COALITION OF GREATER MN CITIES

Public Wage and Hour Legal and Practical Update

APRIL 20, 2021

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Topics

Compensation Update

Wage and Benefit Trends

- Total Rewards Post COVID-19
- Pay Equity
- Back to Basics: Base Pay Structure Development

Legal Update

- Basics
- Exemptions and exclusions
- Compensable time worked
- Overtime compensation
- Records

Q&A’s

Questions?

Please submit any questions via the “Chat” function

Questions for Participants

What Type of Local Government Do you Represent ?

A. City
B. County
C. Utility
D. Private Entity
E. Other

Compensation Update

MN Local Governments' General Wage Increases and Ranges

2020	Settled/ agreed before March 1, 2020		Settled/ agreed March 1, 2020 or later		Total Average	
Averages	2.83%		2.68%		2.82%	
Sample Size	144		14		158	
Ranges	#	%	#	%	#	%
0%	0	0.00%	0	0.00%	0	0.00%
.01-.99%	0	0.00%	0	0.00%	0	0.00%
1.00-1.99%	2	1.39%	0	0.00%	2	1.27%
2.00-2.99%	59	40.97%	6	42.86%	65	41.14%
3.00%+	83	57.64%	8	57.14%	91	57.59%

MN Local Governments' General Wage Increases and Ranges

2021	Settled/ agreed before March 1, 2020		Settled/ agreed March 1, 2020 or later		Total Average	
Averages	2.77%		2.48%		2.65%	
Sample Size	83		56		139	
Ranges	#	%	#	%	#	%
0%	1	1.20%	0	0.00%	1	0.75%
.01-.99%	0	0.00%	0	0.00%	0	0.00%
1.00-1.99%	0	0.00%	5	8.93%	5	3.60%
2.00-2.99%	33	39.76%	34	60.71%	67	48.20%
3.00%+	49	59.04%	17	30.36%	66	47.48%

MN Local Governments' General Wage Increases and Ranges

2022	Settled/ agreed before March 1, 2020		Settled/ agreed March 1, 2020 or later		Total Average	
Averages	2.66%		2.51%		2.59%	
Sample Size	36		32		68	
Ranges	#	%	#	%	#	%
0%	1	2.78%	0	0.00%	1	1.47%
.01-.99%	0	0.00%	0	0.00%	0	0.00%
1.00-1.99%	0	0.00%	0	0.00%	0	0.00%
2.00-2.99%	16	44.44%	20	62.50%	36	52.94%
3.00%+	19	52.78%	12	37.50%	31	45.59%

MN Local Governments' Arbitration Awards

CBA Year	# of Awards	Union Position (Avg.)	Employer Position (Avg.)	Arbitrator Award Avg.	Arbitrator Award Range
2020	9	2.93%	2.41%	2.52%	2.00-3.00%
2021	6	2.83%	2.00%	2.33%	2.00-2.50%
2022	2	2.63%	1.25%	2.63%	2.50-2.75%

MN Local Governments' Health Insurance Contributions

	City Contribution				HRA/HSA/VEBA	
	Single		Family		Single	Family
	%	$	%	$	$	$
2020 AVERAGES	91.84%	$834.32	81.30%	$1,461.94	$1,230.83	$2,091.82
Sample Size	31	14	25	14	12	11
2021 AVERAGES	85.04%	$805.11	83.54%	$1,581.46	$783.33	$1,266.67
Sample Size	14	11	14	11	9	9

Wage and Benefit Trends

Total Rewards

What are Total Rewards

- Tools to attract, motivate and retain employees
- Include everything the employee perceives to be of value resulting from the employment relationship
  - Compensation
  - Benefits
  - Work-life effectiveness
  - Recognition
  - Performance management
  - Talent development

Source: WorldatWork, 2011

Questions for Participants

Has your organization altered or adapted their total rewards package due to impacts of COVID-19?

A. Yes

B. No

Total Rewards in a Covid World

- Customizing Rewards
  - Employees are in different life stages and may have been impacted by the pandemic in different ways
  - Ensure benefits offered are appealing to the type of employee the organization wants to recruit
    - Obtain Employee Input
  - Investing in benefits that are most important to employees
    - Allocating benefit dollars to programs that are the most meaningful to the organization's employee population

Source: RSM-Importance of Competitive Total Reward Packages Pre and Post Covid-19

Total Rewards in a Covid World

- To maintain competitive edge, employers must evolve to meet the needs and wants of the new post COVID-19 work environment
  - Offering low cost, high impacting benefits such as:
    - Flexible work schedules
    - Work from home options
  - Workers are expecting more from their employers
  - Organizations should evaluate their strategies to attract, retain, and reward employees

Source: RSM-Importance of Competitive Total Reward Packages Pre and Post Covid-19

Pay Equity

Pay Equity

- State of Minnesota established The Local Government Pay Equity Act (Minnesota Statutes §§ 471.991- 471.999)
  - Serves to eliminate sex-based wage disparities in public employment in the state of Minnesota
  - Pay Equity Laws in Minnesota **only** address gender-based wage disparities and not all types of wage disparities
- Facilitates compliance with other anti-discrimination laws

Source:MMB Local Government Pay Equity

Pay Equity

- A successful pay equity system should establish:
  - Uniform Job Evaluation Method
  - Effectively assign points utilizing Minnesota's pay equity law
  - Employer must adjust salaries if they are consistently paying males more than women for the performance of a job with similar points
- State of Minnesota requires all political subdivisions to submit a pay equity report every three years

Source :MMB Local Government Pay Equity

Pay Equity Report

- Pay Equity Report Process
  - There are five tests that MMB can perform depending on the information that is reported. The following five tests can be performed by MMB depending on the information that is reported:
    1. Alternative Analysis Test
    2. Completeness and Accuracy Test
    3. Exceptional Service Pay Test
    4. Salary Range Test
    5. Statistical Analysis Test

Source :MMB Local Government Pay Equity

The Basics of Base Pay Structure Development

Questions for Participants

Do you have a uniform base pay structure covering all employees or certain large employee groups?

A. Yes

B. No

Establishing Employee Compensation

- When establishing employee compensation, employers must ensure that each job in the organization interrelates with one another
- Compensation must optimize achievement of the employer's:
  - Mission
  - Goals
  - Objectives
  - Determine the relative worth and appropriate pay rate, other pay, and benefits for jobs
  - Comply with the Minnesota Pay Equity Act (PEA), Minn. Stat. §§ 471.991-.999

What is Considered Compensation?

- Compensation establishes the standard of living for employees
- Primary indication of the value the employer places on a position within the organization

Source: WorldatWork 2011

Compensation Systems

- A compensation system establishes how the organization manages compensating employees, including:
  - Wages and salary paid by employers to employees in exchange for work (a.k.a. base pay)
  - Variable pay in the form of short- and long-term incentives, such as promotions and performance pay increases
  - Other types of pay (premiums above regular wages)
  - Monetary value of benefits
- Employers must consider their total reward package when establishing employee compensation

Job Analysis

- Systematic process for obtaining important and relevant information about each distinct role played by one or more employees
- A position’s duties, responsibilities, and required worker characteristics are particularly important for compensation purposes
- Information is used to accurately review each position’s worth internally and externally and ultimately build the organization's base pay structure and draft job descriptions
- Determine a position’s Fair Labor Standards Act exempt status and language that will need to be included in the job description

Source: WorldatWork 2011

Questions for Participants

Approximately, how long ago have you conducted a comprehensive job analysis of all or most jobs in your organization?

A. 0-5 years

B. 6-10 years

C. 10+ years

Job Evaluation

- Systematic method and process for determining and comparing the relative value of one job to others
- Develops internal standards of comparison and measures relative job worth within the organization
- Enables the creation of a job worth hierarchy within the organization

Sources: WorldatWork 2011
MMB Local Government Pay Equity

Why Conduct a Job Evaluation?

- Establishes comparisons using internal and external methods
- Determine the comparable work value of the work performed by each class
- Pay Equity Reporting Purposes
  - All jobs must be evaluated and given points according to the level of knowledge and responsibility required to do the job
  - Value of work must be measured by the skill, effort, responsibility, and working conditions
  - PEA requires each jurisdiction to measure a position's external competitiveness in addition to internal worth
- Helps determines the appropriate pay rate and job worth

Sources: WorldatWork 2011
MMB Local Government Pay Equity

External Comparable Sources

- Market studies should be conducted routinely (e.g., at least every few years) and updates to the pay structure should be made based on the changes identified in the market while taking into account internal equity (i.e., job evaluation points)
- Types of Data Collected :
  - Internal: Other similar public entity (city, county, utility, etc.)
  - External: (DEED, LMC, MMUA, etc.)
- Compiling and analyzing market compensation data
  - Market pay rates can be utilized for the development of the organization's base pay structure
  - Help employers to modernize their total rewards programs and effectively recruit and retain employees

Base Pay Structure Development

- Employers should consider establishing a uniform base pay structure (BPS) that includes all employees or large subgroups of employees
- Base Pay Structure Development should be based on the organization's mission and compensation philosophy
- The backbone of a base pay structure is usually a predicted pay line created by conducting a linear regression between two variables
  - Job Evaluation Points
  - Wages (Internal or External)
- The predicted pay line is used to establish the structure's pay ranges, job evaluation point ranges, and pay grades.

Base Pay Structure Development

- Each pay range within the structure should allow for movement within the range
- A base pay structure usually contains a maximum pay rate for each pay grade set based on predicted pay, and the minimum wage range is set based on a portion of the maximum range.
- A competitive structure:
  - Encourages improved performance and motivates employees to develop their capabilities and competencies
  - Provides sufficient flexibility to accommodate changing fiscal, economic, marketplace, and internal equity conditions
  - Avoids internal compression of wages between and among positions within the employer's hierarchy of jobs (i.e., there is meaningful differences in pay based on job evaluation points of jobs)

Base Pay Structure Development

- An effective structure:
  - Allows for Across-the-board increases
    - These across- the-board increases should be set at the rate the market is increasing
    - The across-the-board increase should be applied to the top step annual wage in each grade. All preceding steps should be calculated based on the percentage of the top step established for the step in the base pay structure. All calculations should be rounded to the nearest cent.
  - Provides step increases or other movement within the range upon some performance measure
    - Annual step increase or other movement may be awarded each year until the range maximum is reached.

Legal Wage and Hour Update

Basics

- Federal Fair Labor Standards Act (FLSA) requires:
  - Employees be paid minimum wage ($7.25 per hour)
  - Overtime pay or compensatory time off (1.5 times OT hours worked) for overtime hours worked (over 40 in work week or ratios of 171 hrs-28 days for law enforcement and 212 hrs.-28 days for fire)
  - Certain wage and hour records be created and maintained

29 U.S.C. §§ 201, et seq

Basics

- Minnesota Fair Labor Standards Act (MFLSA) requires:
  - Employees be paid minimum wage ($10.08 per hour)
  - Overtime pay or compensatory time off (1.5 times OT hours worked) for overtime hours worked (over 48 hours in work week)
  - Certain wage and hour records be created and maintained

Minn. Stat. §§ 177.21-.35

Basics

- Minnesota Wage Theft Law (Eff. 2019)
  - Establishes requirements for wage and hour payments, hire and earnings notices, record-keeping, protections, penalties, and enforcement
- Other laws
  - Minors
  - Leaves
  - Payroll deductions

www.dli.mn.gov/sites/default/files/pdf/wage_theft_law_summary.pdf

Liability for Violations

- Federal or state government investigation
- Unpaid minimum wages and/or unpaid overtime compensation plus an equal amount of liquidated damages (i.e., "double damages")
- Compensatory damages
- A compliance order and civil action in state district court to enforce such an order
- Injunctive action against future violations, but these do not include liquidated damages
- Costs, disbursements, witness fees, and/or attorney fees
- Litigation and/or hearing costs
- Monetary liability compounded if class action

https://webapps.dol.gov/elaws/whd/flsa/screen74.asp; https://www.dli.mn.gov/business/employment-practices/wage-theft-legislation-2019-and-summaries

Liability for Violations

- Civil penalty for intent to defraud
  - Average daily wages for each day not paid
  - Up to $5,000 for each repeated failure to submit or deliver records to agency as required and for each repeated failure to keep and maintain records as required by law
- A willful or repeated violation may result in a fine of up to $10,000 or imprisonment of up to 6 months
- Imprisonment up to 1 to 20 years and fines $1,000 to $100,000 depending on amount of wages stolen if intent to defraud

https://webapps.dol.gov/elaws/whd/flsa/screen74.asp; https://www.dli.mn.gov/business/employment-practices/wage-theft-legislation-2019-and-summaries

Liability for Violations

- Timing
  - 2 years from date of complaint
  - 3 years if willful

Questions for Participants

In the past 5 years, have you received a complaint from any employee(s) that you have not appropriately compensated the employee(s) for FLSA overtime pay?

A. Yes

B. No

Trending Topics in W&H Law

Biden Administration Agenda

- Scrutinize and/or change rules on exempt, independent contractor, and joint employer status (i.e., applicability of FLSA requirements to individuals)
- OT reviews/audits
  - Revisit overtime standards and issue rules dealing with pay entitlement for off-the-clock work, like checking e-mail from home.
  - Review FLSA exemptions and minimum wage and overtime hours and wage calculations
- Increase in compliance focus- enforcement will be aggressive
- Coordinate with state DOLs to cooperate with one another as investigations progress
- Increase minimum wage to $15 per hour

Source: https://www.shrm.org/resourcesandtools/legal-and-compliance/employment-law/pages/dol-priorities-will-change.aspx

Exempt Employees

- Misclassifying exempt employees, which only include:
  - Executive
  - Administrative
  - Professional
  - Executive
  - Computer (FLSA only)
  - Highly compensated (FLSA only)
- Including specific exempt duties in job descriptions key

29 U.S.C. §§ 203, 206(a), 213; Minn. Stat.§ 177.23, subd. 7

Exempt Employees

- Salary
  - Not less than $684 per week (equivalent to $35,568 per year for a full-year worker).
  - Regularly receives each pay period on a weekly, or less frequent basis, a predetermined amount constituting all or part of the employee's compensation,
  - Not subject to reduction because of variations in the quality or quantity of the work performed

29 CFR § 541.602

Exempt Employees

- Duties
  - Executive
    - Primary duty is the management of the enterprise of a recognized department or subdivision
    - Regularly directs the work of two or more other employees
    - Authority to effectively perform the hiring, firing, advancement, promotion or any change of status of other employees must be given "particular weight"

29 CFR §§ 541.100-106

Exempt Employees

- Duties
  - Administrative
    - Primary duty is the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers
    - Uses the exercise of discretion and independent judgement with matters of significance

29 CFR §§ 541.200-204

Exempt Employees

- Duties
  - Professional
    - Learned Professional
      - Primary duty must be in the performance of work requiring advanced knowledge in a field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction or
    - Creative Professional
      - Primary duty must be in the performance of work requiring invention, imagination, originality or talent in a recognized field of artistic or creative endeavor as opposed to routine mental, manual, mechanical or physical work. The work performed must be "in a recognized field of artistic or creative endeavor" such as music, writing, acting and the graphic arts.

29 CFR §§ 541.300-304

Exempt Employees

- Duties
  - Computer
    - Primary duty (i.e., the principal, main, major or most important duty) must include the following elements:
    - The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications;
    - The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications;
    - The design, documentation, testing, creation or modification of computer programs related to machine operating systems; or
    - A combination of the aforementioned duties, the performance of which requires the same level of skills
    - May be paid hourly at a rate not less than $27.63/hour

29 C.F.R. 541.400

Highly Compensated

- Duties
  - With a total annual compensation of $107,432 or more, of which, at least $684 per week is paid on a salary or fee basis
  - Who customarily and regularly performs any one or more of the exempt duties or responsibilities of an executive, administrative or professional employee
  - Whose primary duties consists of performing office or non-manual work

29 C.F.R. §541.601.

Independent Contractor - FLSA

- Misclassifying individuals as contractors - not covered employees
- Factors
  - The extent to which the services rendered are an integral part of the principal's business.
  - The permanency of the relationship.
  - The amount of the alleged contractor's investment in facilities and equipment.
  - The nature and degree of control by the principal.
  - The alleged contractor's opportunities for profit and loss.
  - The amount of initiative, judgment, or foresight in open market competition with others required for the success of the claimed independent contractor.
  - The degree of independent business organization and operation.
- U.S. DOL likely to make more difficult to classify

https://www.dol.gov/agencies/whd/fact-sheets/13-flsa-employment-relationship

Independent Contractor - MFLSA

- Degree of control which the principal exerts over the manner and method of performing the work contracted most important

Minn. R. 5224.0330

Compensable Hours Worked

- Compensable time for minimum wage and overtime purposes is time in which employee is "suffer[ed] or permit[ted] to work" (FLSA)
- Means all the time during which an employee
  - Required to be on the employer's premises;
  - On duty, **including most training**; or
  - At a prescribed work place
- Does not include time paid, but not worked
  - Paid leave time
  - Minimum hours of pay for such time not worked (e.g., call back)
- Timekeeping policy and record is key
  - Record hours worked – not how many hours paid

29 U.S.C. §§ 203, 206(a), 213; 29 C.F.R. 785.7, .13

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Compensable Hours Worked

- If knowledge or reason to know employee worked, then it is time worked even if not requested or authorized

29 U.S.C. §§ 203, 206(a), 213; Minn. Stat. § 177.23, subd. 5; 29 C.F.R. 785.7, .13

Compensable Hours Worked

- De minimis
  - Few seconds or minutes might not be hours worked if
    - Beyond the scheduled working hours;
    - Irregular;
    - Not substantial in the aggregate; and
    - Cannot as a practical administrative matter be precisely recorded for payroll purposes
  - But, courts now finding these times as hours worked because employees can accurately record smaller amounts of time than was previously practicable due to technology
  - Big issue with cell phones, smart-type phones, laptops, and computers used for work purposes during nonworking hours
    - Establish and enforce policies prohibiting such work or require recording
    - Discipline – don't withhold wages – for unauthorized work

29 C.F.R. §§ 785.7, .13, .47, and .48. Lindow v. United States, 738 F.2d 1057, 1063 (9th Cir. 1984).

Compensable Hours Worked

- Rounding
  - Rounding time recorded "downwards" for pay purposes only o.k. if not unfairly benefit employer
  - Should have facially-neutral time rounding practice (e.g., 15 minute increments with 7.5 minutes as cut off for up or down)

29 C.F.R. §§ 785.7, .13, .47, and .48; Butcher v. Delta Memorial Hospital (Dist. Court, ED Arkansas, 2013).

Questions for Participants

Do you have a policy or procedure for employees performing any work off duty and recording such time for de minimis work (e.g., responding to emails or answering phone calls)?

A. Yes

B. No

Minimum Wage

- $7.25 per hour (or MFLSA if higher) worked in work weeks or periods FLSA overtime hours not worked
  - Do not have to pay hour-for-hour minimum wage if overall earnings for the workweek equal or exceed minimum wage
    - Earnings divided by hours worked in work period equals at least $7.25/hour
  - But, labor contract and past practice may require hour-for-hour
- Straight time rate in cash per hour worked in work periods FLSA overtime hours worked
  - Except for hours worked that compensatory time earned at rate of 1.5 hours

29 U.S.C. §206(a). *Field Operations Handbook*, Wage and Hour Division, § 30b02 and 32j02, U.S. Dep't of Labor (2000)

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Overtime

- Public safety work period for overtime hours and pay
  - Established and regularly recurring period of work 7 through 28 days
    - Not need to be pay period
    - Can be different for different employee groups
  - Can be changed if
    - Intended to be permanent
    - Not designed to evade the overtime compensation requirements of the FLSA
  - Need single notation of the time of day and beginning day of the work period

29 C.F.R. § 553.224 and .51

Questions for Participants

Do you have a document or other written notation of your public safety departments' work period for FLSA overtime purposes?

A. Yes

B. No

Overtime

- OT Calculation
  - Hours
    - Include all compensable hours **worked** not compensated at a rate of at least 1.5 hours through compensatory time

29 U.S.C. § 207(e); 29 C.F.R. 778.315; Minn. R. 5200.0130

Overtime

- OT Calculation
  - Pay
    - Calculate all gross non-FLSA OT compensation due for all hours worked under any express or implied contract or under any applicable statute. Then calculate if any additional FLSA OT pay due.

29 U.S.C. § 207(e); 29 C.F.R. 778.315; Minn. R. 5200.0130

Overtime

- OT Calculation
  - Pay
    - Add all gross earnings
      - Include
        - All wages (for even OT hours), specialty payments (e.g., differentials), and standby/on-call pay due
      - Exclude
        - Payments not for hours worked, e.g., paid time off or holidays, unarranged call back pay for time not worked
        - Benefits or contributions thereto by employer

29 U.S.C. § 207(e); 29 C.F.R. 778.315; Minn. R. 5200.0130

Overtime

- OT Calculation
  - Pay
    - Exclude
      - Other pay above base pay not for hours worked
        - E.g., The amount of call back pay above what is normally paid for the hours worked
      - Premium pay (i.e., at least .5 times above base pay) above base pay paid to employees as extra compensation for hours worked:
        - Over eight in a day; or
        - Over the maximum workweek; or
        - Over the employee's normal working hours or regular working hours

29 U.S.C. § 207(e), (h); 29 C.F.R. 778.315; Minn. R. 5200.0130

Overtime

- OT Calculation
  - Exclude
    - Premium pay (i.e., at least .5 times above base pay) above base pay paid to employees as extra compensation for hours worked:
      - Saturdays; or
      - Sundays; or
      - Holidays; or
      - Regular days of rest; or
      - Sixth or seventh day of the workweek

29 U.S.C. § 207(e), (h); 29 C.F.R. 778.315; Minn. R. 5200.0130

Overtime

- OT Calculation
  - Pay
    - Divide by actual hours worked (“regular rate of pay”)
    - Multiply regular rate of pay by .5
    - Multiply by overtime hours worked
    - Subtract all 3 “premium pays” specified in second previous slide

29 U.S.C. § 207; 29 C.F.R. 778.315

Questions for Participants

Based on these technical FLSA OT calculation requirements, are you confident that your method (e.g., payroll program, spreadsheet, etc.) for determining FLSA OT payments is complete and accurate?

A. Yes

B. No

Compensatory Time Off

- May receive in lieu of FLSA OT cash payments
  - If
    - For unionized employees, in collective bargaining agreement, memorandum of understanding, or any other agreement between the public agency and representatives of such employees; or
    - For nonunionized employees, an agreement or understanding arrived at between the employer and employee before the performance of the work
  - Usage – must be permitted for FLSA Comp Time only
    - Within reasonable period after request
    - If not unduly disrupt operations

29 U.S.C. § 207 (o)

Compensatory Time Off

- Best practices
  - Establish management approval of earning and usage
  - Limit maximum earning in time frame (e.g., year) and accumulation
  - Mandatory regular cash-outs

Non-FLSA Overtime

- May provide non-FLSA OT for hours worked in excess of shift, workweek, or other work period
  - If provide additional overtime pay, clarify that OT rate is based on hourly equivalent rate based on normal work year – which might not be 2,080 hours

Records

- Must have record of hours for each employee of, among other items:
  - Hours worked each workday
  - Total hours worked each workweek
  - Beginning and ending time
  - a.m./p.m. designation

29 U.S.C. § 211(c); 29 C.F.R. 516.2, 516.3. Minn. Stat. § 177.30(a); Minn. R. 5200.0100.

Records

- Signed declarations required for certain public employers
  - May use electronic systems if policies ensure that the timekeeping and payroll methods used are accurate and reliable

Minn. Stat. § 412.271, subd. 2

Records

- Optional to require FLSA exempt employees to:
  - Record and track hours to assess their productivity and dependability and accurately account for leave time
  - Work specified hours in a workweek and/or core hours to ensure accessibility to coworkers and the public and to oversee and effectively role model for subordinates.

See 69 *Fed. Reg.* 22,178

Remote Workers

- Establish work schedule
- Clarify when need to be accessible and use leave time
- Specify time-keeping procedures
- Require adherence to policies, procedures, and practice on work and time-keeping

Q&A

CONCLUSION

Resources

- Visit the CGMC website (https://greatermncities.org) for additional information on the Coalition, including resources related to:
  - Labor & Employee Relations
  - Economic development
  - Local Government Aid & Property Tax Relief
  - Environment & Energy
  - Transportation
  - Annexation & Land Use
- CGMC COVID-19 Advice & Tools for Cities, including future Webinars: https://greatermncities.org/resources/covid-19/

Compensation Survey

To compile and distribute updated compensation data, complete CGMC Compensation Survey at: bit.ly/CGMC_compensation_survey

Upcoming CGMC Webinar and Events

- May 25, 2021: 10 a.m. – 11:30 a.m. "Employment Law Update and Q&A"
- CGMC Summer Conference – July 29-30, 2021 in Alexandria
- CGMC Fall Conference – Nov. 18-19, 2021 in Willmar

For more information on upcoming CGMC events and webinars, visit greatermncities.org/events/.

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