



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

**September 27, 2019**

**KEY FINANCE FIGURES**

	Curr*	Lst Mo	Lst Yr
<b>■ Leading Rates %</b>			
Prime Rate	5.25	5.25	5.00
Fed Funds Rate	2.25	2.25	2.00
<b>■ Money Market Rates %</b>			
<i>London Interbank (LIBOR)</i>			
1 month	2.07	2.21	2.12
3 months	2.13	2.19	2.32
6 months	2.01	2.05	2.54
<b>■ Stock &amp; Bond Indexes</b>			
DJIA	26,798	26,287	25,971
S&P 500	2,978	2,919	2,888
NASDAQ	8,087	7,959	7,972
5-Yr T-Bill	1.49	1.57	2.83
10-Yr T-Bill	1.63	1.74	2.94
<b>■ NACM Credit Managers' Index</b>			
Sales	64.4	58.4	65.0
New credit apps	60.9	60.8	62.5
Dollar collections	60.0	56.6	62.6

\*As of 9/9/19

**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.

# New OT rules imminent: Could you get caught short?

## ■ *Feds keep cranking out more twists*

**A**s we head into the final quarter of 2019, those salary budgets you're likely working on right now are more important than ever.

Because the first increase to the overtime salary threshold in decades could hit anytime now.

Insiders believe the DOL, led by Acting Labor Secretary Patrick Pizzella, will want rules finalized before the end of the year.

They also think employers won't be given much time to get in compliance.

On top of that, the DOL keeps cranking out additional changes to how your company can calculate OT.

So you're dealing with a full-on payroll offensive from the most strategic (enterprise-wide compensation plans) to the day-to-day tactical (payroll administration).

And there's no room for error on either front.

Here's an update of exactly where we are and your best moves to be ready the minute the rules hit.

## ■ **Guarding against costly surprises**

You may not have heard too much about it lately, but the proposed overtime rule keeps on

*(Please see OT rules ... on Page 2)*

# New no-match letters on the way from SSA

## ■ *Here come the ghosts of year-ends past*

**J**ust as you and your Payroll team are gearing up to work on this year's W-2s, you may be forced to revisit last year's returns.

The Social Security Administration (SSA) has announced it will release another round of no-match letters.

Here's what you need to know.

## ■ **Nearly 600K sent in 2019 already**

SSA has already sent more than 577,000 of these letters to employers this year.

The letters alert you to a mismatch between an employee's information

on Form W-2 and the SSA's database.

And if you're the lucky recipient, you'll have to move quickly.

Your company has 60 days from the time you receive it to submit a W-2c.

Your best first step is to register for SSA's Business Services Online (find out how at [ssa.gov/employer/notices/HowToRegisterForBSO.pdf](https://ssa.gov/employer/notices/HowToRegisterForBSO.pdf)).

That's the only way you'll be able to find out which employees' names and numbers need to be corrected.

Keep an eye out – this next batch of letters will be arriving this fall.

## OT rules ...

(continued from Page 1)

chugging along. It was sent to the White House Office of Management and Budget last month.

As proposed, you'll be looking at a new \$35,308 threshold for the white-collar exemption, up from the longstanding \$23,660 figure.

Of course that could change when the final rules come out – employment law experts encourage employers to look at employees who earn a bit above that number, like \$37,000.

And remember, non-discretionary bonuses and incentive payments, including commissions, paid at least annually may be used to satisfy up to 10% of the standard salary level, under the proposed rules.

But that percentage, too, could change when the final version's released.

So what's a compliance-conscious

employer to do?

Scenario planning is the key here. Yes, you want to look at all employees who fall between the old

### Will you bump up salaries for those on the bubble?

and proposed thresholds. But you'll also need to factor in bonuses and other incentive payments when applicable.

Then, you'll want to work some additional numbers in case either of those numbers end up being higher than the proposed rule set.

Hopefully you've started the tough conversations: Do we bump up salaries for those on the bubble? Will we adjust our incentive pay offerings to keep this money out of salary calculations?

Now's the time to be finalizing those decisions, both on an employee-by-employee basis and as company-wide policies.

### Feds adding an 11th-hour twist

As you get through all of this you can toss in another possible change, this time specifically for the folks on your payroll whose hours fluctuate during the workweek.

The DOL's spring regulatory agenda revealed plans to adjust how you can calculate overtime for that group.

Proposed rules would revise the existing regulations to provide employers greater flexibility to include additional forms of compensation in the fluctuating workweek calculations.

Nothing's final yet, but it's yet another question mark to factor in to your scenario planning.

**Info:** For more on the fluctuating workweek OT rule, go to [reginfo.gov/public/doleAgendaViewRule?publd=201904&RIN=1235-AA31](http://reginfo.gov/public/doleAgendaViewRule?publd=201904&RIN=1235-AA31)

## 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.

### ■ Fired for stealing docs that proved pay bias: Who won?

HR Director Wendy Mills showed up at CFO Bill Keeper's office early one morning.

"Hi, Wendy," said Bill. "What can I do for you?"

### ***Paid less than her male peers***

"I spoke to you about this before, but things have escalated. As you know, Robin Martin came to me because she claimed she was being paid less than her male peers.

"Now, without authorization, she took her male colleague's performance evaluations out of her supervisor's unlocked drawer, made copies and was preparing to submit them to the EEOC," said Wendy.

"Hold on," said Bill. "She stole documents?"

"Yes, her supervisor suspended her, but I wanted to talk to you about whether or not we should fire her," asked Wendy.

"Absolutely. She stole personnel documents. That's a fireable offense.

"Even if she goes ahead with her EEOC suit, stealing trumps any pay inequity. Another thing, please make sure all supervisors keep their personnel files secure," said Bill.

Robin did proceed with her lawsuit against her employer, alleging wage discrimination and retaliation.

Did the employer win?

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

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# The backburnered projects that could end up costing you a fortune

■ *Think that maintenance is expensive now? Just wait!*

**W**hy put off until tomorrow what you can do today?

When it comes to the maintenance of your company's physical plant, putting off until tomorrow or next month or next year can cost you 600% more than it would have.

That's why that list of "deferred maintenance" projects your facility manager undoubtedly has needs to be addressed ASAP.

## Smarter spending

A large part of the reason certain maintenance tasks get pushed down the to-do list? Lack of funds.

Which makes now the perfect time to make sure your facilities folks aren't making short-sighted moves

that'll cost you a mint down the road.

Of course you want the dedicated dollars to be spent smartly.

So ask Facilities to conduct an audit of its preventative maintenance task list. That way they can prioritize tasks into: safety, comfort/aesthetics, cost to maintain and operational efficiency.

Also have them assign a cost to what might happen if each thing failed/broke due to lack of maintenance.

Armed with that info and some guidance from Finance you can

be more confident budget money goes to the places that keep you least exposed.

*Adapted in part from "How to effectively tackle your deferred maintenance," by Scott Burnell, at [cwsservices.com](http://cwsservices.com)*

### FOR MORE ...

For one area where preventative maintenance is a must, go to [cfoandcontrolleralert.com/keep-facility-upgrades-from-becoming-a-pain-in-the-neck-and-the-wallet](http://cfoandcontrolleralert.com/keep-facility-upgrades-from-becoming-a-pain-in-the-neck-and-the-wallet)

# Why paying for child care saves you money

■ *By keeping just 1 person who'd otherwise leave, the benefit pays for itself*

**W**hy should you finance or subsidize child care? By keeping one person who'd otherwise leave, the investment pays for itself.

That's according to Charles Bonello, CEO of child care firm *Vivvi.com*. It's effective because it slashes turnover by 35%-60% and cuts absenteeism by 20%-30%, he says.

Firms are rolling out child care benefits – on-site or near-site centers, daycare reimbursement, etc. – to retain their valuable employees.

## \$150K tax credit

The ROI on child care is "more than 30 times on an annual basis"

what you save on recruiting, retention and productivity costs, says Bonello.

Plus, when employers directly pay for child care, the IRS gives them a tax credit of up to \$150,000 a year. Firms can also receive subsidies from the federal government.

Still sounds too costly? Some firms are offering backup child care, since a sick kid leads to loss of productivity.

There are a host of companies offering emergency day care, including KinderCare, Bright Horizons and *Babysitters4Hire.com*.

*Adapted from "The disappearing 50%: Providing childcare to retain your most valuable employees" by Charles Bonello, at [benefitsnews.com](http://benefitsnews.com)*

## ECONOMIC OUTLOOK

### ■ The tariff tally: What they've cost companies already

We're more than 400 days into the U.S.-China trade war, with no end in sight.

Thus far, \$550 billion in tariffs have been imposed on Chinese imports.

So is China feeling the pinch?

American businesses of all sizes sure are.

Here's an idea of the fallout so far.

### Big biz: Bottom lines shrinking

Major U.S. corporations are getting hit hard in the pocketbook by these tariffs. Some of the totals lost in 2019:

- Caterpillar: \$350M
- Tyson Foods: \$350M, and
- Kimberly Clark: \$200M (in 2018).

The big guys have yet to pass these costs on to their customers, but it's an issue they're going to have to address and soon: Share the "wealth" or take the hit with investors.

### Small biz: Passing on price hikes

Smaller businesses have already made that tough call. They've been forced to raise prices by as much as 25% to offset the tariffs.

And that's everyone from a local luggage shop in Texas to an organic food shop in Santa Barbara, CA.

Bottom line: No matter your size, or your customers' and suppliers' sizes, they're probably feeling the negative effects.

*(Adapted in part from "Big companies feel the sting of Trump's trade war. But small businesses are in agony," by Parija Kavilanz, at [cnn.com](http://cnn.com) and "25 all-American companies hit by tariffs," by Joel Anderson, at [msn.com](http://msn.com))*

## Targeted T&E automation payoff: better data and smarter spending

■ *Analyze priorities and invest in software that solves those problems first*

If you are still grinding through spreadsheets to capture and analyze T&E data, or have automated a few pieces of the total puzzle, other CFOs' experiences can help your T&E automation investment pay off.

Jeannie Griffin, VP of Product & Technology Services at BCD Meetings & Events, has shared some of her clients' experience.

### Pick your targets

You don't have to do everything at once, she advises. Many organizations get real benefit from targeted automation of a few T&E processes, adding others over time.

What are your immediate pain points? Access to actionable data? Reimbursement delays? Repeated errors and rejected reports?

Invest time up front to identify your immediate and anticipated needs and priorities.

That will give you a basis to judge the value of various T&E software to your particular operation.

Automating data gathering and analysis is a good first step for most organizations.

Insight into patterns and recurring issues will highlight policy and process flaws or highlight where the problem lies in training.

Then you can prioritize investments to attack your most immediate needs while building an investment roadmap to support longer-term goals.

Don't hesitate to let vendors know about any holes in their offerings.

The T&E solutions industry is still young and developers are more than willing to fine-tune products to meet CFOs' specific needs.

*Adapted in part from "Shred the Spreadsheet: Harnessing Tech to Tame Travel and Expenses," by Jeannie Griffin, at cfotechoutlook.com*

## Going 'phishing?' Make sure it's done right

■ *Fake phishing attacks can be a great training tool when executed properly*

To combat the ever-increasing threat of phishing attacks, many companies have started "fake phishing" their own employees to identify who needs more training.

Smart move. But it's not without time and financial investments to do it. Which is why you want to make sure IT is embracing some best practices with this training tool.

### Does IT know these 3 best practices?

It's worth double-checking that your techies are tapping these as they craft their phishing "attacks":

1. *It gets sent to your entire workforce.* Without 100%

participation you're just as vulnerable as if you didn't do the test.

2. *They embrace just-in-time learning.* The second Josh in Marketing clicks on a link he shouldn't, that's when training gets conducted. That's when it makes a lasting impression, not in a few days.

3. *It's a continuous cycle.* This kind of training can't come in predictable intervals. It should be ongoing and in response to real threats out there at the moment so employees always know what to look for.

*Adapted in part from "Seven best practices for an effective phishing simulation program," at scmagazine.com*

## MANAGING FOR RESULTS

### ■ Groom to grow: Developing future-ready Finance leaders

Sure, you want your employees coming to you if they need help on, say, a complex forecasting project, but you want them to be able to handle things on their own, too.

It's a delicate balance, for sure. But if you want to push those employees who show potential toward future leadership roles, you'll need to nudge them early and often.

### Lead by example: 3 tactics

Some people may be born leaders; others can be developed and nurtured into great ones, with help from their managers. Here's how to groom them for greatness on a day-to-day basis:

- **Bite your tongue:** An employee needs help finishing a task? You'll need to tame your inner control freak, as you provide resources to them rather than taking control of the project. This way they'll be able to draw from their own experiences so they can take charge on future projects.
- **Give them a voice:** If you want to reinforce how much you value their contributions to the company and encourage them to continue, give them opportunities to defend their ideas and beliefs. Regular one-on-one meetings can encourage them to speak up, as you can help them identify opportunities for development.
- **Keep them posted:** Is someone struggling with costing a project or analyzing expenses? Bring it to their attention pronto. Without honestly addressing each issue, their leadership potential will stall.

*(Adapted from "How to Turn Your Employees into Leaders," by Bethany Seton, at thesector.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 approach that keeps our compliance high**

There's no limit to the policies, laws and regs Finance needs to know.

And it's often our job to enforce them company-wide.

Sometimes, assumptions and miscommunications can creep in and further complicate matters.

Our department had instances where they'd been told one thing, then find out those assumptions were very wrong.

We had to step back and ask,

"When we're enforcing a policy or law, how often do we evaluate the specifics of it?"

So we decided to be more proactive.

#### **New tools to make the correct call**

We've shifted to more original research.

When there's a rule that needs to be enforced, first Finance reads the law and maps it out – what does it actually say?

Sometimes, to simplify it for us and others, we

come up with "If this, then that" statements.

Other times, we make a Yes/No decision tree to help illuminate the best action or correct judgment call.

Backed with that info, Finance can be bold – they can push for the best ways to run our processes.

And we're confident we're compliant with laws and policies.

*(Judy Bicking, APM, Johnson & Johnson, New Brunswick, NJ)*

### 2 **Learned an important lesson on Millennials**

Millennials are said to be very different from previous generations, especially in the workforce.

People say Millennials want to use more technology when trained at work.

Older generations have a reputation for not wanting as much tech.

So how do you present training to a mix of employees older than and younger than 40?

Something I observed at a major industry conference changed my view.

#### **Evidence was clear as day**

Attendees could check in either in-person or at a kiosk by scanning a bar code.

My hypothesis was that younger people would use the bar code at the kiosks and older people would check in at a booth.

That wasn't the case.

**REAL  
PROBLEMS  
REAL  
SOLUTIONS**

Some younger people used the kiosks, but some registered in person.

The same happened with older people.

This disproved my hypothesis and provided important reminders:

Older people have familiarity with newer technology, and you don't always have to figure out a "new way" to train Millennials.

*(Abby Ferri, President, The Ferri Group, Minneapolis, at ASSP's Safety 2019 conference)*

### 3 **Bencom breakdown! What got us on track**

We had a communications problem. Though we offered a slew of benefits, our employees either weren't taking advantage of them or were unaware of them.

So we started looking for a communications tool – one that we could add to over time – and found an HR tech firm to help us roll out a platform, online and on an app.

First, we focused on health and wellness and gave employees access to their insurance cards, info on their

providers, healthcare coaching and the ability to refill prescriptions.

That got great engagement, but the numbers really jumped when we started adding other HR components for workers – viewing their paycheck, looking at their schedule, changing their address, viewing travel info, etc.

#### **Utilization up 1,000%**

Our folks wanted everything in one place.

The result? Explosive growth and engagement. Plus utilization of preventive screenings has

increased roughly 10%.

And after adding more HR components, we experienced a 1,000% increase in utilization overall.

It's also helped employees better understand their benefits because they can't miss the information on the app.

It's very accessible.

The key to success in rolling out a tech platform is to first identify company priorities, then find a partner to service those needs.

*(Matthew Harmon, VP, Benefits, Compensation and HR Systems, AutoZone Inc., Memphis, TN)*

# Why 2020 will be considered the Year of the Discount for many of your peers

■ More than half of companies expect early payment discount capture to increase

**T**alk about leaving money on the table!

More than a third (35%) of your peers only take advantage of between 1% and 20% of the discounts their suppliers offer.

That's low-hanging fruit that can't be overlooked.

## Trimming those turnaround times

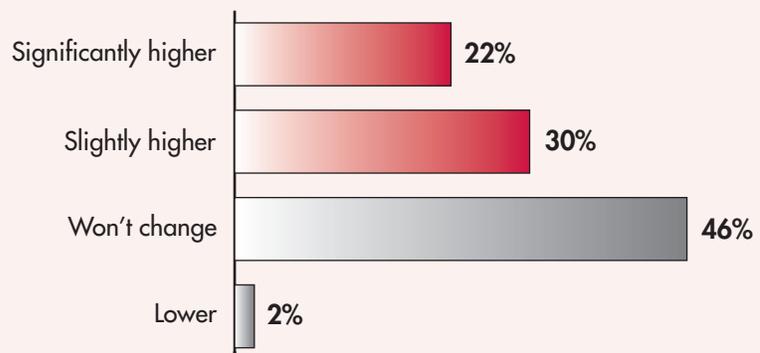
Of course your A/P team has its act together. Often the difference between taking a discount and missing it is the approval.

The average time to secure an ok-to-pay: 22.1 hours. To cut down on your turnaround times consider any and all of these strategies:

- blanket approvals
- back-up approvers for each manager
- negative approvals (exception-based), and
- electronic approval routing.

## EYES ON THE PRIZE

How will your early payment discount capture change in the coming years?



Source: Esker, esker.com

Your A/P staffers probably track how much money they save your company in discounts captured. But is anyone quantifying what missed discounts cost you? Just as important as how much is missed? Why you missed them, so you can ID places to tighten up.

## Sharpen your judgment... THE DECISION

(please see case on Page 2)

Yes. The company got the case dismissed, so it wasn't liable to the employee for damages, the court said.

The employee argued she was being paid less than her male peers, a discrepancy she claimed was a result of her gender.

She also alleged she was fired in retaliation of her complaints about her pay, in violation of the Equal Pay Act, The Civil Rights Act and the Fair Labor Standards Act.

However, the company argued it terminated her for stealing personnel documents.

The employer didn't take "an adverse employment action"

against the employee for bringing up pay discrepancies, said the court. She was fired for stealing sensitive documents.

### Analysis: Take a proactive approach to pay equity

Although the employer prevailed, this case highlights the importance of fair pay policies, which have been on the EEOC's radar for the last several years.

Firms may want to take a proactive approach and perform their own audit of company pay practices.

While all states have to comply with the Equal Pay Act, almost all states have equal pay laws in the works that aim to broaden the definition of "comparable" work, provide pay transparency, define "bona fide" reasons for pay disparities and ban salary history questions.

**Cite:** O'Donnell v. Caine Weiner Co., U.S. Ct. of App., 7th Cir., No. 18-1826, 8/14/19. 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.

### Abusing FMLA? What you can do

**Q:** Can we legally conduct surveillance if we think an employee is abusing or falsifying FMLA leave?

**A:** Yes, but you need to be careful, says employment law attorney Jeff Nowak of the firm Littler Mendelson ([jnowak@littler.com](mailto:jnowak@littler.com)).

While courts have generally upheld employers' right to surveil employees suspected of abusing FMLA leave, make sure you've notified employees this can happen. And be certain to establish an objective basis for placing an employee under surveillance. Examples include:

- inconsistent reasons for requesting leave
- changes in frequency or duration of absences
- reliable information from co-workers, and
- suspicious absence patterns.

### Employee policy audits

**Q:** We're about to audit our employee policies. In what areas do employers most often fail to spot mistakes?

**A:** Self-auditing your policies is a good way to prevent compliance violations, but there are several areas employers often overlook in self-audits, says employment law attorney Mark Wiletsky ([mbwiletsky@hollandhart.com](mailto:mbwiletsky@hollandhart.com)) of the firm Holland & Hart LLP ([HollandHart.com](http://HollandHart.com)). They include:

- tracking time worked remotely or "off the clock"
- making automatic deductions for meal periods
- providing FMLA notices within the required time period, and
- calculating FMLA leave for workers with irregular hours.

### Canceling health coverage

**Q:** We're a large employer subject to the ACA. A full-time employee on non-FMLA leave has stopped paying his health premiums. Can we cancel his coverage without triggering ACA penalties?

**A:** The path to avoiding ACA penalties here should look familiar for employers subject to COBRA, says benefits attorney Lyndsey R. Barnett ([lbarnett@graydon.com](mailto:lbarnett@graydon.com)) of the firm Graydon Head & Ritchey LLP.

IRS treats an employer as having still made an offer of coverage to a full-time employee if coverage terminates because the employee fails to timely pay premiums. As a result, you can terminate the employee's coverage without fear the person will go to an exchange, receive a subsidy and trigger penalties.

However, as with COBRA, IRS treats a premium payment as timely if paid within a 30-day grace period, and it is considered paid on the date the employee mails the check.

*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

### ■ Unexpected ways to communicate year-end info

Cut-off dates, policy changes – Finance has plenty to pass along to employees regarding year-end.

Try putting your messages in these unexpected places your peers have:

- under coffee cups
- as alerts when employees log on to their computers, and
- inside bathroom stalls.

**Info:** PAYTECH magazine, Aug./Sept. 2019

### ■ Staffer just can't get over it? What to say

You see a staffer is struggling to get past an issue ... but you certainly can't tell her to "get over it."

Instead try "It sounds like you're still thinking about it. What do you need to move forward?" No judgment and you're steering her toward finding her own solutions.

**Info:** [hbr.org/2019/04/how-to-talk-with-a-coworker-whos-having-a-tough-time](http://hbr.org/2019/04/how-to-talk-with-a-coworker-whos-having-a-tough-time)

### ■ Your best emotion to tap in email subject lines: FOMO

Fear of Missing Out (FOMO) hits everybody at times.

How about cultivating a little of that when writing Finance emails?

Adding an element of scarcity (limited availability) or urgency (limited time) can increase that fear.

So a subject line of "You're about to miss getting reimbursed this cycle" just before the window closes should get people snapping to.

**Info:** [optinmonster.com/101-email-subject-lines-your-subscribers-cant-resist/#fomo](http://optinmonster.com/101-email-subject-lines-your-subscribers-cant-resist/#fomo)

## Recent developments that can help your business stay ahead

### IRS approves new meds, treatments for HDHPs

If your company offers a high-deductible health plan (HDHP) and a health savings account (HSA), you can pass good news to employees.

More preventive treatments and meds for chronic conditions will now be covered before employees satisfy their deductible. That's thanks to a new IRS ruling. A few examples:

- Medications: insulin (diabetes), beta blockers (coronary artery disease) and statins (heart disease)
- Tests: glucometers (diabetes), peak flow meters (asthma) and blood pressure monitors (hypertension)

Even better: The ruling is effective immediately.

*Info: IRS Notice 2019-45, [irs.gov/pub/irs-drop/n-19-45.pdf](https://www.irs.gov/pub/irs-drop/n-19-45.pdf)*

### Cash flow warning: Credit insolvencies on the rise

Here's a decade-long record no one wanted to break: Credit insolvencies will increase in 2019 for the first time in 10 years. And they're expected to jump again in 2020.

So says credit insurer Atradius.

To keep customers' cash flow crises from becoming yours, have staffers keep their radar up, tighten terms and arrange payment plans as soon as they notice slows.

*Info: [atradius.com](https://www.atradius.com)*

### Taxman announces interest rates for Q4

The Fed may be making moves with interest rates, but IRS isn't following suit. The Service just announced it will hold rates steady for the fourth quarter.

That means through the end of 2019, interest rates will be:

- 4% for overpayments
- 2.5% for the portion of a corporate overpayment exceeding \$10,000
- 5% for underpayments, and
- 7% for large corporate underpayments.

*Info: IRS Revenue Ruling 2019-21.*

### The detail that makes for your best new hire

Next time that job candidate starts telling you about her side business, don't be too quick to pluck her from the applicant pool.

That could be your best new hire.

Turns out part-time entrepreneurs make for more innovative employees in their "regular" jobs. So finds new research by professors at the University of Dayton and the University of Mississippi.

If your corporate culture is one that encourages innovation these people will really thrive.

*Info: The research was recently published in the Journal of Management.*

### Lighter side: Proof no tech is never an excuse

You may have had staffers blame the inability to get something done on a system being down.

Be sure to share this story of a teenager who wouldn't keep any tech troubles from stopping her.

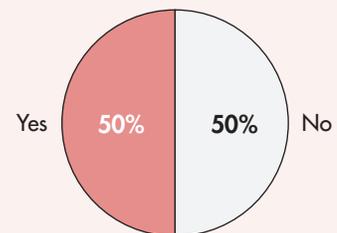
Twitter user "Dorothy" got banned from using her cell phone by her mother. But that didn't stop her.

Next she started tweeting from a Nintendo 3DS gaming device. Once she was caught? She tweeted from her Wii U.

When that was discovered, Dorothy really got creative: She tweeted from her family's smart refrigerator.

### MEASURE UP

U.S. Banks Actively Looking to Improve In-house Technology Skills



*Source: Research commissioned by fintech provider Fraedom*

Now's a good time to check in with your own bank to see what it's doing to keep pace with technology and tech threats. Half of financial institutions plan to beef up their tech skills, whether via internal training or external experts.

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### 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.