To: The HR Specialist

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Subject: Practical HR strategies to boost your career

In The News ...

Evaluating your HR-to-employee ratio?

A report from payroll-processing giant ADP says American employers had 2.6 HR staffers for every 100 employees at the end of 2023. That's up 11% since 2018, when the ratio was 2.35 per 100.

ADP says there's a correlation between the number of HR professionals and the degree to which an organization can retain employees. "Our research found that organizations with a ratio of less than 0.5 HR staff per 100 employees had 5.8% monthly turnover, while organizations with 2.5 to 3.5 HR staff per 100 employees reduced monthly turnover to 4.5%," the report says.

Percentage of remote workers holds steady

Remote work appears to be here to stay, according to a new analysis by the Bureau of Labor Statistics. Its latest American Time Use Survey found that 35% of employed people did some or all of their work at home in 2023, up slightly from 34% in 2022.

Remote workers spend less time working than their on-site counterparts. On average, employees who worked at home did so for 5.1 hours on days they worked; those who worked at their workplace did so for 7.9 hours.

In this issue

It's election season: Keep harassment at bay

As the election nears, your employees are going to bring some of their political opinions to work. It's your job to keep the workplace free of harassment. You can and should train employees to interact civilly with one another.

But that can be difficult when public discourse from politicians descends to levels that would be inappropriate at work, creating a hostile work environment.

Recently, with Vice President Kamala Harris as the Democratic presidential candidate, there has been a flood of social media memes and comments centering on her sex, race and national origins. If employees share some of this content via company email, text or other official channels, it could trigger harassment lawsuits.

Take, for example, a recent widely circulated comment about single cat ladies being unfit for office. Could it be interpreted as an insult to women in general because of their sex or reproductive status? What about comments about Harris being a "DEI candidate"? That could be seen as a racist comment stereotyping Black or Asian individuals as less capable than others.

Here's what employers can do to maintain civility in contentious times:

Reinforce your electronic-communication rules. Remind all employees that they may not use company-owned computers, email systems, smartphones and text-messaging applications to share political memes or comments that denigrate anyone's protected characteristics.

Continued on page 2

A 9-step action plan for a civil workplace

The impact of incivility on the workplace is staggering. According to the SHRM Civility Index, an estimated 202 million acts of incivility occur daily, with 57% taking place at work. Translation: U.S. organizations lose over $2 billion daily due to reduced productivity and absenteeism stemming from this crisis.

Perhaps most alarming is that 66% of workers believe their managers prioritize business objectives over respectful treatment, while 62% report managers are ignoring uncivil acts. This leadership gap exacerbates the problem, as those experiencing incivility are twice as likely to perpetuate it.

To break this cycle, HR can implement a multi-faceted approach using these tips from SHRM:

1. **Educate yourself on civility trends.** Revisit your organization's relevant policies and share them with your employees.
2. **Establish a shared understanding of civility** within your team. Facilitate open dialogues about what constitutes respectful behavior.
3. **Develop team norms for mutual respect.** Collaboratively create guidelines for interactions, active listening and conflict resolution.
4. **Promote a culture of civility.** Lead by example, encourage open communication, embrace diverse perspectives and recognize acts of civility.
5. **Implement regular civility training**

Continued on page 2

Political ban

(Cont. from page 1)

Explain that sharing such content may create a hostile work environment for customers, clients and co-workers.

Ensure private social media doesn't implicate the company. Remind employees that what they say or share on private social media must not mention the company or tag co-workers or customers.

Hold a meeting. It may help to hold an all-hands-on-deck-type meeting. Remind staff of your communication and anti-harassment policies. Explain that you will investigate all reports of harassment or statements that may create a hostile work environment. Follow up with a disclaimer that you are not prohibiting civil discussions that address politics or the election.

Civility crisis

(Cont. from page 1)

sessions, focusing on effective communication and conflict-resolution techniques.

6. **Create anonymous reporting channels for incivility,** ensuring employees feel safe voicing concerns.
7. **Incorporate civility metrics into performance evaluations,** reinforcing its importance at all levels.
8. **Develop a mentorship program** pairing employees across generations and backgrounds to foster understanding and empathy.
9. **Conduct periodic civility audits** to assess progress and identify areas for improvement.

Fostering civility is an ongoing process. By consistently modeling respectful behavior, setting clear expectations and addressing issues promptly, HR can play a crucial role. While we may not always agree, by taking proactive steps, HR professionals can transform workplaces into bastions of respect, one conversation at a time.

Consider benefits for nursing mothers

Medela, a leading provider of breast milk pumping equipment, and Mamava, the creator of nursing pods, teamed up to survey new mothers about their nursing needs as they return to the workplace. The results highlight why offering more than the minimum legally required breaks for milk expression may be a welcome benefit, encouraging retention and a reputation for being an employer of choice for new parents.

Survey findings. Most respondents—66%—said they have some sort of workplace lactation space. But 33% said they don't have access to a nursing space at work. Another 43% admitted they were not clear what their workplace rights to express breast milk were, even though there's a federal law requiring breaks.

What employers can do. Educate your employees about the PUMP Act. That's the federal law administered by the DOL that requires employers to provide unlimited milk-expression breaks to employees. Breaks are to be provided as often as needed and must be taken in a clean, private space that is not a bathroom. The room must have a chair, a place to put the pumping equipment and a power supply, as well as ready access to running water and some sort of refrigeration.

Provide a dedicated space. One option is to take an unused office or other space and convert it into a permanent nursing break room. If you cannot find space for a dedicated room, there are alternatives. Purchase or rent a self-contained unit designed specifically for pumping breast milk. Pumping pods can be placed on location—even at a construction site. After hookup, the units are ready to deploy. Inside, a pumping employee will find everything needed for successful pumping, including plug-ins, supplies, water for washing up and refrigeration.

Expanded support for nursing employees. Don't stop at providing a room for breaks. You can support nursing mothers with other benefits, including:

- **Providing access to nursing or lactation consultants without a copay or fee.** These professionals can guide employees who are having difficulties with nursing. This can be especially helpful for employees who have given birth to twins or triplets. You can get more information about finding a board-certified lactation consultant at **ilca.org/why-ibclc-falc**.
- **Provide a stipend for equipment and supplies.** Expressing milk can be an expensive proposition. Pumping equipment is supposed to be covered by health insurance, but more expensive and efficient models may not be approved. Plus, supplies like bags, bottles and storage facilities add cost. A stipend may be a welcome benefit.

Firing for social media posts? Not so fast

As the election approaches, workers are sharing their opinions, so hopefully you have reminded employees that such discussions in the workplace must be respectful. But what about employees who keep politics out of the office and production floor but use social media like Facebook, X and Instagram to comment and share other political commentary? Should you punish such activity if the views expressed run counter to your company's stand on DEI or other company values? Be aware that doing so poses potential legal risks.

Consider the case of Gina Carano, an actor on "The Mandalorian." Gina posted personal political opinions on social media, including comments about her feelings on Black Lives Matter, anger over being forced to use preferred pronouns and more. Disney fired her after the social media posts, likes and shares emerged. The stated reason was that as a popular actor and character, she influenced Disney's customers. In short, the company argued, actors represent the company and her viewpoints reflected on it.

She sued, alleging her social media posts didn't name her employer or criticize its policies directly. Disney asked the court to dismiss the lawsuit. A federal judge assigned to the case disagreed with Disney and ordered the case to continue. (*Carano v. Disney*, CD CA 2024)

Takeaway: The law is still unclear on how far employers can go to discipline workers for out-of-office conduct. And some states, like California, have specific protection for non-workplace conduct. Call your counsel before firing workers for off-site political commentary.

Rules mean nothing without enforcement

You can have a robust set of rules designed to create a discrimination and harassment-free work environment, but if employees won't follow them and supervisors won't enforce them, they mean nothing. Rules that aren't enforced may get you in bigger legal trouble than none at all because a jury can point to your rules as evidence you *knew* your legal obligations but chose to ignore them.

Recent case: In September 2023, the EEOC sued Asphalt Paving Systems, alleging that the company ignored obvious racial harassment. The EEOC claimed that white employees and some white supervisors frequently used racial epithets like the N-word, wore Confederate-themed clothes and showed off white power tattoos. Some Black employees told the court that white workers brought guns into the workplace, flaunting company rules that forbid firearms.

The EEOC said Black workers were segregated at lunchtime and not allowed to take bathroom breaks. Instead, they had to go outside. When the Black workers finally quit, they claimed managers blackballed them, telling prospective employers not to hire them.

The employer agreed to settle the case and will pay the Black workers $1.25 million and create a system of accountability that assures rules will be enforced. (*EEOC v. Asphalt Paving Systems*, MD FL 2024)

Bottom line: HR professionals have a dual role—create workplace rules and train supervisors, and then get down to the shop floor, construction site and other company locations to check for enforcement. See offensive graffiti? Supervise its immediate removal. Spot offensive clothing or tattoos? Insist on a clothing change and covering up skin art.

Legal Briefs

DOL recoups millions for independent contractors

The DOL has recouped more than $1.5 million for HVAC technicians misclassified as independent contractors. The provided work for C&G HVAC.

The DOL determined that the technicians were highly dependent on the company for work that was directed and controlled by the company. When the DOL compared their pay to what employees for the company earned, the tab was $756,000. Because willful violations of the law mean double damages, the company will pay about $1.5 million.

Courts will hold HR pros to the highest standards

Shana worked as an HR supervisor. When her company held three leadership team conferences, she apparently drank too much, which resulted in lewd comments, off-color jokes and more, all prohibited by the company's harassment policies.

An investigation determined that Shana had violated company policy and should be fired. She resigned, then sued, alleging that one of the other attendees once asked her a risqué question.

The court tossed out her lawsuit, stating that Shana could not prove she was satisfactorily performing her job when she resigned instead of being fired. She had violated the policies she was hired to enforce. (*Troyer v. Marathon Petroleum*, DC CO, 2024)

Refuse to reinstate disabled worker at your peril

A federal appeals court has upheld a $1 million jury verdict that concluded an employer ignored objective medical information when it refused to reinstate a worker after a cardiac arrest.

The employee had a brief cardiac arrest, then recovered, but the employer refused to reinstate him without a treadmill test. The doctor failed him, and the employer refused to accept another test.

The trial court concluded the employer violated the ADA. (*Sanders v. UPRC*, 8th Cir., 2024)

FYI

Recruit line managers as your project allies

When you want to win approval for a new HR initiative, enlist a network of front-line management allies to champion your case. It's one of the best ways to fast-track your new program—and enhance HR's stature within your organization. Take these steps to pull line managers into your corner before you pitch a project to top executives:

- **Meet weekly or monthly with line managers** to find out their business and HR needs. If that's difficult to do formally, seek opportunities for casual conversations. *Example:* Hold breakfast or lunch meetings with line managers to ask, "What is HR doing well? What can it improve? How can we better support your team?"
- **Include one or more managers** in the group that develops your proposal. Your project needs to make sense to line managers in terms of how they run their departments and functions. Otherwise, they might decide to withhold their support.
- **Make sure it's known that line managers helped** make the project a reality. Give them credit when credit is due.

Wage growth tapered off in last year

Pressure to pay employees more seems to be easing. Compensation costs for private-sector employers increased 4.1% between June 2023 and June 2024, according to the Bureau of Labor Statistics. That's down from 4.5% for the preceding 12 months. Wages and salaries increased 4.2% for the 12 months ending in June 2024, less than the 4.6% increase reported between June 2022 and June 2023.

Benefit costs increased 3.8% from June 2023 to June 2024, down from 4.2% for the 12-month period ending in June 2023.

The WorldatWork association's just-released 51st annual Salary Budget Survey reported that average overall salary-increase budget growth fell from 4.4% in 2023 to 3.9% this year. The report predicts a slight additional decline in 2025, with wages growing just 3.8% on average.

Kids these days, by the numbers

Eleven percent of Gen Z workers have been placed on a performance improvement plan and 30% have been confronted by their bosses over poor performance. So says a July survey conducted by Resumetemplates.com, which helps jobseekers create better résumés.

The survey paints an unflattering portrait of Gen Z workers, generally defined as those born in 1997 or later. For example, it found that 10% of full-time Gen Z employees work four hours or less per day.

Are RTO mandates layoffs in disguise?

More than a third of managers and senior leaders (37%) believe their organizations recently laid off workers because return-to-office mandates failed to make more employees quit, according to a new survey by Bamboo HR.

In the same survey, 25% of vice presidents and C-suite executives said they hoped voluntary turnover would increase when they started requiring employees to work on-site. Eighteen percent of HR professionals surveyed admitted the same.

Twenty-eight percent of employees who still do most of their work remotely said they would consider quitting if they were required to report to the office five days per week.

HR Q&A: Religious Accommodations

Must we provide religious accommodations even if it affects our work?

Q We are a long-term living facility caring for disabled adults. A couple of employees take time out to pray during their shifts, which makes it difficult to provide the necessary care for our residents. So far, we have accommodated them, but it has been an issue. Do we have to provide religious accommodations? —*F.H., Washington*

A Maybe. After the U.S. Supreme Court's 2023 decision in *Groff v. DeJoy*, employers' ability to turn down requests for religious accommodation got more difficult and uncertain.

The case involved Gerald Groff, a postal worker whose evangelical Christian faith required him to take every Sunday off. The post office accommodated him for a while but eventually told him it could no longer do so because of labor shortages and the lack of co-workers willing to trade shifts. He sued and the Supreme Court said that before turning down a religious-accommodation request, employers must consider the economic impact of granting the accommodation and whether the impact would be substantial.

The *Groff* case was remanded to the trial court to apply the new standard to Groff's accommodation request. In late July of this year, the trial judge was still trying to figure out whether Groff was entitled to the accommodation of never working Sundays or whether granting it would impose a substantial cost on the post office.

The fact that you are already accommodating your employees' prayer breaks mitigates against a cost argument. However, if you can document that an essential service you provide to residents is being harmed, that may weigh in your favor. Before removing the accommodation, consult your attorney.

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Survey: Fewer workers planning to change jobs

The Great Resignation of 2022 and 2023 appears to be over, replaced by the Big Stay of 2024, according to a recent survey by outplacement firm Robert Half. The survey of more than 1,000 workers found that 35% of employees plan to look for a new job in the second half of 2024, down from 49% who had similar plans at the same time last year.

Members of Generations X and Z accounted for much of the change, with both cohorts about 40% less likely to seek new jobs this year than last.

Research suggests the dip in job-search activity is not for lack of worker confidence. Nearly three-quarters of workers (73%) surveyed say they are confident in their professional abilities and have taken steps to increase their value and marketability by learning new skills.

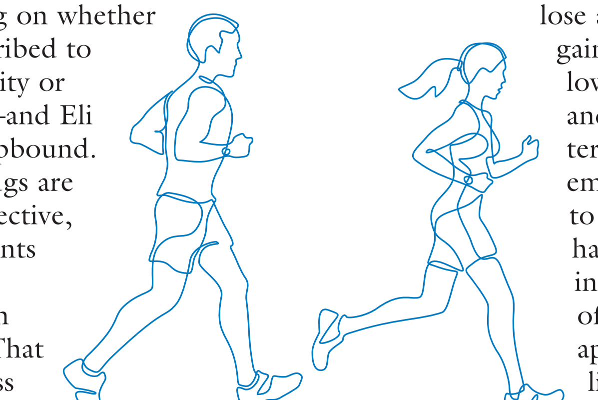
Job satisfaction is contributing to the Big Stay. According to Robert Half researchers, 77% of workers say they are generally happy in their roles, and 85% report achieving good work/life balance. The top factors leading to overall job satisfaction include:

- Competitive salary with regular merit increases
- Flexible work location and schedule
- Fair workloads and job expectations
- A positive work culture and team dynamic
- Having a supportive manager.

Can you make access to drugs contingent on meeting health goals?

According to a recent survey, one of the biggest headaches for HR professionals in charge of planning employee compensation and benefits is dealing with the increasing cost of new drugs designed to treat common medical problems like diabetes and obesity. According to the report, 44% of those surveyed ranked specialty drugs as their top health-care management challenges.

Drugs classified as GLP-1s are high on the list of specialty drugs that drive up health-care premiums. GLP-1s are a class of drugs that can be used to treat both diabetes and obesity, but come with a high sticker price. Brand names include Nova Nordisk's Wegovy and Ozempic—the same drug with a different name depending on whether it is prescribed to treat obesity or diabetes—and Eli Lilly's Zepbound. These drugs are highly effective, with patients losing 40 pounds on average. That weight loss comes at a cost, though, with pricing clocking in at well over $1,000 per month.



Another concern with adding a GLP-1 to your covered drug list is a growing list of potential side effects, including pancreatitis and bowel disturbances. An employee who experiences such complications will, of course, incur additional medical bills.

Adding to the long-term costs of adding GLP-1s to your covered prescription drug list are recent reports that call into question whether employees who lose weight on the drugs can ever stop taking them. Large-scale studies indicate that if a patient stops taking the medication, they quickly regain weight and lose any other benefits gained, including lower blood sugar and reduced cholesterol levels. Clearly, employers will want to think long and hard before adding this new class of drugs to their approved formulary list.

Options. There are several approaches you can take, including:

- Requiring employees who want to try a GLP-1 to enroll in a health and wellness plan that teaches healthy eating habits and encourages physical exercise *before* being approved for the drug. That may help the employee maintain any weight loss even if they eventually drop the medication.
- Requiring employees who are approved for the drug to have their progress monitored and to participate in wellness education. This could include monitoring body mass index.

Potential legal challenges. Disabled employees may argue that requiring them to attend wellness programs as a condition of receiving coverage for a drug related to their disability violates the Americans with Disabilities Act (ADA). How? Because others who are not disabled are not required to meet goals like a lowered body mass index. Before signing off on a wellness plan tied to a specific drug, make sure your attorney reviews the plan for any potential ADA impacts.

Memo to Managers

Copy the text below and distribute it to the managers at your organization.

To: ______________________________ **Date:** September 2024

From: ______________________________ **Re:** Implementing microlearning

Training Microlearning: A powerful tool for developing your team

In today's rapidly evolving business landscape, continuous skills development is no longer optional—it's essential for survival and success. As a manager, part of your job is fostering this growth and change, but traditional training methods may not always yield the desired results. Enter microlearning—a flexible, bite-sized approach to workplace training that could revolutionize how you develop your team's skills and knowledge. Microlearning delivers short, focused content modules via smartphones, tablets or computers, making it an ideal fit for our fast-paced digital age.

Keeping up with workplace changes

While the need for continuous learning is clear, the delivery is equally crucial. Traditional one-size-fits-all approaches often fall short in today's diverse, multigenerational workforce.

Moreover, the accelerating pace of technological change means the shelf life of skills is shorter than ever before. LinkedIn's 2020 Workplace Learning Report claimed that the skills that used to remain relevant for 10–15 years now have an average lifespan of just five years. This rapid obsolescence of knowledge creates an urgent need for agile learning methods that can keep pace with industry advancements and emerging trends.

Understanding microlearning

Microlearning breaks down complex topics into small, digestible pieces. Instead of overwhelming your team with lengthy training sessions, it allows them to focus on one specific topic at a time, at their own pace. This approach is particularly suited to our current work environment, where attention spans are shorter and time is at a premium.

Some popular forms of microlearning include:

- **Visual content.** Short videos (under five minutes), infographics, animations and GIFs
- **Interactive content.** Quizzes, digital flashcards, simulations, gamified learning elements
- **Audio and digital platforms.** Podcasts, social media posts, mobile apps

Benefits for your team

1. Fits busy schedules. Your team members can engage with brief content without significant workflow disruption.

2. Combats the forgetting curve. Research shows we forget about 50% of new information within an hour. Microlearning allows for easy review of small, manageable chunks of information.

3. Reinforces learning. Quizzes and flashcards help your team retain knowledge and give you insights into areas where they might need additional support.

4. Increases engagement. Varied formats and gamification elements can make learning more enjoyable and motivating for your team.

5. Supports continuous learning. Regular, bite-sized lessons encourage a habit of ongoing skill development.

Implementing microlearning

To effectively use microlearning for your team's development:

Set clear objectives. Determine what skills or knowledge your team needs to acquire and establish goals for each microlearning module.

Choose the right tools. Consider using a learning management system (LMS) to create and distribute content. Options include Esmerise, Thinkific, EzyCourse and Podia. Each platform has varying features, so choose one that aligns with your team's needs.

Plan engaging content. Draw from your experience and industry knowledge to create relevant, context-rich content. Use a variety of formats to keep your team engaged.

Incorporate gamification. Use elements like login streaks, leaderboards, points and badges to motivate your team and make learning more enjoyable.

Combine with in-person training. While microlearning is powerful, it shouldn't completely replace face-to-face interactions. Use microlearning to introduce concepts, then reinforce them through workshops or seminars.

Encourage application. Provide opportunities for your team to apply their knowledge in real work situations.

Measuring success

To ensure your microlearning initiative is effective:

1. Track completion rates and engagement levels.

2. Gather feedback from your team on the content and delivery methods.

3. Assess performance improvements related to the skills being taught.

4. Monitor how often team members apply the knowledge in their work.

Ultimately, the goal of implementing microlearning is to help your team acquire new skills that will enhance performance. By providing easily accessible, engaging and relevant content, you can foster a culture of continuous learning and development.

As you explore microlearning opportunities, keep in mind that it's not a one-size-fits-all solution. Be prepared to experiment with different formats and approaches to find what works best for your specific team and organizational needs. With the right strategy, microlearning can be a powerful tool in your managerial toolkit, helping you build a more skilled, knowledgeable and adaptable workforce.

Multigenerational teams: Tips for fostering harmony

The American workplace is experiencing a shift as multiple generations work together, each bringing their perspectives and work styles to the table. For HR, understanding and managing these generational differences is not just a challenge but an opportunity.

Generational dynamics

Today's workforce is made up of several generations, and each group brings unique strengths and quirks to the table. Baby boomers and Gen Xers have tons of experience and a solid work ethic, while millennials and Gen Z bring tech skills and a new take on work/life balance.

Generational diversity can be a powerful driver of innovation and growth. Baby boomers might focus on stability and experience, while younger generations are often more agile and tech-focused. By embracing these viewpoints, organizations can foster a more inclusive and innovative culture, and HR professionals can create strategies that leverage the strengths of all age groups.

Navigating communication styles

One of the most significant challenges in a multigenerational workplace is bridging different communication styles. Baby boomers and Gen Xers may prefer face-to-face meetings and traditional communication methods, while millennials and Gen Z often favor digital communication, such as instant messaging and video calls. To enhance collaboration and minimize misunderstandings, HR professionals should promote flexible communication strategies that accommodate these preferences. Regular training on effective communication can also help employees adapt and engage more effectively.

Building trust across generations

Trust is crucial for great teamwork. In a workplace with different generations, it's all about understanding and valuing each other's perspectives. HR can help by creating a welcoming and inclusive atmosphere where everyone feels appreciated. Regular feedback and chances for cross-generational mentoring can also boost relationships and build trust among team members.

Leveraging mentorship

Mentorship programs are an excellent way to bridge generation gaps and facilitate knowledge transfer. These programs enable experienced employees to share their insights with younger colleagues while also gaining fresh perspectives from newer team members.

Implementing structured mentorship initiatives can enhance professional development and ensure that valuable knowledge is retained and passed on effectively.

Takeaways

Managing a multigenerational team is not easy, but it's important. By understanding and embracing the different generations, encouraging good communication and building trust and mentorship, HR professionals can create a more connected and productive workplace. As the workforce keeps changing, those who can bridge the generational gaps will be in a great position to drive success and innovation.

Navigating these generational differences isn't just about managing them—it's about using them to build stronger, more dynamic teams. With the right approach, every generation can help create a thriving workplace.

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Pay equity trends and data: What HR departments need to know

While HR professionals are likely aware of the rising trend and growth of pay transparency laws, pay equity laws are rising as well. Joanna Colosimo, vice president of workforce equity and compliance strategy at DCI Consulting, dug into this issue during a session at SHRM's annual conference this past June. She informed HR departments that they must analyze the data before they submit it to federal agencies. But even if your company isn't required to submit pay information, she says companies should consider performing pay equity analyses.

State laws

It's no surprise that California requires private employers with 100 or more employees to submit an annual pay data report. This includes information on employee compensation and hours worked by job category, race, ethnicity and sex.

"It's a heavy lift just to get the data they want before you submit it," says Colosimo.

Over in Illinois, the state's Department of Labor also requires private employers with more than 100 employees in the state to submit an annual pay data report. This report includes information on the gender, race and ethnicity of employees, as well as their wages.

"In Illinois, you're giving social security numbers, race, gender, etc. They're going to do something with it," Colosimo says. "You don't want to go to your CEO and say, 'We submitted this.' Before you turn it over, you need to tell your teams what's in that data."

These are just two examples of a rising trend. Colosimo says that regardless of who is elected president this November, this is a bipartisan trend, and companies should be prepared no matter what happens.

How to prepare analyses?

The EEOC's Strategic Enforcement Plan (SEP) for fiscal years 2024–2028 highlights advancing equal pay as one of its priorities. And a recent EEOC case reminds employers that discriminatory pay practices can exist against male and white employees. For these reasons, companies may want to start preparing meaningful pay equity analyses.

Colosimo offers advice on where to start.

- Compare average pay by EEO-1 category.
- Monitor salary, including adjustments, market and starting salary.
- Use statistical tests to determine if differences are statistically significant.
- Look for trends in job distribution and lifecycle analytics.
- Where significant flags exist, identify explanations with regression analysis, a statistical test that factors in tenure, time in role, education, career experience, etc.

Best practice: Implement pay policies that are structured and consistent.

More states amp up pay transparency requirements

At least 18 states have enacted laws around pay transparency, and the list continues to grow. The latest state to pass a pay transparency law is Massachusetts. Beginning on July 31, 2025, employers with 25 or more workers are required to disclose the pay range for any job posting. That pay range must be the salary or hourly wage the employer reasonably expects to pay for the position. The fine for failing to post starts at $500 and rises per violation. Employers do have two business days to add the salary range if someone notifies them it's missing.

Select other states with pay disclosure laws:

- **California:** Since 2020, California employers have been required to disclose the pay range upon request after the applicant has a conditional offer of employment.
- **Colorado:** Effective Jan. 1, 2024, employers with 15 or more workers must include pay ranges and benefits information in all job postings.
- **Maryland:** Effective Oct. 1, 2024, employers must provide pay ranges for all positions if the work is to be performed at least in part in the state.
- **Minnesota:** Effective Jan. 1, 2025, employers with 30 or more employees must disclose the minimum and maximum salary and benefits for every job opportunity offered.
- **New York:** If you employ four or more workers, you must disclose pay or pay range for all jobs, promotions and transfer opportunities that can or will be performed, at least in part, in the state.
- **Vermont:** Effective July 1, 2025, all employers with five or more employees must disclose the minimum and maximum salary or hourly wage range for each job opportunity either physically located in Vermont or performed remotely for an office or work location that is physically located in Vermont.