

March 15, 2021

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HRMORNING

Keep Up To Date with the Latest HR News

With HRMorning arriving in your inbox, you will never miss critical stories on labor laws, benefits, retention and onboarding strategies.

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.

Study shows workers would rather quit than work on-site

■ What firms can do to increase retention

Do you know how your people feel about returning to the office?

You might want to find out, and here's why: Nearly 30% of remote workers say they'll quit if they aren't allowed to continue remote work, recent research from LiveCareer found. Another two-thirds say they prefer to only work for companies that offer remote work options.

Double-whammy

That's two strikes for HR pros: Some employees are willing to walk out the door if they can't work from home. Others won't consider your

open positions if you don't offer remote work opportunities.

"People value remote work and will need strong encouragement from their employers to come back to brick-and-mortar offices," says Susan Norton, senior director of human resources at LiveCareer. "Companies need to offer new benefits that will make their staff want to stay."

So how can you retain and recruit talent in times like these?

5 tactics for keeping top talent

Here are five ways to keep good employees and bring in new people.

(Please turn to Workers quit ... Page 2)

POLICY REVIEW

Should you be worried about workplace romances?

Has your firm updated its policy on workplace romances?

If you're thinking, *during a pandemic?* Are you crazy? We aren't.

Love is in the air

Twenty-five percent of respondents began a new workplace romance during the pandemic or continued one that started previously, found a recent survey from SHRM, conducted Jan. 28-Feb. 1. And the number of workers who were or are involved in one jumped 7% from last year.

How's that possible?

Experts say with all the isolation we've been experiencing over the past year, people are looking for

meaningful connections.

Here are a few things you might want to consider when updating or creating a workplace romance policy:

- Are all romantic relationships prohibited or just those between employees and supervisors?
- Should you create a love contract? It's probably a good idea since it confirms by signatures the voluntary and mutual nature of the relationship. Plus, it documents that both people have received, read and understand the firm's harassment policy and the relationship doesn't violate it.

Info: bit.ly/LoveCont622; bit.ly/SurveySHRM622

Workers quit ...

(continued from Page 1)

1. Focus on what you can do: Think about what matters to each side and focus on that. Emphasize the precautions the company has taken to keep on-site employees safe and healthy. To leadership, emphasize the positive things remote work has done for the company – increase retention or cast a wider net to recruit talent.

2. Split the difference: Some people are happiest on site. And they may make up enough of an on-site workforce for a small percentage to stay home.

3. Make it easier to work on site: Some employees don't want to come back because they struggle to get care for children who are now learning remotely. Or they might need to help other family members.

In addition to health and safety measures, try incentives that make it easier for employees to physically be on site. For example, one company turned conference rooms into socially distanced learning spaces and hired

former teachers to oversee students. Other companies help employees find and finance older adult care.

4. Make on-site work more efficient: Once you make it easier to work in the office, you can retain employees by making on-site work more efficient. That way, they might actually work less on site if management calls fewer department

Try incentives that make it easier to be on site.

meetings and sets up a communication protocol to help everyone understand what needs attention when.

Example:

- For emergencies, make calls and drop tasks.
- For less urgent issues, use Slack and expect responses within a half day.
- To share info, use email and don't expect responses.

5. Get creative with benefits: If full-time remote work beyond the pandemic is off the plate, you might be able to offer incentives to engage, motivate and retain employees on site.

LiveCareer researchers asked employees who wanted to stay home what would entice them to go back on site. Here's what they said: pay raise, free food/snacks and coffee, more paid time off, reimbursed commute, a more flexible schedule, improved office space (better equipment or private workspace), more opportunities to socialize with colleagues, casual dress code, and fewer working hours (to compensate for commute time).

Can you offer any of these perks? Anything you can do, make it part of your employee recruitment plan. And work it into loyal employees' contracts and compensation going forward.

Info: bit.ly/Quit622

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.

■ You're fired! Work rule violation or discrimination?

Benefits Manager Betty Murphy answered her cell as she was walking to her car. "Hey, Maria. How's the new grand baby doing?"

"She's super sweet and the best baby," said Maria. "But my daughter isn't doing well. That's why I called."

"What's wrong?" asked Betty.

"She was fired," said Maria. "She went back to work the other week and took a break to pump because she's still breastfeeding. And the temp she was working with also took a break so their area was unattended."

"Well, another supervisor went by the area and saw that equipment was running without anyone around and reported both women to their direct supervisor. Both were reprimanded, but only my daughter was fired. That's discrimination."

Wasn't a permanent employee

"Wait. Did you say the other worker was a temp?" asked Betty.

"Yeah, but she was up for a full-time position that she applied for," answered Maria.

"That could be the reason she wasn't fired," said Betty. "I would need to see the policy to say for sure, but as a temp, certain rules might not apply to her."

"You did say she was disciplined though, right?" asked Betty.

"Yes, they said she wasn't going to be considered for the full-time position any more," said Maria.

Maria's daughter sued her company for violating the Pregnancy Discrimination Act. Did she win?

■ *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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Pay disparity, overtime and child labor violations cost firms big

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

Google will shell out \$3.8M to 5K workers for pay disparity

The DOL and Google LLC have reached a settlement in the case alleging systemic compensation and hiring discrimination at Google's California and Washington State facilities.

What happened: The DOL's Office of Federal Contract Compliance Programs found pay disparities during a routine compliance evaluation. The disparities were with female employees in software engineering positions at Google's facilities in Mountain View, CA, Seattle and Kirkland, WA. In addition, hiring rate differences were identified that disadvantaged female and Asian applicants for software engineering positions at its San Francisco, Sunnyvale, CA, and Kirkland, WA locations.

Result: Google will pay \$1,353,052 in back pay and interest to 2,565 female employees in engineering positions subject to pay discrimination; and \$1,232,000 in back pay and interest to 1,757 female and 1,219 Asian applicants for software engineering positions not hired. The Internet giant will also allocate a cash reserve of at least \$1,250,000 in pay-equity adjustments for the next five years for U.S. employees in engineering positions.

Info: bit.ly/Google622

HVAC contractor didn't track or pay employees for overtime

A heating, ventilation and air conditioning contractor violated FLSA's overtime requirements.

What happened: Fuss Free AC LLC – operating as Fuss Free AC and Appliances – in Fort Lauderdale, FL, failed to record and pay employees for all of the hours

they worked, resulting in overtime violations in workweeks of more than 40 hours. The company also paid two workers flat weekly salaries regardless of the number of hours they actually worked, thereby failing to pay overtime as required.

Result: Fuss Free had to pay \$20,547 in back wages to 18 employees.

Info: bit.ly/HVAC622

Child labor violations land grocer in hot water

Greenfield Market in Detroit allowed employees who were minors to perform jobs that violated child labor laws.

What happened: A DOL investigation found the grocer was allowing 15- and 17-years-old workers to operate and tend to trash compactors and bottle recycling machines. The employer also allowed 15-year-olds to work after 7 p.m., more than three hours on a school day and more than 18 hours in a workweek – all child labor law violations. In addition, Greenfield didn't maintain complete records of employee birth dates.

Result: The market paid civil money penalties of \$10,000.

Info: bit.ly/Grocer622

Healthcare service provider didn't pay workers for overtime

Despite its records showing it paid employees minimum wage plus time-and-a-half for overtime, DOL investigators found otherwise.

What happened: The investigators found Journey Through Life Care Services in Maumee, OH, failed to pay its employees overtime wages – sometimes paying a mere 50 cents per hour more for overtime.

Result: The employer paid a total of \$92,275 to 61 employees in owed overtime back wages and agreed to future compliance with the FLSA's overtime and recordkeeping provisions.

Info: bit.ly/healthcare622

COVID-19 vaccine incentive programs: The CDC's recs

With COVID-19 vaccinations becoming more widely available, many employers are anxious to get their workforce protected.

Unfortunately, companies can't require employees to get the vaccine (particularly those with a religious objection). However, employers may strongly encourage workers to do so.

How to encourage

Here are some simple ways employers can encourage their staff to get vaccinated, according to the CDC:

1. **Make it convenient.** Is it possible to bring the vaccine to your workplace? If you have an on-site vaccine clinic, your people will be much more likely to receive it.

2. **Give time off.** If an on-site clinic isn't possible, do the next best thing – allow employees to take paid time off to get it elsewhere. You could even organize transportation to the vaccine location.

3. **Raise awareness.** A simple thing every employer can do is educate their employees about the benefits of receiving the vaccine and where they can get it.

Other incentives

Taking it a step further, employers may want to offer incentives, such as gift cards, bonuses or other rewards. Generally, this is legal, but there are things to consider.

When deciding how much to make the incentive for, remember it needs to be enough to pique the interest of employees. On the flip side, if the incentive is too high, employees may assume that means the vaccine is risky.

It's currently unclear if vaccine incentive programs are considered to be a wellness program by the EEOC, but it's something to keep in mind. Employers should treat it as if it is a wellness program, meaning it must be absolutely voluntary and follow ADA regulations.

Info: bit.ly/incentive622

Benefits that are increasing and decreasing thanks to the pandemic

If your company has made a tremendous shift in the employee wellness benefits it's offering in 2021, you are far from alone. But are these benefits a smart investment?

You can judge that for yourself.

A new report by Wellable found employers are investing in the following benefits this year:

- mental health (88%)
- telemedicine (87%)
- stress management/resilience (81%)
- mindfulness and meditation (69%), and
- COVID-19 risk intake/wellness passport programs (63%).

Supporting mental health

Helping employees cope with work and life take three out of the five top spots. While mental health has been a focus for some time now, COVID-19 has sent it to the front of the line due to the unique challenges it has thrown at them.

And beefing up mental health benefit programs isn't going to be

just a flash in the pan. Employers are realizing how important it is for their people to stay happy and healthy.

The study found 88% of employers are planning to invest even more this year in mental health programs. Only 1% said they'd invest less.

Declining support

Increasing mental health benefits is great, but there's only so much money in the budget this year so where is it coming from?

According to what the report found, the areas that employers are investing less in are:

- health fairs (60%)
- free healthy food/stocked kitchens (54%)
- biometric screenings (53%)
- on-site fitness classes (48%), and
- gym membership reimbursement (38%).

All of these are understandable with the practice of social distancing and fewer people in the office.

Info: bit.ly/Wellablereport622

3 communication tips to build trust with employees

The pandemic taught us many things about communication – and this one may not be as apparent as the virtues of Zoom: Good communication between managers and employees creates a high level of trust.

Many managers who hadn't established trust before COVID-19 have struggled to lead their teams from a distance.

So it's always important to work at building and maintaining trust with your benefits team. That way, if and when you face challenging times, you can help everyone get through those with a higher level of ease and certainty.

Share what you don't know, too

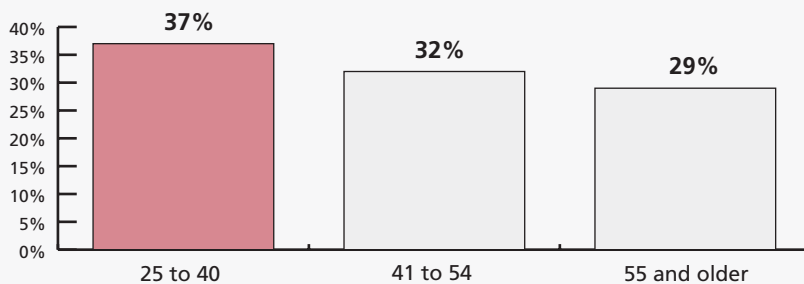
In a recent HRMorning.com Masterclass, Jo McRell, Diversity & Inclusion Lead at Facebook, shared three ways her team encourages all managers to build trust with employees.

- **Show up authentically.** One way is to give timely responses. It shows you listen, even if it's a brief comment on a thread within your communication app or an email response that says, "I'm looking into this."
- **Be conscious of where you show up.** Relate to people in the environment they're working or comfortable in. For instance, if they're at home and have kids in the background, give them space or time to handle what they need to.
- **Be transparent.** It's just as important to tell them what you don't know or don't have as it is to tell them what you know and have. When you don't have all the answers, let them know who or where you'll turn to and ask if there's anything else you should look into. Then give them an idea of when you'll communicate the answers.

Are your employees in danger of burning out?

Burnout running rampant

Which age group is experiencing a higher rate of burnout?



Source: Robert Half, bit.ly/Burnout622

During this stressful time, it would appear some groups aren't as good at handling the added pressure. Reach out and see what help you can offer.

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 **Spotlighted on mental health benefits**

The coronavirus pandemic was adding stress to our employees' work, home and family matters, and it had taken a toll on a lot of people.

Our company needed to address the mental health and wellness challenges COVID-19 was causing our workers.

OK not to be OK

We launched an "It's OK" campaign to de-stigmatize mental health care and encourage people to take care of themselves by being

mindful of any struggles they may be going through.

Leadership committed to sharing personal stories about difficulties in their lives to show how important it is to get support when it's needed, whether that's reaching out to a friend or family member or seeking out therapy or counseling.

The campaign outlined the many helpful employee assistance program options that are available to them, as well as to their family members.

It's important for our people to know "It's OK" to admit you're stressed

and having issues coping with the uncertainty of these times and that "It's OK" to maintain your mental health.

We emailed follow-up surveys to everyone to get a sense of whether we were offering the right kind of mental health support. The feedback has been informative and positive.

(Michelle Garner-Janna, Executive Director of Corporate Health, Safety and Environment, Cummins Inc., as presented at the National Safety Council State of Response and Future World of Work Virtual Summit)

**REAL
PROBLEMS
REAL
SOLUTIONS**

2 **Automated the onboarding process**

Onboarding new employees was time consuming, especially for our HR director.

That was, until I discovered that we could automate almost all of it through our payroll processing company.

Easy set-up

I worked with our payroll vendor to set up a user-friendly system for electronically filling out, signing

and uploading all those essential employment documents.

When someone comes in for their first day, we set them up in our system and they can easily enter their info. New hires don't have to fill out 401(k) or health, dental and life insurance election paperwork by hand.

That means HR no longer has to duplicate the effort by scanning handwritten forms, and I don't have to spend as much time with new hires on their first day.

It also made perfect sense to do

this because the younger people that come to work here are already used to doing everything digitally.

It's even COVID-19-safe because it's contactless and paperless.

The HR director is happy with the streamlined onboarding process because our newest team members can get started on the job faster and she's able to dedicate more time to big-picture projects.

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

3 **Persistence paid off with open enrollment**

The coronavirus pandemic had us all working remotely, so we relied on email to notify everyone about our benefits open enrollment period.

But because of the volume of email our people received, they didn't always promptly respond to companywide emails – even if they were about something as important as their benefits.

If we weren't able to get benefit election changes set up correctly and

on time, we'd have to spend a lot of time straightening out the problem after the fact.

It would also have an impact on employees whose health insurance needs have changed and employees with dependents.

Sense of urgency

A week before the deadline, we sent follow-up messages directly to the holdouts. We reminded them they couldn't wait until the last minute to fill out a paper form because we're working remotely.

They were told to review their benefits online, and if they didn't make updates by a certain date, by default they'd stay the same next year and they couldn't make corrections until the next enrollment period.

Because of our persistence, we got an 80% employee response rate for open enrollment. Those who did respond got their changes in on time, and we haven't had any issues arise with those who didn't respond.

(Allen Abiva, HR and Payroll Supervisor, Progress Foundation, San Francisco)

LEGAL REGS

Updates on religious bias enforcement

No employer wants to get into legal trouble for discrimination – and luckily, the EEOC has released updated guidance to help employers know the regs inside and out.

The updates include details about how to stay in compliance with the Civil Rights Act, as well as new legal protections offered to religious employers, which have been strengthened over the years.

Here's a breakdown of the guidance.

Religious organizations

A major update from the EEOC makes certain Title VII exceptions for religious organizations – one being that religious employers may opt to only hire candidates of a certain religion. Secular companies aren't permitted to do so.

It's important to note that to be considered a religious organization, your "purpose and character" must be "primarily religious." The EEOC will determine if an employer meets this standard on a case-by-case basis.

Beliefs & practices

The EEOC also said that religion is very broadly defined, with employees'

beliefs being protected if they're in the person's "own religious scheme of things."

Another important distinction the EEOC made recently is that those without strong religious beliefs are also protected under Title VII. An employer can't discriminate against someone who *doesn't* possess religious beliefs or engage in religious practices.

Reasonable accommodations

As employers already know, a religious accommodation is an adjustment to the job that allows the employee to uphold their beliefs.

The accommodation's "reasonableness" is unique to each employer/employee relationship, but common undue hardships include a high cost to the employer, disruption of daily operations, or the deprivation of a job opportunity for another qualified worker.

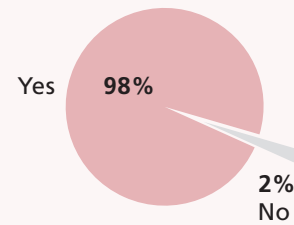
However, it's important to note that simple resentment or jealousy from colleagues isn't considered an undue hardship.

The EEOC gave examples of common reasonable accommodations:

- flexible scheduling

Happiness tied to productivity

Has social distancing significantly or somewhat changed your employees' happiness?



Source: Snappy, bit.ly/Happy622

If you want to help employees get more productive, try injecting more happiness into their work. Because 85% of employees admitted that happiness is very important to their work productivity.

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

- voluntary shift swapping
- lateral transfers or alteration of job duties, and
- modifying workplace policies and procedures.

Employers may have to make modifications to the dress code or allow prayer in the workplace, too.

Info: bit.ly/religious622

SHARPEN YOUR JUDGMENT – THE DECISION

(See case on Page 2.)

No. The court ruled in favor of the company.

Maria's daughter appealed. She said it was an obvious violation of the Pregnancy Discrimination Act (PDA) because the company didn't fire the temp worker who broke the same rule.

The company argued its policy prohibits an employee from leaving an assigned work area without permission and neither worker had permission. Plus, infractions involving this rule mandated immediate termination.

Her co-worker wasn't fired because she wasn't a permanent employee and their positions weren't "similarly situated." The co-worker was disciplined. She was disqualified from being considered for a permanent job.

The appeals court rejected the PDA case, stating that

as a permanent employee, the work rule mandated that her employment be terminated, but it didn't apply to temporary employees. In addition, Maria's daughter didn't offer any other evidence to support a connection between her pregnancy-related status and her termination.

Apply disciplinary actions by the book

Discrimination claims often hinge on whether an employer imposed the same discipline on "similarly situated" employees. But similarly situated typically refers to those who have similar jobs, responsibilities or supervisors, or who engaged in similar misconduct.

This case identifies another factor: whether the employees were permanent or temporary.

Make sure all disciplinary policies are specific as to who they apply to and are followed by the book.

Cite: *Dudhi v. Temple Health Oaks Lung Center*, No. 20-1720, 2020 WL 7040970 (3d Cir. 12/1/20) Dramatized for effect.

Successful pivots Benefits Pros are making in response to COVID-19

■ Changes made during pandemic may be here to stay

The coronavirus has fundamentally altered how people and industries get work done.

For instance, there's been a significant shift to remote work for office and "non-essential" personnel.

It's more widely acceptable now to flex work days and hours outside the typical 9-to-5 Monday through Friday. It allows workers to care for family members and supervise schoolwork.

But the pandemic has impacted the workforce in other ways that we need to be aware of, and adjust benefits and compensation accordingly.

What's working

After talking to professionals in 13 different industries about their COVID-19 response, here are some key findings:

- 38% said they increased paid time off (PTO) or other benefits (especially for workers potentially exposed to the virus).
- 27% said they increased training on topics such as effectively working

Those changes are sticking around for the long term.

from home (with reminders to take breaks and stretch) and remote work ergonomics.

Also, employers are recognizing a need to provide their workers with wellbeing benefits and resources as pandemic-related stressors become harder to manage:

- 68% promoted or increased employee assistance program offerings.
- 55% provided training on mental health awareness, such as recognizing symptoms of distress in themselves and their co-workers.
- 41% increased mindfulness and relaxation workshops, and
- 18% encouraged employees to take time off.

There's every indication those changes are sticking around for the long term.

Case Study:

WHAT WORKED, WHAT DIDN'T

Successful new approaches

One creative option is a PTO leave-share program. Employees donate time off to a shared pool for co-workers out of work because of halted projects.

Another idea for reducing the impact of layoffs is a company-wide job-sharing board for managers to recruit out-of-work employees from other locations in the organization without having to relocate them.

Area to improve

It's important to facilitate employee training, particularly on technology that keeps workers safe and helps augment their job tasks, such as:

- robotics
- cobots and AI
- smart manufacturing, and
- technologies that replace the need for business travel like virtual/augmented reality computer vision.

(Dr. Anthony Washburn, research methodologist, NORC at University of Chicago, as presented at the National Safety Council State of Response and Future World of Work Virtual Summit)

TEST YOUR KNOWLEDGE

■ DOL: Expense reimbursements and the regular rate of pay

Certain types of expense reimbursements can be excluded from workers' regular rate of pay, and the DOL recently updated its regulations to clarify this.

Are you familiar with what's allowed? Answer *True* or *False* to the following questions to find out:

1. Expense reimbursements must solely benefit the employer to be excluded from the regular rate.
2. If expense reimbursements are larger than what the employee actually spent, the excess should be counted in the regular rate.
3. Reimbursements for cell phone services, credentialing exams and membership dues are excluded from the regular rate.
4. Any travel reimbursements that exceed the costs set by the Federal Travel Regulations must be included in the regular rate.

ANSWERS

Cite: bit.ly/reimburse22

1. **False.** While the regs originally included the word "solely," this wasn't the intent of the law, says the DOL. The Fair Labor Standards Act (FLSA) allows any expenses that were incurred in the employer's interest to be excluded from the regular rate. 2. **True.** Only the actual amount or a reasonably approximate amount can be reimbursed and not counted as part of the regular rate. 3. **True.** The DOL updated the text of the regs to clarify that cell phone services, credentialing exams and membership dues reimbursements can be excluded. 4. **False.** Per the regs, amounts reimbursed in excess of these rates for work travel can still be excludable in certain cases.

■ Answers to the quiz

Rethinking rewards program helps retention

Designing a rewards program today requires more than just offering the standardized combo of compensation and traditional benefits.

Successful companies nowadays are creating rewards programs more closely aligned with employees' preferences and based on their contributions to the team and company.

Your program might be behind the times, if you aren't:

- providing raises, bonuses or other incentives more than once a year. A Globoforce study found when employees get rewards – money, points or thanks – they're eight times more engaged than those who get a once-a-year bonus.
- offering a wider range of rewards to your diverse workforce. Attempting to better understand employees' preferences – flexibility, development, recognition, etc. – will help firms build a better benefits and compensation program that'll retain top talent.
- meeting employees' expectations when it comes to pay fairness and transparency. Employees want to work for companies that offer pay transparency and flexible rewards.

Info: bit.ly/rewards622

Providing mental help support at all levels

As a Benefits Pro, helping employees is what you do. But a recent study from Oracle shows your employees aren't the only people who need mental health support.

Fifty-three percent of C-level executives and 52% of HR leaders said they struggle with ongoing mental health issues.

Jumping so quickly to remote work and having to help so many people who never did it before placed a lot of stress on higher ups.

So how can you help your C-level executives?

According to the study, they embrace artificial intelligence. That's right 73% of C-level executives would prefer to talk to a robot about their stress and anxiety. Probably because they feel disclosing mental health issues may be seen as a weakness which can damage their reputation to lead the company.

So what can HR do?

Normalize asking for help at all levels. You can do this by advocating for employer-provided technology to support mental health.

Believe it or not, 75% of employees believe their companies aren't doing enough to protect the mental health of their workforce.

Info: bit.ly/mentalhealth622

Shine 'pawsitive' light on firm, offer pet insurance

There's another way you might cater to your pet-loving employees without actually letting the dogs in: Offer pet insurance – one perk companies are using to push the envelope in a tight economy.

There are about a dozen pet insurance companies, such as Nationwide, which estimates half of Fortune 500 firms offer this perk.

Most employers don't pay or subsidize premiums, which average about \$600 a year, but the benefit can save workers up to 90% on vet bills.

Info: bit.ly/Pets622

Military members can get taxes done for free

If you have any military reservists or retirees working at your firm, let them know they can get their federal and state income tax done virtually for free.

To qualify their gross income has to be \$75,000 or less for members filing single and \$150,000 or less for members filing married.

Info: bit.ly/taxfree622

HOT APPS & WEBSITES

■ Simplifying HSA contribution

Determining how much to contribute to an HSA can be tricky, but this free tool makes it much easier. Pass it along to employees.

Click: bit.ly/HSAcalculator622

■ Website offers IPS advice

You aren't required by law to have an investment policy statement, but some say it's a prudent thing to do *IF* you follow it to a T. Get some advice from industry experts.

Click: bit.ly/IPSadvice622

■ Female retention perk

While men may not appreciate this perk, the majority of your female workers will. Here's an inexpensive perk you may want to provide once your back in the office.

Click: bit.ly/FemalePerk622

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

LIGHTER SIDE

■ Yikes! Cringe-worthy workplace moments

As a Benefits Pro, you've probably seen your fair share of employees having bad days. But hopefully you haven't seen any as cringe-worthy as these real-life stories:

- "I was multitasking while [my boss and I] talked and distractedly ended the call with 'Alright, I love you, see you later!'"
- "I got hired for a corporate job. My first day seemed to be going well and then I, and the rest of my department, got called in for a surprise meeting. Turns out we were all getting laid off."
- "[My boss] said something sarcastic, and I raised my hand to mock-slap him playfully. He turned his head suddenly, and it turned into a full on slap."

Info: bit.ly/badday622