduled meetings, could sit in and ask questions. However, because of coronavirus protocols, we limited it to six in-person employees per session.

There were several questions about the short-term disability benefit, but in just three meetings, everybody was up to speed

and ready to fill out the forms.

Our people appreciated the expanded benefits, especially those

In just three meetings, everybody was up to speed.

who didn't have life insurance, or those who wanted to increase their existing coverage but didn't want to go through the underwriting process.

Employee response and morale have been positive as a result.

(Julie Bennett, Vice President of Finance, First West Insurance, Bozeman, MT)

Case Study:

WHAT WORKED, WHAT DIDN'T

TEST YOUR KNOWLEDGE

■ New rule offers clarification on independent contractor

The new rule clarifying who's an independent contractor versus an employee under FLSA will take effect March 8, unless the Biden administration has something to say about it.

It's purported to reduce worker misclassification. Test your knowledge on the new rule. Decide whether the following statements are *True* or *False*. Then check your response against the answers below:

1. To determine if someone is an independent contractor, under the new rule, three core factors are essential.
2. In addition to the core factors, there are three other factors you can use to help decide if someone is an independent contractor.
3. In an assessment, the actual practice of the worker is more relevant than what may be contractually possible.

ANSWERS

- Answers to the quiz**
1. *False*. Two core factors are essential: the nature and degree of control over the work, and the worker's opportunity for profit or loss based on initiative and investment.
 2. *True*. The other factors are: amount of skill required for the work, degree of permanence of the working relationship between the worker and the potential employer, and whether the work is part of an integrated unit of production.
 3. *True*. To be even more specific, the actual practice of the worker and the *business* is more relevant than what may be contractually or *theoretically* possible. And to show how this all applies, the new rule give six specific work scenarios and the decision-making process involved.
[Info: tinyurl.com/InndConstatus620](http://tinyurl.com/InndConstatus620)

Warn employees: Update on Social Security Scams

Alert your employees on a recent Social Security-related phones scam.

Thieves are using real Social Security and OIG officials' names to con people into giving up sensitive info or money.

People are asked to send email attachments containing personal info about an "investigation" or text links to click on "learn more" about a Social Security-related problem.

Remind workers Social Security will never:

- suspend a SSN because someone else used it in a crime
- threaten to arrest or take legal action unless you pay a fine or fee
- demand payment by gift card, wire transfer, Internet currency or cash
- promise to increase benefits or other assistance if they pay, or
- send official letters/reports with your personal info via email.

Info: tinyurl.com/IRSScam620

DOL guidance on COVID-19 unemployment comp

On Dec. 27, 2020, former-President Trump signed into law the Consolidated Appropriations Act of 2021 that reauthorized the payment of Federal Pandemic Unemployment Compensation (FPUC) and created the new Mixed Earner Unemployment Compensation (MEUC).

To provide clarification, the DOL released state implementation information for FPUC and MEUC.

FPUC now provides \$300 a week to supplement benefits for weeks of unemployment after Dec. 26, 2020, and ending on or before March 14, 2021. It doesn't cover from July 31, 2020 through Dec. 26, 2020.

MEUC gives states the option to participate. For states that do, an additional \$100 per week is provided to individuals receiving unemployment benefits who received at least \$5,000 of self-employment income in the most recent taxable year ending

prior to their application for regular unemployment compensation.

People who receive Pandemic Unemployment Assistance are ineligible for MEUC benefits.

Info: tinyurl.com/UnemplyComp620

Application now accepted for 1st & 2nd PPP loans

The Small Business Association started taking applications for the First Draw Paycheck Protection Program (PPP) Loans Jan. 11, 2021, and Second Draw PPP Loans Jan. 13, 2021.

Now, firms that previously received a PPP loan can apply for a second one with the same general terms. The max draw for the loan is 2.4 times average monthly 2019 or 2020 payroll costs up to \$2 million.

Firms are eligible if they:

- got a First Draw PPP Loan and will or have used the full amount for authorized uses
- don't have more than 300 employees, and
- demonstrate at least 25% reduction in gross receipts between comparable quarters in 2019 and 2020.

Info: tinyurl.com/2ndPPPLoan620

Avoid COVID-19 mistakes other firms are making

OSHA has issued almost \$4 million in violations related to COVID-19, since the pandemic started.

Make sure your firm doesn't make the same mistakes. The violations include not:

- Implementing a written respiratory protection program
- Providing a medical exam, respirator fit test, and respirator and PPE training
- Reporting an injury, illness or fatality
- Recording an injury or illness on OSHA recordkeeping forms, and
- Complying with the General Duty Clause.

Info: tinyurl.com/OSHAfines620

HOT APPS & WEBSITES

Free guide for lowering costs

Need helping lowering your benefits cost? This free guide from HealthEquity outlines the top six strategies you can use to drive down costs and boost your bottom line.

Click: tinyurl.com/lowercosts620

Everything HR Podcasts

Evergreen has an HR channel that features a number of podcasts Benefit pros can listen to on recruiting, technology, innovation, diversity and more.

Click: tinyurl.com/HRpodcasts620

Event highlights HR challenges

The Future of the HR Function 2021 is a virtual event that will take place March 10. It highlights the key challenges HR pros will face in 2021 and emerging trends.

Click: tinyurl.com/HRchallenges620

If you have a benefits-related question, email it to Renee Cocchi at: rcocchi@HRMorning.com

LIGHTER SIDE

Have some companies gone too far with benefits offerings?

Many industry experts say the type of benefits you offer may be more important to job candidates than salaries.

But have some companies gone too far by offering these benefits?

- Egg freezing for female employees
- Onsite Botox injections and tanning
- Surfing during lunch breaks
- Concierge service that does employees' home chores
- Use of company's fleet of yachts for successful employees
- Relaxation room equipped with old and new consoles and arcade machines, and
- Tank top Tuesdays.

Info: tinyurl.com/crzybnfts620