

HOT SHEET

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Full-Circle HR

HR Trends:

- Insurance providers are scrambling to implement coverage for the cost of at-home COVID tests. This includes at least partial coverage of test costs from out of network providers. Learn more at: [FAQs about Affordable Care Act Implementation Part 51, Families First Coronavirus Response Act and Coronavirus Aid, Relief, and Economic Security Act Implementation \(dol.gov\)](#).
- New research disclosed that toxic workplace culture is the primary reason that employees leave.
- As remote work continues, employers should stay alert to employees who are setting up remote stations in other states (or even countries)—this could make employers liable for complying with employment taxes and laws in those locations.
- Based on CDC guidance, many employers have reduced paid isolation leave from 10 days to 5 days—for asymptomatic employees who have been exposed to COVID. For Symptomatic cases, CDC guidance remains at 10 days.
- In a move toward transparency, New York City will require job postings to include pay ranges by May 15.

Pay Transparency

To put it simply, studies are finding that if you are not transparent about pay, employees are more likely to leave or not apply for your job. PayScale* has found that if employers are not transparent about their pay practices, employees are 50% more likely to leave their jobs within six months, even if they are paid above market—because they believe they are being paid below market. If you are not transparent about how you arrived at their pay, and they have questions they will begin to do their own research and draw their own conclusions.

Just recently I heard that we are at full employment. This means that people who are able to or want to look for a job have one. If

they are looking to make a change, they have limited time to spend on the many listings are out there right now. If your listing includes pay information, they are more likely to spend their limited time on your job than one where they have to seek out the information before they can decide if they are interested.

Some other points to consider are offered by Work for Good** including: • Employees who consider their companies to be transparent feel more “satisfied, valued, and fairly treated.” • The pay information should be simple enough for every employee to understand how they are compensated, how pay is impacted by tenure, experience, and any other factors. • Decades of research shows that pay secrecy disproportionately

Learning and Development: Attract & Retain Talent

Recruitment is more expensive than retention of employees. Keeping the talent you have and developing and growing them for the future will save money and help your workforce thrive.

According to a 2021 Gallup survey performed on behalf of Amazon, Learning and Development (L&D) programs are a top draw for young employees. This was the 3rd highest benefit applicants between the ages of 18-24 years of age seek, after health and disability benefits*** On the flip side, for employers, L&D can provide them with skilled employees that they will not find otherwise.

These programs can consist of instructor-led learning,

on-the-job training, or video tutorials—some of them even lead to college credit for employees. Studies show that training gives employees a sense of being valued and feeling optimistic and confident in their skills.

Employers can make the mistake of starting a training program without first thoroughly assessing the skills gap that exists in their organization. Be clear on what the organization needs and also the current status of your employee skills. You need not attend strictly to work skills. You can also incorporate personal growth skills such as learning a language that will show employees that you care about them as a person, as well as an employee.



harms women and people of color; pay transparency implies a culture of valuing diversity and inclusion. This can be a draw for applicants in today's environment and expands the pool of employees who might be interested in your job.

Cities and states that have adopted required transparency laws include California, Cincinnati OH, Colorado, Connecticut, Maryland, Nevada, New York City, Rhode Island, Toledo OH, and Washington. States that are considering such measures are Massachusetts, South Carolina, and New York. According to a report on CNBC, pay transparency is an important piece in economic recovery from the pandemic. It's critical to our labor pool that women, employees of color, and

low wage earners who were disproportionately forced out of the workforce be brought back in with the right support and equitable pay. Remote work may also help in this regard, assuming employers do not make the mistake of lowering remote worker pay, by allowing caregivers and parents (often women) to have more flexibility in their personal responsibilities.

If you do not have a formalized pay structure, you may consider software that can help you create and communicate such a structure (See FastCompany.com for suggestions).

A great many people think they are thinking when they are merely rearranging their prejudices.

—David Bohm

benefits that focus on what employees feel gives them purpose, aligns with how they want to spend their time, and makes them more efficient. Studies show that 65-71% of employees want employer-paid training benefits. Employees say their managers also need to be trained; 84% say that managers who lack solid management skills create stress and unnecessary work. This is particularly true with the many changes the pandemic has brought to the workplace. Because of these, managers also need to learn to work differently.

Once you have established a training program, communicate it effectively to assure that it is understood, appreciated, and put it into practice.

* FastCompany.com An easy fix for the Great Resignation? Pay Transparency, November 2021,

** Work for Good, How Pay Transparency Pays you Back—Especially Right Now, January 19, 2022.

*** SHRM, All Things Work, How Learning and Development can Attract and Retain Talent, January 15, 2022.