

Karen Denney in HR Magazine: 'Pandemic and Social Justice Issues Prompt Pay-Equity Audits'

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PRACTICES Wage and Hour Litigation, Employment Litigation, Labor and Employment

Haynes Boone Partner [Karen Denney](#) shared with *HR Magazine* about how the ongoing economic and social justice issues may prompt employers to review their pay practices for fairness as the COVID-19 pandemic and protests over racial inequities continue.

Here is an excerpt:

Finding and Fixing Discrepancies

The COVID-19 pandemic has forced many employers to review detailed information about the actual duties their workers perform to determine which jobs can be done remotely and which positions can be eliminated during an economic downturn.

Employers may discover that job duties don't match up with job titles or that multiple employees are performing similar duties, even though they have different titles and pay structures, explained Karen Denney, an attorney with Haynes Boone in Fort Worth, Texas.

When job information is outdated or doesn't match up, she said, employers should analyze a variety of issues, including whether an employee is being paid the same as other employees who perform the same job duties. Do the employees have the same level of experience, performance record and tenure with the employer? Employers should also review whether employees are properly classified as exempt or nonexempt from overtime pay requirements under the Fair Labor Standards Act and applicable state laws.

Training Managers

Manager training is also essential. Employers should provide training to their executives and managers on how to make pay recommendations and decisions, Denney said. Leaders should understand what pay equity is and why it is important.

Employees who feel valued are usually more committed to their employer and will put in the effort to help the company succeed, Denney added. "When all employees are doing their respective parts, this supports a positive, teamwork company culture."

To read the full article, click [here](#).