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# HUMAN CAPITAL MANAGEMENT >

WEBINAR SERIES

November 17, 2021 | 11:00 A.M. ET

# Housekeeping Items

- The webinar will be recorded and shared as soon as it is available via email
- Today's materials will be shared in the chat box
- All lines are muted
- NASBA CPE requirements – in order to receive CPE for this webinar:
  - Participants must be connected to the session (both audio and presentation) for its entirety
  - Participants must answer three questions/elements of engagement
  - One (1) hour of CPE in the field of personnel/hr will be granted if you meet these requirements

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# Today's Agenda

- Welcome to our inaugural HCM webinar
- Winning the talent war
- Strengthening your workforce
- HR hot topics and practical tips
- Year-end housekeeping

# Welcome and Meet Your Team



## Welcome

**Bethany Novis** | *Partner, Consulting Services Group*

As clients turn to RKL for guidance on an ever-growing range of challenges, Bethany Novis leads a team of consultants uniquely positioned to deliver solutions and seize opportunities across the business spectrum. In her role as leader of RKL's Business Consulting Services Group, she directs new service offerings, workforce development and quality control initiatives across all of the firm's consulting capabilities.



## Winning the Talent War

**Lindsay Heist** | *Senior Consultant, Human Capital Management*

Lindsay is a Senior Consultant in RKL's Human Capital Management Practice. She provides support and guidance to clients in all facets of Human Resources, including employee relations, benefits and leave administration, talent management, compliance, training and development, and more. She has experience working in a variety of industries including banking, manufacturing and warehouse distribution.

# Welcome and Meet Your Team



## Workforce Continuity

**Eric Suazo** | *Consultant, Human Capital Management*

Eric brings seven years of HR experience, performing generalist and analyst functions for a large nonprofit in New York City, where he specialized in employee relations, benefits administration and HR systems operations. He's also experienced in conducting new hire onboarding and orientations, administering benefit open enrollments and resolving employee grievances using conflict resolution strategies.



## Year-end Housekeeping

**Stephane Smith, SPHR, SHRM-SCP** | *Practice Leader, Human Capital Management*

Stephane leads RKL's Human Capital Management Practice. She helps clients address workforce challenges and implement HR policies and programs that drive growth and achieve organizational goals. Stephane specializes in employee relations, strategic planning, compensation, talent management, training and development, corporate communications, mergers and acquisitions and process architecture.

# POLLING QUESTION

*To be eligible for CPE, 3 polling questions must be answered.*

# Winning the Talent War

**Q:** We are experiencing a large volume of turnover. What have you seen with companies that are retaining employees?

- Conduct stay interviews with key employees in key positions
- Conduct an employee engagement survey
- Consider parent-friendly work policies
- Shift focus to quality of work and employee productivity versus the number of hours worked
- Consider making flexible work arrangements permanent
- Employee appreciation events and initiatives

**Q:** We're struggling to attract candidates to our job postings. Do you have any recruiting tips that you can share?

- Use social media platforms to tap your network
- Active candidate sourcing
  - When actively sourcing on LinkedIn for example, frame message as “seeing if you are open to hearing about new opportunities”
- Always call the candidate and leave a clear message and follow up with an email referencing your voicemail
- Vet the candidates to make sure they are serious about the position, or if they are just “seeing what’s out there”
- Get creative and be open

## Q: We want to utilize social media for our job postings. What platforms are best?

- Facebook
  - Best suited to post positions for general labor, entry-level and part-time positions
  - Great platform to share more than just job postings
- Instagram
  - Targeted to younger generation
  - Visually appealing and less text-focused
  - Include a link to the careers page for easy access for candidate to apply
- LinkedIn
  - Professional, manager, and executive level recruiting
  - Think beyond the job board

**Q:** With all of the day-to-day responsibilities, I am struggling to respond to applicants in a timely manner. Do you have any tips for improving response time?

- Time is of the essence in the current job market
- An HRIS system or other technology tool can be utilized
  - Applications are stored in one location
  - Automatic replies can be generated to reduce manual response time for your HR team
- Use the current recruiting tools that are on trend
  - Text messages with applicants
  - Interviews via videoconferencing

## Q: Are there additional techniques we can use to attract candidates?

- Sign-on bonus
  - Different options for timing of payment
  - Bonuses can range in amounts
- Referral bonus for current employees
  - Monetary bonus for each referral hired
  - Bonus days off
- Include highlights about the company culture, employee benefits and community involvement on your career page or job posting

**Q:** We have job descriptions but the majority have not been updated in a few years. Are job descriptions an important piece to recruiting?

- Critical tool for both applicants and current employees
- Give candidates the details of the role but can also provide a sense of the workplace culture and values
- Descriptions and postings should include key words and phrases to attract the desired skills and experience
- Be creative when writing the job posting

## Q: Do you have any tips for retaining employees in a remote and hybrid work environment?

- **Expectations** – Ensure work preference aligns with your organization - in person, hybrid or fully remote.
- **Resources** - Make sure all of your remote and/or hybrid employees have the resources and tools to be successful.
- **Support** - Being able to quickly identify where they can find support to have their questions answered is key to feeling successful and supported.
- **Boundaries** - Communicate and set healthy boundaries with your employees. Lines can quickly get blurred between work life and personal life which can lead to burnout.
- **Development** - Reinforce a culture of learning. Seek to understand your remote employees' career goals.

# POLLING QUESTION

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# Workforce Continuity

## Q: We want to hire remote workers. What is the best approach?

- Prepare a hiring strategy that fits your company's strategic goals. Set a range regarding where you will hire remote employees, understand potential out-of-state requirements and communicate with your team.
- Logistics - set your recruiting and onboarding process before you post jobs for remote workers. Also, make sure you have all the necessary equipment to issue and train your new employee.
- Assimilate – be prepared to set objectives to integrate your remote workers. Be accessible.
- Nurture – be sure to get feedback about your process from your team members. Give praise and encourage improvements.

## Q: We have adopted a hybrid work model. Do you have any tips for managing new remote employees?

- Onboarding – conduct your orientations and training in person. Maximize your time in person.
- Maintain contact – conduct daily check-ins as a way to reinforce training and orientation material. Discuss pain points and potential barriers to accessing information and resources. Ask the new employee for feedback; this is a great way to build trust.
- Objective-based team meetings – virtual meetings can be tiring, maximize your team's time by limiting them to action-based or decision-making meetings.
- Reinforce work-life boundaries – make sure your employees have consistent work schedules. Also, lead by example. Avoid emailing/texting/calling your employees during non-work hours.

## Q: What are the tax implications associated with hiring remote workers?

- If you're hiring out of state, that may create state tax nexus requirements. Determine if your state has a reciprocal agreement with the state in which you are hiring.
- If you're hiring within your home state, you should consider local income tax compliance. Check to ensure the status of your state's temporary COVID telework flexibility; if it has expired, refer to your current regulations.
- Prior to posting jobs for remote workers, design a hiring strategy. You want to consider if bringing on a remote worker fits into your overall strategic plan.

## Q: Is my independent contractor actually an employee?

- If you are managing/supervising the work of your independent contractor, he/she may actually be an employee.
- Generally, independent contractors work independently from their clients. They work free from the constraints and expectations of regular employees (i.e. work schedules, dress codes, issued equipment/supplies, etc.). See [IRS Publication 15-A, Employer's Supplemental Tax Guide](#).
- At the end of the year, independent contractors are issued a [1099-NEC](#) (nonemployee compensation). If you are issuing your independent contractors a W-2, you may need to reclassify their status.

**Q:** We have some employees who are not following our corporate COVID guidelines. What recourse do we have in this situation?

As long as you have clearly communicated your COVID guidelines to your employees, you may proceed with progressive discipline for those employees who are not following corporate protocols, which can include up to termination.

**Q:** We have experienced the passing of a staff member. What should be done prior to processing year-end reporting?

- Final payment to deceased/estate varies by state. You should refer to state regulations/guidelines.
- For the end of the year, you will want to do the following:
  - Report any wages paid to the employee while they were alive.
  - Report the accrued wages, vacation pay and other compensation paid after the date of death.
  - All payments to a beneficiary or estate must be reported on Form 1099-MISC in box 3.
  - Any payments made after the year of death - do not report it on a W-2 form and do not withhold social security and Medicare taxes.

**Q:** Workforce demographics are changing and Diversity, Equity and Inclusion (DEI) is a topic of importance for many workers. What does DEI mean in business?

- Personnel optimization – finding new talent pools, enhancing your recruiting and interviewing processes
- Creating workspaces that allow for collaborative work, critical thinking and creativity
- Developing work culture based on emotional intelligence

## Q: What are practical steps we can take towards DEI measures?

- Review your job descriptions and job postings.
- Conduct compensation analyses to ensure equitable compensation for your employees and maintain market competitiveness.
- Make small but meaningful changes to support individual expression including using preferred pronouns in email signatures, using you/your and they/their instead of his/her in official documents, and updating dress code policies to make them more gender neutral ([SOGI Discrimination](#)) and ethnically/racially aware.

# POLLING QUESTION

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# Year-end Housekeeping

**Q:** Our company claimed the Employee Retention Tax Credit but recently learned that we didn't actually qualify. How do we correct the error?

Contact the IRS directly (recommended by phone) and keep a record of the interaction:

- Write down the date and time you contacted the IRS
- Document the name of the agent and what they said
- Get the agent's email, phone and fax information
- Send a follow-up email or fax reiterating the conversation

## Q: How long can we continue to claim the Employee Retention Tax Credit?

The recently passed Infrastructure Investment and Jobs Act brought an earlier end to the Employee Retention Tax Credit (ERTC). Originally slated to sunset on December 31, 2021, the ERTC terminated on October 1, 2021 under the infrastructure bill. As a result, any wages paid after September 30 are no longer eligible.

**Q:** The convenience store down the street is advertising their starting hourly rate is \$17 per hour. What can we do to thrive in this environment?

- Avoid assumptions about market compensation based solely on what you see and hear.
  - Have a formal market benchmarking study completed to ensure you are taking everything into consideration, such as, company size, industry, revenue, geography and position, etc.
- Think long term. Being reactive and adjusting wages could cause undo hardship.
  - Determine a strategy for incrementally getting up to market over a reasonable period of time.
  - Incorporate wage adjustments into your strategic plan and budgeting.
- Evaluate creative ways to complete tasks.
  - What can be automated or streamlined to gain efficiency?
  - How can you adapt your business to reflect the current state?

## What We Know

- Applies to private employers with 100 or more employees.
- By December 5<sup>th</sup>, employers must offer four hours of paid time off to get vaccinated and make sick leave available to recover from side effects.
- Unvaccinated people must wear masks in the workplace starting December 5, 2021.
- Employees have until January 4, 2022 to get vaccinated or begin a weekly testing regimen.
- Does not apply to employees working outdoors, from home or working alone in an environment without co-workers or customers.
- OSHA can fine employers \$13,653 per violation.

## Q: How should we prepare for OSHA's Vaccine Requirements?

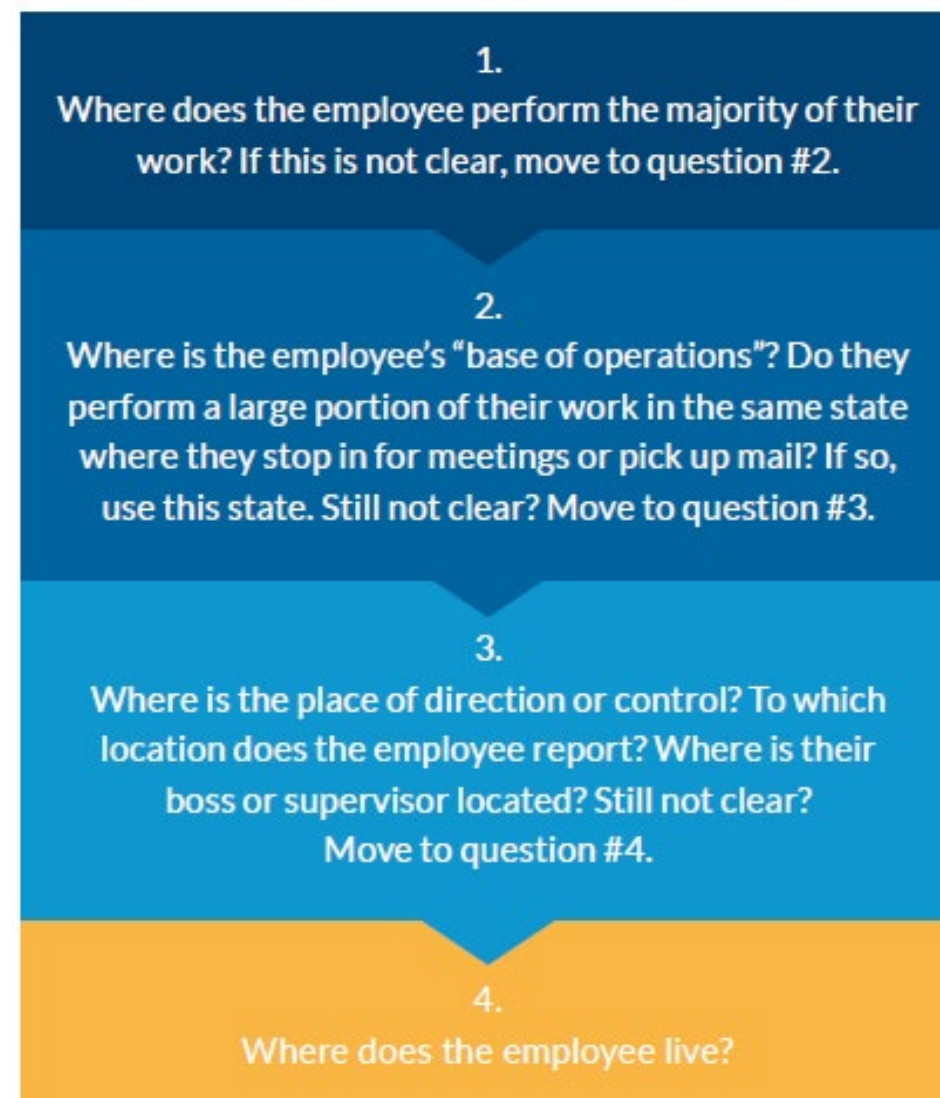
- Support your workforce:
  - Provide vaccine locations and educational materials about the vaccines from trusted sources such as the Center for Disease Control and Prevention.
- Develop your corporate policy and procedures:
  - Communication to employees
  - Paid time off and sick leave policies
  - Indoor masking policy
- Prepare your recordkeeping strategy for vaccines and testing:
  - How will you collect proof of vaccination and COVID test results?
    - Where will you store the information and who will have access?

# POLLING QUESTION

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## Remote Workforce Consideration

Employee movement between states must be reported carefully for unemployment tax purposes to avoid double taxation of wages. In order to provide consistency across the country, the U.S. Department of Labor governs sourcing rules for unemployment tax. Use this four-step guide to determine where to report an employee's wages for unemployment.



# Federal Regulatory Requirements by Employee Count

## 15 or more, add:

- Title VII of the Civil Rights Act
- Americans with Disabilities Act
- Genetic Information Nondiscrimination Act

## 20 or more, add:

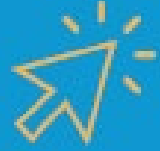
- Age Discrimination in Employment Act
- Consolidated Omnibus Benefits Reconciliation Act

## 50 or more, add:

- Family and Medical Leave Act
- EEO-1 survey report filing (federal contractors)
- Mental Health Parity and Addiction Equity Act
- Patient Protection and Affordable Care Act

## 100 or more, add:

- Worker Adjustment and Retraining Notification Act
- EEO-1 survey report filing



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<https://www.rklcpa.com/services/consulting/human-capital-management/>

1. Year-end communications regarding W-2s and updating W-4
2. Job description audit
3. Employee handbook audit
4. I-9 audit
5. Wage and hour law compliance

## Checklist >

**IS YOUR HR DEPARTMENT READY FOR THE NEW YEAR?** Check-off as completed.

- |    |   |                          |
|----|---|--------------------------|
| 1  | Have you gathered a list of all the gift cards, cash, travel advances without receipts, personal credit card charges and charges without receipts (on the corporate credit card), gifts to employees for birthdays, weddings, births, etc. to be added to employees' wages for 2022 W-2s? | <input type="checkbox"/> |
| 2  | Are you confident in your business' compliance with wage and hour laws in reference to overtime, on-call compensation, travel time, discretionary and non-discretionary bonuses, attendance bonuses, gift card taxation, etc.?  | <input type="checkbox"/> |
| 3  | Have you performed an I-9 audit this year?  | <input type="checkbox"/> |
| 4  | Have you prepared a year-end communication for employees to help navigate, with resources, the new W-4 and their W-2?   | <input type="checkbox"/> |
| 5  | Have you eliminated the need to perform any part of your accounting, payroll or human resources tasks manually (for example, on a spreadsheet)?   | <input type="checkbox"/> |
| 6  | Has your management team reviewed your Employee Handbook within the last three years?   | <input type="checkbox"/> |
| 7  | Have you recently validated that job descriptions match the tasks performed?  | <input type="checkbox"/> |
| 8  | Are your employee performance reviews linked to the goals, values and mission of your organization?   | <input type="checkbox"/> |
| 9  | Do you have a solid total compensation package (retirement plan, health benefits, flexible schedules, paid time off, etc.) to make you competitive in the talent market?  | <input type="checkbox"/> |
| 10 | Are you spending more time on your business building revenue and strategic planning and less time in your business paying bills, making deposits, sending vendor invoices, etc.?  | <input type="checkbox"/> |

## Q: How do I access the HR/Payroll Guide?

To download your own copy, visit this link  
and complete the short form:

<https://www.rklcpa.com/hr-year-end/>





# Thank You for Joining Us

## Questions?

- Contact your RKL advisor
- Visit [rklcpa.com](https://www.rklcpa.com) for more updates and guidance

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