

The most current information on how financial professionals can increase cash flow & control costs.

**August 14, 2019**

**KEY FINANCE FIGURES**

	Curr*	Lst Mo	Lst Yr
<b>■ Leading Rates %</b>			
Prime Rate	5.50	5.50	5.00
Fed Funds Rate	2.50	2.50	2.00
<b>■ Money Market Rates %</b>			
<i>London Interbank (LIBOR)</i>			
1 month	2.27	2.40	2.07
3 months	2.28	2.31	2.33
6 months	2.18	2.18	2.52
<b>■ Stock &amp; Bond Indexes</b>			
DJIA	27,221	26,600	25,307
S&P 500	3,021	2,942	2,803
NASDAQ	8,293	8,006	7,630
5-Yr T-Bill	1.85	1.76	2.85
10-Yr T-Bill	2.08	2.00	2.98
<b>■ Employment Stats</b>			
Unemployment rate (%)	3.7	3.6	4.0
Payroll employment (thousands)	224	72	262
Average hourly earnings (\$)	0.06	0.09	0.06

\*As of 7/29/19

**The Cumulative Effect of CFO & Controller Alert**

**With the pace of change accelerating and the competition tougher,** what's the best chance to keep up performance and get two steps ahead of the competition? A reliable source of continuous information.

It's the **cumulative effect** that helps, not any one reading. Our unique function is to deliver solid, focused information in your area of responsibility in a fast-read format twice a month to help performance.

## Feds blitz with FLSA rulings ahead of new overtime rules

### ■ Compliance must be high before changes kick in

We're just months from the new overtime rules kicking in (expected effective date Jan. 1, 2020). But the feds want you to keep an eye on all aspects of your Fair Labor Standards Act (FLSA) compliance.

The Department of Labor (DOL) recently released several new wage and hour opinion letters.

And they cover some critical topics you and your peers encounter often, including overtime calculations and:

- rounding, as well as
- regular rate of pay.

Granted, the letters are intended for the specific company that requested

them, but they give all employers insight into how the feds lean on these matters.

With overtime compliance top of mind for everyone right about now, no company can afford not to see where the DOL stands.

Here's a breakdown of two of the new rulings.

#### OT compliance issue 1: Rounding

The issue: A non-profit organization uses payroll software to calculate employees' wages based on recorded time entries. Specifically, the

*(Please see Rulings ... on Page 2)*

## IRS greenlights this change to W-2 prep

### ■ You can soon truncate Social Security numbers on employee copies

Your company will soon be able to take a new step to protect employees' sensitive info at year-end.

IRS just issued a final rule that lets employers voluntarily truncate employee Social Security numbers (SSNs) on W-2s.

Here's what you need to know.

#### Specifics you need to get on board

Instead of the full SSN, you can display the last four digits of a taxpayer ID number with Xs or asterisks for the first five digits (XXX-XX-1234 or \*\*\*-\*\*-1234).

Don't jump on this too quickly though – you won't be able to start this privacy-protecting practice this year-end. The rule is effective for W-2s issued after Dec. 31, 2020. So next year-end this will be an option.

And be sure Payroll understands: That's for employee copies only – the ones you send to the feds must still be full numbers.

But considering there were 14.4 million victims of identity theft last year, it's a precaution worth taking.

**Info:** To read the final rule, go to [govinfo.gov/content/pkg/FR-2019-07-03/pdf/2019-11500.pdf](https://www.govinfo.gov/content/pkg/FR-2019-07-03/pdf/2019-11500.pdf)

## Rulings ...

(continued from Page 1)

software converts the amount of time recorded into a number extended six decimal points.

Once a daily number has been calculated, the system rounds to two decimal places – if the number is less than .005, the second decimal stays the same; higher and it's rounded up by .01 hours.

The employer's question: Does the rounding practice keep in line with the FLSA?

The DOL's answer: Yes. The DOL ruled that the employer fairly compensated its employees and that its method of calculating hours worked didn't run afoul of the FLSA.

How it relates to the new OT rules: The DOL reminded the employer that it's been their policy to accept rounding "to the nearest five minutes, one-tenth of an hour, one-quarter of

an hour or one-half hour, so long as the rounding averages out so that the employees are compensated for all the time they actually work."

This is critical insight as you look at employees' current hours to calculate what the new overtime threshold will cost you. If you round hours, make sure the practices are in line with what the DOL accepts.

*Cite: FLSA2019-9.*

### OT compliance issue 2: Regular rate of pay

The issue: This employer paid employees both a quarterly bonus and an annual qualification bonus based on fixed percentages of employees' straight-time rate or a percent of the journey straight-time hourly rate. Regular rate of pay doesn't include either bonus. Instead, after the bonus is paid, the employer retroactively recalculates the weekly regular rates for the bonus period to include bonus earnings and pays the difference as OT.

The employer's question: Is this practice in line with the FLSA?

The DOL's answer: Yes. The employer is required to recalculate the regular rate for each workweek in the bonus period after paying the annual bonus. However, for the quarterly bonus, the regular rate of pay needn't be recalculated since a bonus of both straight time and OT wages would already have the overtime due on the bonus.

How it relates to the new OT rules: For the first time in 50 years the DOL is overhauling the regular rate of pay rules with the overtime changes. As per the DOL announcement, these are some benefits you can safely exclude from employees' regular rate of pay:

- the cost of providing wellness programs, on-site specialist treatment, gym access and fitness classes, and employee discounts on retail goods and services
- payments for unused paid leave, including paid sick leave, and
- discretionary bonuses (non-discretionary bonuses are fair game).

*Cite: FLSA2019-7.*

## Sharpen your JUDGMENT

*This feature provides a framework for decision making that helps keep you and your company out of trouble. It describes a recent legal conflict and lets you judge the outcome.*

### ■ Does time spent as a temp count towards retirement?

"Did you find those personnel records I needed for the John Walker case?" CFO Bill Keeper asked Payroll Manager Kerry Peterson.

"I did," Kerry replied. "Looks like he spent almost two years working here as a temp, and he wasn't hired directly by the company right away."

"OK," Bill replied. "Because he's saying we should've counted that time he spent working with the temp agency toward his total employment when we calculated his retirement benefits."

### 'Not on our payroll'

"He wasn't on our payroll at the time," said Kerry, "so I don't think the time should be included. Plus neither he nor our firm made contributions to his retirement fund at that time."

"Well, his lawyers claim John had an established employer-employee relationship with us through the agency because we 'exercised sufficient control' over his hiring and working conditions," said Bill. "They're saying that time of service should still count toward his benefits package."

"I'm going to double-check the state laws that apply to this type of situation before our next court date, just to be sure," Bill maintained.

There were several court dates before this case was resolved.

Who finally won the case?

- *Make your decision, then please turn to Page 6 for the court's ruling.*

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# Rainy day account: Why it pays to help staffers save for emergencies

■ *You don't want employees draining your 401(k) plan or your bottom line*

**Y**es, the economy's good and unemployment's down, but 80% of your employees are still living paycheck to paycheck.

Employees handle a money crisis by withdrawing 30-40 cents of every dollar they've invested into a 401(k), according to IRS data.

As CFO, you don't want to see employees digging into their retirement savings. There's a better way.

A typical emergency – home repairs or hospitalization – averages \$2,000, according to Pew Charitable Trust.

emergency savings fund, they could have \$2,500 or more a year.

To set up this type of account, shop around to find a financial institution that has experience in growing smaller accounts, such as Discover. Look for no monthly fees or minimum balance requirements.

The money gets placed in an interest-earning account, which employees can access without penalty or taxes due. Or firms can combine the administration of the account with an existing 401(k) plan

to make it easier to use automatic enrollment.

*Adapted from "Why employers should help workers save for emergencies," by Kayla Webster, at benefitnews.com*

**FOR MORE ...**

To help staffers add more to their 401(k)s, go to [cfoandcontrolleralert.com/whats-working-wednesday-cleared-401k-confusion-with-this-strategy](http://cfoandcontrolleralert.com/whats-working-wednesday-cleared-401k-confusion-with-this-strategy)

**\$100-\$200 per paycheck**

If workers were to put, say, \$100-\$200 each payday into an automatic

# The sttttrreeetch is on! Protect your cash

■ *51% of companies say they'll do this to combat payment slows*

**T**his is a comeback no one wanted: the return of a payment slowdown in the U.S.

And it's already wreaking havoc with days sales outstanding (DSO) for many of your peers.

That's according to the newest Payment Practices Barometer survey by Atradius.

Here's where we're at now and how to keep your own cash flow from being crunched.

If you're extending more credit to customers, you're not alone. More than half (55.2%) of the total value of business-to-business sales was reported to be made on credit this year, vs. 44.6% last year.

But take a new look at those agings. One in three of your peers expect an increase in late payments.

**Ready to go this far?**

So how will they guard against this reversal? Most companies are redoubling the usual efforts: checking creditworthiness more often, offering prompt-pay discounts, outsourcing to third-party collectors, etc.

But 51% are being more dramatic and requiring cash payments from their business customers.

*Info: For the latest survey results go to [atradius.us/reports/payment-practices-barometer-usa-2019.html](http://atradius.us/reports/payment-practices-barometer-usa-2019.html)*

**ECONOMIC OUTLOOK**

■ **Will the recent heatwaves scorch the U.S. economy?**

Mother Nature sure cranked up the heat on a large part of the country in recent weeks, as many areas topped 100 degrees for days on end.

But beyond the higher energy bills you're bound to see this month (which can go up by billions in total), will there be a larger impact on the economy? You betcha.

A good portion of the workforce requires people to work outdoors, from seven million people in construction to five million folks in transportation and logistics.

And with those temperatures, productivity takes a significant drop.

In fact, economic research has shown that worker productivity drops by 2% for every degree Celsius above room temperature.

Then there's the hit to crops, which will raise prices for months to come.

**Not just us**

And it's not just here at home we'll feel the fallout from the extreme heat. You'll recall Europe sweat out its own heatwave a few weeks before ours.

European infrastructure took a big hit from the high temps – roads, railway tracks, etc.

Overall output dropped too, which can equal as much as tens of billions of dollars in some European countries. So the global economy will be feeling the heat as well.

*(Adapted in part from "Europe's economy wilts in one of the Continent's hottest heat waves," by Stephen Beard, at [marketplace.org](http://marketplace.org) and "Heat waves can be deadly for workers and will drain the U.S. economy," by Umair Irfan, at [vox.com](http://vox.com))*

## A costly fake-out! Most employees get an F on cyber-security training

■ *They're flubbing their way through ... and putting you at risk*

School will be back in session in the next few weeks, but there are critical workplace tests your people are failing every day ... leaving you exposed to some very expensive headaches.

Those tests? About how to keep your sensitive info safe.

Turns out employees know a lot less about today's tech threats than they're letting on. Yet they're talking a good game.

Just ask the security awareness folks at Proofpoint in their 2019 State of the Phish report.

### What they don't know can hurt you

In the report, U.S. employees were asked a series of questions about today's top tech threats. And while you might think your people are on top of these, evidence shows they probably aren't.

Here's the percentage who could

correctly define each of these scams:

- phishing: 65%
- ransomware: 56%
- smishing (phishing via text): 17%
- vishing (voice call phishing): 20%.

And if they don't even know what these threats are, they're probably not going to be able to spot and avoid them.

Even scarier: Two thirds of folks either weren't sure or outright thought that IT would be alerted if they downloaded malware so that it could be fixed.

Which is why you want to add consequences to failing such tests. Whether that's additional training or removing access to some systems, 39% of your peers say it's an effective tool (54% haven't measured it).

*Info: To download the report, go to [proofpoint.com/us/resources/threat-reports/state-of-phish](http://proofpoint.com/us/resources/threat-reports/state-of-phish)*

## Disaster recovery in the cloud: 3 options

■ *Which is the right move for you? How to tell*

Having a disaster recovery plan is critical for companies of all sizes, especially as the most intense part of hurricane season is almost upon us.

It can also be a significant time and resource drain, which is why many of your peers are shifting disaster recovery to the cloud (DRaaS).

Thinking of doing the same? There are three routes, depending on how much control you want to maintain and how much you want to pay.

### Your 3 options

From most to least expensive:

1. **Managed DRaaS:** Everything gets handled by the provider and your

results are guaranteed based on your service-level agreement.

2. **Assisted DRaaS:** Your company retains some control over integration, testing and validation. But you can outsource the areas of your disaster recovery you feel you're weakest in.

3. **Self-service DRaaS:** No break for your IT staff on this one – they'll need to be ready to snap into action when disaster strikes. But it will keep costs down while you hit Recovery Point Objective (RPO) and Recovery Time Objective (RTO) goals.

*Info: For a further breakdown, go to [searchdisasterrecovery.techtarget.com/tip/3-types-of-DRaaS-Which-approach-is-best](http://searchdisasterrecovery.techtarget.com/tip/3-types-of-DRaaS-Which-approach-is-best)*

## MANAGING FOR RESULTS

### ■ Cybersecurity and privacy: Striking the right balance

Sure, you don't want employees to feel like Big Brother's watching them. But you certainly can't have data breaches. So how do you protect your company's confidential data?

A few guiding principles have emerged, backed by court rulings, that show where to draw the lines, say cybersecurity and legal experts.

### More monitoring, less risk

Setting these guidelines into a clear company policy is key to striking the proper balance between protecting the company's data and respecting employees' privacy:

- **Work emails:** A company is allowed to monitor employees' work emails. Some firms implement software that looks for those who could be sending confidential company data to their personal accounts or using phrases associated with fraud ("Let's not discuss this by email").
- **Internet use:** Monitoring workers' social media or using a web filter to block access to specific sites can reduce the risk of breaches.
- **Phone calls:** Employers can monitor calls, as long as employees are aware, but some states require both parties' consent.
- **Video surveillance:** Firms may film employees at their desks during working hours as part of an investigation. If cameras are hidden, you need to provide a legitimate business reason for the surveillance.

*(Adapted from "Striking a Balance Between Cybersecurity and Employee Privacy" by Avi Gesser, Matthew Kelly, Will Schildknecht and Anna Marienko, at Law.com)*

Our subscribers come from a broad range of companies, both large and small. In this regular feature, three of them share success stories you can adapt to your unique situation.

### 1 The shift that boosted vendors' ACH adoption

Converting more vendors to Automated Clearing House (ACH) payments was a top priority for our A/P department.

Unfortunately, vendor outreach can take a lot of time and energy, which means more work for staffers. And considering all the tasks A/P already had on its plate, there wasn't a lot of spare time to devote to it.

So we started looking for alternative ways we could increase ACH adoption.

After doing some research, we hit on a great opportunity to ease staffers' workload but still get the results we wanted.

#### With a little help from our bank

Turns out, most banks (including our own) have a call team that can help handle the ACH sign-up process with vendors. We knew it was a no-brainer to leverage that service.

Now, we communicate with our bank on a regular basis to get a list of which vendors have recently expressed

interest in converting to ACH and initiated the sign-up process.

Then we can get that information into our master vendor file and prep those vendors for ACH with us.

Thanks to our bank's help behind the scenes, we're still increasing ACH adoption with much less effort on A/P team's part.

*(Lloyd Briggs, Senior Manager of A/P, Southern California Edison, as presented at the A/P P2P Conference & Expo, Orlando, FL)*

**REAL  
PROBLEMS  
REAL  
SOLUTIONS**

### 2 Ideas wanted! How we get 'em from our team

Our company has innovators who have big, lofty ideas and are always looking to grow.

We also have those on our payroll who are more set in their ways, and they may need an extra push to get motivated and involved.

#### Our formula for greater motivation

So we wanted to find a management strategy that would

let us get the best from both camps.

Here's the three-pronged approach that we've found works best for us:

**1. Value ideas.** We regularly communicate the importance of employees' ideas. We encourage them to come up with anything they think could improve our processes, culture, etc.

**2. Share the wealth.** Whenever we find something that could help our staff grow, we pass it along. Like a

quick email saying, "I saw this opportunity I thought you might like ..." No pressure at all.

**3. Create coaches.** To ensure we're evolving as managers, we have a program on how to coach others, not direct them.

These three tactics have proved essential to talent management.

Instead of pulling people along, we're helping them get motivated.

*(Tracy Zurcher, APM, Manager of Global Disbursements, FedEx Services, Memphis, TN)*

### 3 Supplemental insurance is more affordable now

We knew our employees valued supplemental insurance options, but we weren't sure how to make them affordable.

We asked our broker to shop for the best deals on the market for more supplemental options.

We already offered accident insurance and critical illness insurance.

The employee pays the full cost of those, so we were hoping to

get them better pricing.

Turns out, we could greatly reduce the cost of the critical illness policy by removing cancer. Then we could offer cancer insurance separately.

Cancer's a critical illness, but there are other critical illnesses like heart attacks and strokes.

#### Choose your own coverage options

Employees can take their own health and family histories into consideration when choosing what coverage to purchase.

In some cases, employees added coverage and saved money.

People like options. In a tight labor market it's good to have as many of those – and satisfied employees – as you can.

The choice to choose elective coverages certainly belongs with the employee.

By giving our people more custom options, we allow them to pick what works for their circumstances.

*(Jeanne Ratchford, HR Manager, The Jay Group, Rocky Mount, NC)*

# Employees have their heads in the cloud ... and it could be costing your company big-time

■ Shadow IT is running rampant in companies of all sizes, with a hefty price tag

One thousand eighty-three – that’s how many cloud services the average company currently uses.

Now the kicker: Companies only know about 108 of them.

The other 975 are shadow IT. And that’s the last thing you want.

## Address the reason behind it

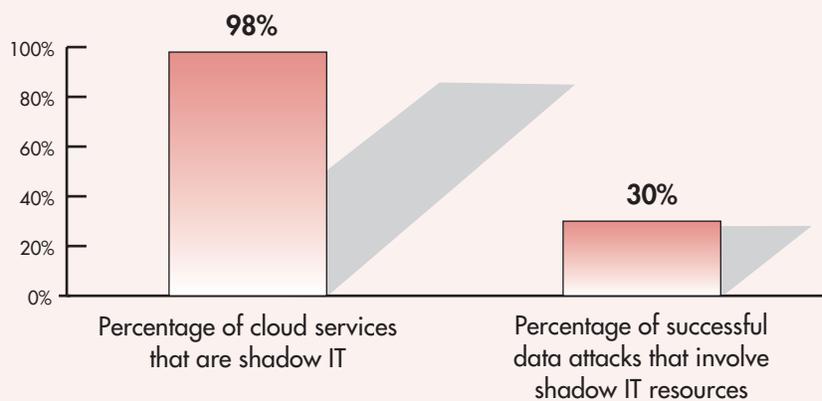
Of course nothing’s being done with malicious intent. As employees get frustrated with in-house apps, they turn to their own solutions to help them get their jobs done. But that leaves the door wide open to anything from ransomware to phishing scams.

Yes, you want a clear company policy that prohibits folks from downloading apps on the down low.

You also might want to attack the root of the problem by soliciting feedback on which work-sanctioned apps cause folks the most frustration to see if there might be IT-approved alternatives.

## INTO THE LIGHT

### Shadow IT – The Facts



Source: Cisco, [learn-umbrella.cisco.com/infographics/the-truth-about-shadow-it](http://learn-umbrella.cisco.com/infographics/the-truth-about-shadow-it)

Think it’s just a few rogue employees downloading apps they haven’t cleared with IT? Think again. Four in five workers say they use SaaS applications at the office – often without IT’s blessing. That’s something to jump on fast.

## Sharpen your judgment...

## THE DECISION

(please see case on Page 2)

At first, two lower courts ruled in favor of the employee, agreeing that his time working with the temp agency counted as employment with the company.

However, the case made it to the state supreme court, where the ruling was overturned. While the lower courts believed the worker had initially established his employer-employee relationship with the company through his temp job, the supreme court said that wasn’t the case under state law.

He was only eligible to benefits based on the length of time he was directly on the payroll because state law was not intended for employees who have a “common-law

employment relationship” with the employer.

Since the employee spent nearly two years of employment on the payroll of the temp agency, those hours didn’t count toward his total length of service with the company.

### Analysis: When a firm’s got financial responsibilities

It can be tricky to know your responsibilities and legal obligations when working with employees through an agency.

Generally, a company is considered a person’s employer if it has the control to hire and fire the worker, determine how they’re paid and alter their conditions of employment.

If a third party is paying the employee, an employer will not know or control any contributions from their paycheck.

**Cite:** Eugene Water and Electric Board v. Public Employees Retirement Board, No. SC S065686, Supreme Court of Oregon, 6/6/19. Dramatized for effect.

## Experts give their solutions to difficult workplace problems

*Finance professionals like you face new questions every day on how to deal with everything from accounting and tax regulations to management and employment law issues. In this section, experts answer those real-life questions.*

### Pay advance downsides

**Q:** Some employees have asked us for an advance on their earnings. What should we watch out for if we decide to advance their pay?

**A:** For starters, payroll advances can be a big financial burden. But also, some advances can be subject to disclosure rules of the Federal Truth in Lending Act, says business attorney Emory Ireland ([eireland@foley.com](mailto:eireland@foley.com)), of the firm Foley & Lardner LLP.

A company may be subject to the act if it charges a fee which is treated as a finance charge and has extended payroll advances or other types of consumer credit more than 25 times in the preceding calendar year.

Among other things, advances may also be subject to state consumer credit laws and wage assignment statutes. Additionally, state laws regulating payday lenders may apply and require licensing if the company takes a post-dated check from the employee.

### Wiping staffers' devices

**Q:** We're about to allow employees to use their personal cell phones and tablets at and for work, and we're trying to write our policy.

What kind of trouble could we run into if we have to wipe staffers' personal devices?

**A:** It's very possible you could get sued, says Joseph Beachboard of Ogletree Deakins, speaking at the Society for Human Resource Management (SHRM) conference.

Technology runs so far ahead of the law that it's tough to know for sure, and no court has ruled on the issue yet. But it's not hard to think you could be liable – and you don't want to be the firm that makes the law.

To limit your liability:

- Limit what workers can store on their personal devices.
- Put yourself in a position where you can find out what's stored on those devices, and
- Enforce security protections that you put in place.

### Pay is similar but benefits aren't: OK?

**Q:** Women are stepping into what was once a male-dominated department for us. Everyone's pay is pretty similar, but for various reasons – like seniority – there are differences in their benefits. Is that OK?

**A:** Only if you can show the “differential is based on a fair seniority, merit or incentive system, or a factor other than sex,” says a guide published by the DOL entitled “Equal=Pay: A Guide to Women's Equal Pay Rights.” It says “equal pay” refers to more than just paychecks. All employees whose jobs require substantially equal skill, effort and responsibility – and are performed under similar conditions – must, generally, get equal pay, bonuses and benefits.

*If you have a question you'd like our experts to answer, email it to Jennifer Azara at [jazara@cfodailynews.com](mailto:jazara@cfodailynews.com)*

## COMMUNICATION KEYS

### ■ What avoiding that tough talk really costs you

No one looks forward to having a difficult conversation with a team member. But there's an extremely compelling reason not to put it off.

A study by VitalSmarts says avoiding conversations costs \$1,500 and eight hours of the employee's time. Better to bite the bullet and address issues right away (and urge all your finance supervisors to do the same).

**Info:** Communication Bulletin for Managers and Supervisors, 7/23/19.

### ■ A novel way to prep for that next meeting

Yes, you can show up at that next budget kickoff meeting with an agenda, but to get even more out of it you could try this: a mind map.

To make one, start with the central idea in the center of a page, then diagram out the ideas that flow from it radiating out as words, symbols, colors and images.

It's a more organic – and memorable – way to get info across.

**Info:** For an explanation of the concept, go to [mindmapping.com](http://mindmapping.com)

### ■ 2 keys to making your subject line more openable

What's the proven most-clicked on email subject line? A Happy Birthday message with an offer inside.

Of course you can't use that every time Finance needs to send an email. But you can learn from it:

- **Make it personal.** It should be targeted to the specific recipient.
- **Offer them something.** You don't have to give them a free meal, but offer something helpful: fewer headaches, time savings, etc.

## Recent developments that can help your business stay ahead

### **The EEO-1 online filing system is open!**

The time has finally come. Your company can begin Component 2 of your EEO-1 filing.

The online system has opened ... or at least some of it has. The survey for 2017 and 2018 is currently open to manually input data. You can find Upload File Layout Specifications and accompanying Excel files for 2017 and 2018 in the More Info and Additional References section.

But you'll have to wait until mid-August to upload your file. That part isn't open just yet.

Remember, you have until Sept. 30, 2019, to file both 2017 and 2018 pay data.

*Info: Access the portal at [eeocomp2.norc.org](http://eeocomp2.norc.org)*

### **More IRS audits on the way - their top targets**

Confident your company is IRS-audit-ready? Because you may soon find out.

The Taxman plans to increase its audit focus in several key areas, said IRS reps at the recent 2019 American Payroll Association Congress.

Two specific areas of attention:

- Business Master File (BMF) audits (information returns, employment tax and backup withholding), and
- The Combined Annual Wage Reporting Program, which looks at Form W-2 info reported to the SSA vs. Form 94X data on biz tax returns.

### **New feature gets biz travelers more from Airbnb**

It's a fact: The sharing economy has gained widespread adoption for business travel.

Which is why you'll want to let your road warriors know that Airbnb has launched a new search shortcut for biz travel.

Now folks can toggle a button to display only work-friendly listings from the Airbnb home page or the app. And they can book right there.

*Info: [airbnb.com](http://airbnb.com)*

### **ACA's Cadillac Tax one step closer to gone**

Looks like you'll escape the excise tax on high cost employer-sponsored healthcare coverage after all.

The House just voted to repeal the Affordable Care Act's "Cadillac Tax."

The effective date for that provision had been pushed back once to 2020 and again to 2022.

Now as long as the Senate passes the repeal and the president signs it, it will never come to be.

Stay tuned. We'll keep you posted.

### **Lighter side: Maybe you can sell this as a benefit?**

Stress is everywhere these days, which makes anything promising less stress an attractive option.

How about your geography?

The list of the most and least stressed cities in the U.S. recently came out, with a special ranking for "work stress."

Turns out work is the least stressful for you if you're in these places:

- Riverside, CA
- Boise, ID
- Tallahassee, FL
- Ontario, CA, and
- Santa Ana, CA.

Located in one of these? Maybe you should play it up as a perk in your recruiting process.

### MEASURE UP

Has your role as CFO expanded to have more extensive participation in strategic business decisions?



*Source: A survey of 500 CFOs by Coupa, in partnership with WSJ Custom Content and Dow Jones Intelligence.*

You might not be too surprised to see that three in five of your peers are assuming greater strategic relevance in their organizations. But be careful: 70% of CFOs say they're still mired in functional, backward-looking tasks.

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**Scott Wilhelmsen**  
VP – Finance and Operations  
Inscope Publishing

**"M**y time is limited so this works for me."

**Ann Massey**  
CFO  
Cover-All System Inc.

### **The Purpose of CFO & Controller Alert**

*CFO & Controller Alert* is a fast-read resource to help busy financial executives boost cash flow, control expenses, manage their resources effectively and stay in compliance with ever-changing regulations.

Each issue presents real-world examples of what worked and what didn't for CFOs and Controllers in a wide variety of industries – all in a concise format that saves you time.

Depend on this publication for the winning ideas you can put to work today to help your company manage growth.