

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

**April 13, 2020**

**KEY FINANCE FIGURES**

	Curr*	Lst Mo	Lst Yr
<b>■ Leading Rates %</b>			
Prime Rate	3.25	4.75	5.50
Fed Funds Rate	0.25	1.75	2.50
<b>■ Money Market Rates %</b>			
<i>London Interbank (LIBOR)</i>			
1 month	0.92	1.61	2.50
3 months	1.23	1.64	2.60
6 months	0.98	1.63	2.68
<b>■ Stock &amp; Bond Indexes</b>			
DJIA	22,327	25,409	26,258
S&P 500	2,626	2,954	2,867
NASDAQ	7,774	8,567	7,829
5-Yr T-Bill	0.41	0.89	2.20
10-Yr T-Bill	0.72	1.13	2.39
<b>■ NACM Credit Managers' Index</b>			
Sales	64.0	63.0	62.6
New credit apps	62.2	61.1	58.9
Dollar collections	58.8	61.7	59.1

\*As of 3/30/20

**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 coronavirus paid leave law: Finance's to-do list

## ■ How and when to pay people during the pandemic

**Y**ou and your payroll team have a host of new duties to make sure employees get paid properly in the swirl of the COVID-19 pandemic.

That's courtesy of the Families First Coronavirus Response Act.

And now the Department of Labor (DOL) has stepped in to help keep compliance up.

It just published a new fact sheet to clarify your new responsibilities as an employer, effective April 1.

### Where do your employees fit in?

You have six scenarios where an employee will be eligible for extended

FMLA leave under the new law.

That includes if he or she:

1. is subject to a federal, state, or local quarantine or isolation order related to COVID-19
2. has been advised by a health care provider to self-quarantine related to COVID-19
3. is experiencing COVID-19 symptoms and is seeking a medical diagnosis
4. is caring for an individual subject to an order described in Scenario 1 or self-quarantine as described in Scenario 2

*(Please see To-do list ... on Page 2)*

## Feds: Remote checking of I-9 docs OK

### ■ Here's how you'll need to handle this key compliance task now

**F**or the next two months, your firm doesn't have to physically lay hands on employment authorization documents to accept them.

That's the word from the Department of Homeland Security in light of the COVID-19 pandemic.

But you will have a new process to follow to stay in compliance. Check out the details.

### Check 'em once now, again later

You can initially inspect Section 2 documents remotely – video, fax or email all work – and “obtain, inspect,

and retain copies of the documents, within three business days for purposes of completing Section 2” of the I-9.

Once things return to normal, your company will need to inspect documents again in person.

Staffers should give “COVID-19” as the reason for the delay in the “additional information” field, along with “documents physically examined” and the date of inspection in either that field or Section 3.

**Info:** [ice.gov/news/releases/dhs-announces-flexibility-requirements-related-form-i-9-compliance](https://www.dhs.gov/news/releases/dhs-announces-flexibility-requirements-related-form-i-9-compliance)

## To-do list ...

(continued from Page 1)

5. is caring for a child whose school or place of care is closed (or child care provider is unavailable) for reasons related to COVID-19, or
6. is experiencing any other substantially-similar condition specified by the Secretary of Health and Human Services, in consultation with the Secretaries of Labor and Treasury.

### Who gets paid what for how long

Depending on which of those boxes an employee checks will determine both how long and how much you have to pay them.

To determine the amount of time:

If an employee is out for reason 1, 2, 3, 4 or 6, he or she is eligible for up to 80 hours of leave (part-timers are eligible for the number of hours of leave that the employee works on

average over a two-week period).

If an employee is out for reason 5, that person is eligible for up to 12 weeks of leave at 40 hours a week, (part-time employees can take leave for the number of hours he or she is normally scheduled to work over that period).

To calculate pay:

If any employee is out for reason 1, 2 or 3, you pay them at either their regular rate or the applicable minimum wage, whichever is higher, up to \$511 per day and \$5,110 in aggregate (over a 2-week period).

If an employee is out for reason 4 or 6, pay them at 2/3 their regular rate or 2/3 the applicable minimum wage, whichever is higher, up to \$200 per day and \$2,000 in aggregate (over a 2-week period).

If an employee is out for reason 5, pay them at 2/3 their regular rate or 2/3 the applicable minimum wage, whichever is higher, up to \$200 per day and \$12,000 in aggregate (over a 12-week period – two weeks of paid sick leave followed by up to 10 weeks of paid expanded FMLA).

### New notices, new payroll tax credits

It's one thing for you and your payroll team to understand these new requirements; employees are another matter.

Which is why the new law also requires you to hang a poster ([dol.gov/sites/dolgov/files/WHD/posters/FFCRA\\_Poster\\_WH1422\\_Non-Federal.pdf](https://www.dol.gov/sites/dolgov/files/WHD/posters/FFCRA_Poster_WH1422_Non-Federal.pdf)) explaining the new law in a prominent spot. You can also email it since so many people are working from home.

It's not all money going out of your company. Under the new law, you can retain an amount of the payroll taxes equal to the amount of qualifying sick and child care leave paid, instead of depositing them with IRS.

The Treasury Department gave some dollars-and-cents examples at [home.treasury.gov/news/press-releases/sm952](https://www.home.treasury.gov/news/press-releases/sm952)

**Info:** For the employer fact sheet, go to [dol.gov/agencies/whd/pandemic/ffcra-employer-paid-leave](https://www.dol.gov/agencies/whd/pandemic/ffcra-employer-paid-leave)

## 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 not following FMLA leave request protocol?

"Come on in, Wendy," CFO Bill Keeper said to HR Director Wendy Mills, as she knocked on his door. "Let's talk about Jenny Maresca, who's now suing us for FMLA interference and wrongful termination."

### 'No call no show'

"We terminated her because she was a 'no-call-no-show' on several occasions, then was given a final written warning," said Wendy.

"Jenny claims she missed work to take care of her hospitalized mother and she wasn't aware she needed to go to HR to request FMLA leave. She claims she told her manager because that's what she always did whenever she needed time off," said Bill.

"Yes, she did tell her manager, but she failed to go to HR, which is our company policy. It's also in our handbook," said Wendy.

"Jenny insists her managers didn't instruct her to let HR know about the time off," said Bill.

"They should've told her, but we still have electronic confirmation she read and signed the handbook when she completed her online paperwork. She was aware of our FMLA policy," said Wendy.

"And we have proof. We should fight this lawsuit," said Bill.

Did his company win in court?

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

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# Making the case for employee mental health in the time of coronavirus

■ *Here's proof: Depressed workers miss between 6 and 25 more days a year*

With the uncertainty and fear surrounding coronavirus, there's a more urgent need to prioritize mental health. While treatment costs can be steep, the data's compelling: The costs of letting mental health go untreated are far greater.

Here's an example: An employee with depression accrues average annual healthcare costs that are \$6,252 higher. Half of that cost is from medical conditions. For example, diabetics with depression have average healthcare costs between \$2,000 and \$5,000 higher than other diabetics.

**FOR MORE ...**

To estimate your own company's mental health costs, use the depression cost calculator at [onemindatwork.org/at-work/serious-depression-calculator](http://onemindatwork.org/at-work/serious-depression-calculator)

a coalition of business and health professionals that helps employers set up mental health programs.

- **Calculate your firm's costs.** Go online to use the organization's depression cost calculator (see box, at left).

- **Factor in productivity losses.** Depressed employees miss between six and 25 more days per year and suffer from impaired performance between 13% and 29% of their time on the job,

according to One Mind at Work.

*Adapted from "Understanding the Evidence: Transforming how employers make the case for mental health," by Garen Staglin, at forbes.com*

## Depression in dollars and cents

Here's how to make the business case for improved mental health benefits from One Mind at Work,

## Is it time to adjust your credit metrics?

■ *DSO might not give you the full picture in the weeks, months to come*

No denying there's no such thing as "business as usual" for anyone anymore.

Which is why you may need to think about making adjustments to some of your key cash flow measuring yardsticks.

### 2 shifts happening now

That was a recent topic of discussion among credit and collections professionals on LinkedIn.

Take a look at what they're thinking to see whether – or how – to adjust your strategy in the coming months:

1. *Re-envision your most*

*leaned-upon metric.* Days Sales Outstanding (DSO) is the mainstay of credit metrics.

But that might not be giving you the best idea of how effective your collections efforts are, as you invoice less frequently (if at all for the time being). So you may need to take a look at how you're calculating DSO (or adjust how you weight it).

2. *Consider integrating other ones.* Metrics like Collections Effectiveness Index (CEI) take on more importance to gauge how money is coming in.

For a reminder on calculating CEI, go to [accountingtools.com/articles/2017/5/13/collection-effectiveness-index](http://accountingtools.com/articles/2017/5/13/collection-effectiveness-index)

## ECONOMIC OUTLOOK

### ■ The stock market and pandemics: some context

You've likely seen a lot of comparisons between the COVID-19 pandemic and the Spanish Flu of 1918.

Makes sense – it may be the closest thing to what we're experiencing in modern history.

But if you're looking to compare stock market performance from one pandemic to the other, we don't have encouraging news.

### How we fared in other crises

The folks at Kryptoszene.de made comparisons between a variety of crises to offer some perspective.

Looking at the most apples-to-apples one:

- The Dow dropped by 14.3% during the Spanish flu, which caused 50 million deaths, while
- The Dow has already lost 34.5% during COVID-19.

Of course, there have been events other than a global health tragedy that lowered the stock market more: the 1987 crash (36%), the 2008 crash (54%) and the Great Depression (89%).

But likely the most important question remains: How long will it take for the market to rebound?

You can get an idea based on history:

- 2 months: 1987
- 17 months: 2008
- 34 months: the Great Depression.

The commonality you can offer as hope: the market always came back.

*(For an infographic go to [kryptoszene.de/coronavirus-infographic-bigger-impact-on-the-stock-market-than-spanish-flu-with-50-million-deaths](http://kryptoszene.de/coronavirus-infographic-bigger-impact-on-the-stock-market-than-spanish-flu-with-50-million-deaths))*

## You might never hit that IT ROI ... unless you eliminate old tech while adding new

■ CFOs need to remind everyone to 'remember the minus key'

As CFO, you constantly field requests for more IT spending. And most of that spending is needed to preserve your competitive position.

But – as with all areas of your budget – it's usually easier to identify attractive new capabilities and their associated costs than it is to find and eliminate existing platforms and maintenance spending.

Creating a single data repository and investment framework and common IT taxonomy, funding metrics and expectations ensures everyone is on the same page when it comes to deleting – as well as adding – technology.

As Deloitte U.S. CFO Pete Shimer once put it, CFOs and their teams can sometimes forget to use the minus key.

### What can you eliminate?

Remind everyone they should pause long enough to ask, "What

systems and processes will we be able to eliminate after we spend the money to bring in this new technology? And how much will that save?"

That may be key to achieving your target return on an IT investment.

### A single source of financial 'truth'

Answering that question can also bring other useful insight to the surface.

You may find out that data discrepancies are the reason your cost-benefit analyses doesn't match what you are seeing from the folks asking for additional IT spending.

Groups making budget requests often base analysis on information only they have compiled.

Or they might be using department-specific spreadsheets for doing their analysis.

*Info: [tinyurl.com/minuskey578](http://tinyurl.com/minuskey578)*

## New benchmarks: tech training frequency

■ See how your peers handle this critical task

When it comes to new technology, your workforce is likely all over the board. Some embrace it enthusiastically, while others may be resistant-at-best.

But to get the most out of any tech investment you need to make sure folks are using it 1. properly, and 2. to its full capacities.

And that's where training comes in.

### Yearly? Monthly? Never?

So how frequently are your peers training their people on new technology and/or equipment?

These new benchmarks from the Society for Human Resource

Management can help you see how your tech training compares:

- multiple times a year (53%)
- once a year (27%)
- monthly (13%), and
- never (7%).

And you can boost this, even now. If some of your employees have less work than usual to do from home, challenge them to seek out a little self-directed training to boost their tech skillsets. Or have IT suggest some sites that could help.

*Info: For more on SHRM's survey, go to [shrm.org/hr-today/trends-and-forecasting/research-and-surveys/pages/employer-led-training.aspx](http://shrm.org/hr-today/trends-and-forecasting/research-and-surveys/pages/employer-led-training.aspx)*

## MANAGING FOR RESULTS

### ■ Remote control: Managing a newly work-from-home team

It's a whole new way to manage a work-from-home team, particularly for those in Finance who have the added worry of putting sensitive company data at risk. But there are some best practices that've quickly emerged on how to manage your team when a stay-at-home order's in place.

### 5 ways to lead long-distance

- **Stay visible:** Communicate often on chat apps, emphasizing to your team you're maintaining an open door (messaging) policy. But tell them they don't need to respond to your late-night messages (which might be the only time you have to think clearly) until office hours.
- **Use multiple modes of communication:** Even if you set up regular check-ins through video conferencing, send a written email follow-up so that person can go back and refer to it if questions crop up later.
- **Mind your metrics:** Managers need to stay hyperfocused now on things that really matter to your business – financial objectives, budgets, etc.
- **Listen more, micromanage less:** Ask your team for feedback on what they need to keep them up-to-date on assignments, deadlines and inevitable changes. As long as they're hitting targets, you won't feel a need to micromanage.
- **Keep data secure:** To help control potential breaches, it's best to restrict remote employees' ability to print or download sensitive documents.

*(Adapted from "Managing telecommuters in a pandemic? Here are 8 management tips" by Larry Dignan, at [zdnet.com](http://zdnet.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 A/P refresher got other employees in line

Recently we noticed some employees were making errors when submitting paperwork for expenses and p-card reconciliation.

We know that for many employees, administrative work isn't their favorite part of the job. But things had started slipping and paperwork was getting a little too sloppy. In turn, deadlines were missed, and we had to send reminders and track people down.

That was costing a lot of time and further holding up vendor payments.

A/P compliance needed to become a priority again.

### Bringing us top-of-mind

We realized it'd been a while since everyone got together to talk about A/P policies, procedures and deadlines. Time for a refresher. So we set up in the company training room with a PowerPoint presentation to review:

- A/P best practices
- types of acceptable receipts
- how to submit reconciliations, and

- all upcoming deadlines.

We also reminded employees of the training that was available through our accounting software, so they had a resource to turn to aside from us.

This quick meeting did the trick to refresh everyone on the key practices and due dates that are easy to forget amid the usual hustle and bustle. After, employees shaped up with policy and deadline compliance.

*(Tammy Prater, Accountant, Little Blue Valley Sewer District, Independence, MO)*

**REAL  
PROBLEMS  
REAL  
SOLUTIONS**

## 2 How our superstars share their success

Some of our employees were superstars at their jobs. It seemed like anyone could learn a thing or two from watching them perform.

But our employees didn't always interact – so they weren't able to see the people who excelled in action.

That made it difficult to share their skills and know-how on a person-to-person basis.

And having a trainer get the superstar employee's best practices

and try to pass them along wasn't the most effective approach.

### 'Show me how you do it'

So we had to figure out a way to get people who were performing off the charts to share their best practices across divisions and locations.

We asked them to show us exactly what they did on a daily basis ... on camera.

We wanted them to walk and talk through their best practices while a colleague shot the video.

Then we sent these short videos with one skill lesson to all employees in similar roles.

Employees could identify with their colleague and immediately put the tip into practice.

This on-camera approach even stirred up friendly competition to do things better and become the next video superstar.

*(Dave Mingle, Global Director, Customer Experience Strategy & Enterprise Experiences, General Motors, Detroit)*

## 3 The shift that boosted our tax compliance

If a tax notice from IRS or the state fell through the cracks, we could be liable for thousands of dollars.

We knew our original method of tracking and resolving these notices didn't cut it.

Paperwork relating to the notice was typically stored in one place, while notes about any calls or emails we sent inquiring about the notice would be saved in another.

That made it easy for info to get

misplaced or misfiled, which put us in danger of missing key deadlines for responding to the notice or sending necessary supporting documents.

### A central information storage

To help us stay organized, we started using a software program specifically designed to track tax notices.

All we needed to do was scan the notice into the software, and it would create a file that allowed us to store all notes and records in one place.

We could create reminders to

follow up with agencies or submit vital forms.

The software also allowed us to keep notes on how we resolved the issue and how we could prevent future problems.

It paid for itself quickly – not only did it help us avoid a big fine from IRS, it's saved us countless hours of work.

*(Adapted from "Taming the Tax Notice Compliance Tiger," presented at the 2019 American Payroll Association Congress, Long Beach, CA)*

# What's it going to take to transform your procurement process ... and what's standing in the way?

■ *The road to a more strategic, cost-efficient process has some speed bumps*

As CFO, you'll probably do a little happy dance when you hear that these are the top two priorities for Procurement for this year:

- improving cost efficiency, and
- reducing purchasing costs.

While it's encouraging your peers are being so financially focused, you want to ensure you have both the hard and soft resources to get you there.

## 5 traits you need

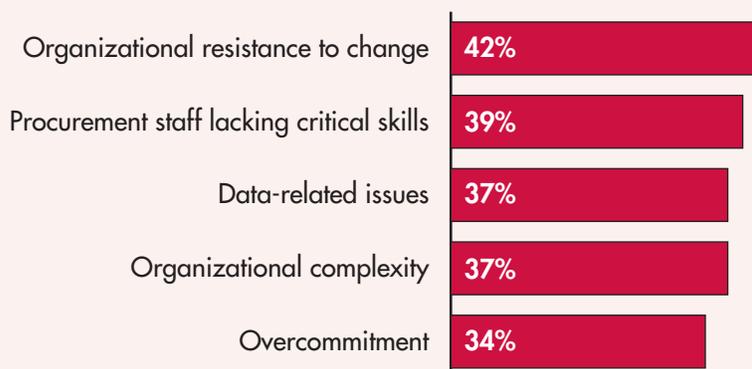
When it comes to your procurement team, these are five key skills you want each member to possess:

1. great relationship management
2. strong negotiation skills
3. exceptional time management
4. strategic thinking, and
5. a change-positive mentality.

*Info: [procurehere.com/5-key-skills-for-successful-procurement-professionals/](https://www.procurehere.com/5-key-skills-for-successful-procurement-professionals/)*

## KNOWING WHAT YOU'RE UP AGAINST

### Top 5 Hurdles Preventing Transformation in Procurement



Source: The Hackett Group's 2020 Procurement Key Issues

Procurement's ability to think and act strategically will be tested in the coming months, for sure. Which is why you want to work to eliminate any obstacles to that now. Focus on the workforce as a whole – little resistance is coming from the exec level.

## Sharpen your judgment... THE DECISION

*(please see case on Page 2)*

No, the company lost, so the case will now move to a jury.

Lawyers for the employee said she requested time away to care for her mother under FMLA in the same way she requested other forms of leave: Talking to a manager. Because the employer was fine with this procedure in other circumstances, it was reasonable for the employee to assume this was the correct protocol for requesting FMLA leave.

However, the company argued the worker should've known the policy since it was in the company handbook.

The court said employees are required to comply with the "usual and customary notice and procedural requirements for

requesting leave, absent unusual circumstances," according to FMLA guidelines.

The company's "usual and customary" requirements were for workers to notify managers when they were taking leave. HR wasn't typically involved, so the employee wouldn't have known to reach out to HR in this case, concluded the court.

### **Analysis: Ensure employees know company policies**

FMLA rules can be tricky, especially when it comes to requesting leave. Even if company policies are listed in the employee handbook, workers may not understand them.

That's why it's important to ensure policies are clear and employees are aware of how to proceed with leave requests.

**Cite:** Moore v. GPS Hospitality Partners IV LLC, No. 17-0500-WS-N, U.S. D.C., S.D. Alabama, Southern Division, 6/3/19. 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.*

### How to keep costs low on legal fees?

**Q:** What are some items we can ask outside counsel for in a project plan that can help head off excessive charges?

**A:** When hiring outside counsel, always ask for a detailed project plan. That's straight from the managing partner of a compliance law practice, speaking with Regulatory Compliance Watch ([privatefundscfo.com/hiring-outside-counsel-neednt-cost-earth](http://privatefundscfo.com/hiring-outside-counsel-neednt-cost-earth)).

In addition to agreed-upon milestones and deadlines, the plan should include an estimate of the number of hours required per task and who will perform various tasks, how the final work product will be delivered, and a summary of potential or likely issues that might change any part of the plan. For example, ask whether scheduled communication with counsel is included in the estimate and, if not, whether different methods of communicating carry different charges. And avoid setting a maximum budget up front – if you do, you're almost guaranteeing your legal bill will hit it.

### Smartphone searches: When are they ok?

**Q:** Can we search an employee's smartphone as part of a larger company investigation?

**A:** Searching employee-owned smartphones or other mobile devices is tricky, says employment privacy attorney Philip Gordon ([pgordon@littler.com](mailto:pgordon@littler.com)) of the firm Littler Mendelson ([Littler.com](http://Littler.com)).

While it can be done in certain circumstances, employers must treat smartphones differently than other personal property when conducting a search because they hold much more info and can reveal more about a person than other property.

Consider the following before searching worker-owned phones:

- These are high-risk endeavors and should be performed in consultation with legal counsel.
- Don't rely on existing workplace search policies, like those covering physical searches of briefcases and cars, when searching the content of personal phones.
- Try to obtain the employee's written consent before searching his or her phone.
- Consider how state computer trespass laws may apply.
- Avoid apps providing access to personal accounts (like email).

*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

#### ■ A critical capability you want on your Zoom calls

Chances are a lot of meetings are being held via Zoom these days.

But what if you want to show a PowerPoint or other materials during the meeting?

No projector at home? No problem. You can let folks see what's on your screen in four steps:

Step 1: Select Share Screen from the Zoom Settings menu.

Step 2: Enable Enter Full Screen When a Participant Shares a Screen.

Step 3: If you want to still show the speaker along with the shared screen, enable Side-by-Side Mode.

Step 4: Select the Silence System Notifications When Sharing Desktop so participants don't hear your alerts.

**Info:** [digitaltrends.com/computing/best-zoom-tips-and-tricks](http://digitaltrends.com/computing/best-zoom-tips-and-tricks)

#### ■ 4 questions that can nab you that next great idea

We're in some uncharted waters for sure. But you want employees to keep brainstorming ways to get better, even within the new reality.

Asking your team these four tough questions can help get you there:

1. What problem do we have that no one talks about?
2. What do we do that really annoys our customers (internal or external)?
3. What's the biggest thing standing in your way to your productivity?
4. What must I do better as a leader to make us more successful?

**Info:** [resources.paceassociation.org/news-you-can-use/how-to-help-your-contact-center-employees-bring-you-better-ideas](http://resources.paceassociation.org/news-you-can-use/how-to-help-your-contact-center-employees-bring-you-better-ideas)

## Recent developments that can help your business stay ahead

### IRS: HDHPs can cover COVID-19 costs

Good news for employers who offer HSA-eligible high deductible health plans (HDHPs):

Health plans that otherwise qualify as HDHPs won't lose that status merely because they cover the cost of COVID-19 testing or treatment before plan deductibles have been met.

That's the word straight from IRS.

And employees in those HDHPs can keep contributing to a health savings account (HSA).

*Info: IRS Notice 2020-15, at [irs.gov/pub/irs-drop/n-20-15.pdf](https://www.irs.gov/pub/irs-drop/n-20-15.pdf)*

### Who will still be working at your bank now?

Of course the financial services sector counts as an essential service function during this pandemic.

Yes, your banks are reducing office hours and customer service lines are experiencing massive wait times.

But to give you some confidence your biz banking should be business as usual, here's the list of bank infrastructure deemed "critical":

Workers needed to process and maintain systems for processing financial transactions and services, such as payments, wholesale funding, insurance services and capital markets activities, as well as those who support financial operations, such as those staffing data and security operations centers.

*Info: [aba.com/banking-topics/risk-management/incident-response/coronavirus](https://www.aba.com/banking-topics/risk-management/incident-response/coronavirus)*

### The T&E relationship you can backburner a while

With all you're dealing with on the business travel front, you likely won't

have to tackle contract renewal for preferred air carriers at the moment.

Both United and Delta have announced they're extending contract expiration dates for all corporate accounts with contracts otherwise set to end within the next six month.

You can bet other carriers will follow suit, if they haven't already.

*Info: [businesstravelnews.com/Procurement/United-Extends-Soon-to-Expire-Corporate-Contracts](https://www.businesstravelnews.com/Procurement/United-Extends-Soon-to-Expire-Corporate-Contracts)*

### DOL backslides on timetable for OT review

Don't expect to wait decades for the next update to the overtime threshold – the feds made it clear they'll be revisiting it more regularly.

Just how regularly? Well ...

While the Department of Labor originally committed to every four years, after receiving more than 116,000 public comments, it decided not to set a specific window.

Stay tuned.

### Lighter side: Creativity alert! Zoom backgrounds

Most people hate meetings as it is – now add the virtual component and it's an uphill battle.

Fortunately many folks are having some fun with their Zoom meetings backgrounds, by changing them to:

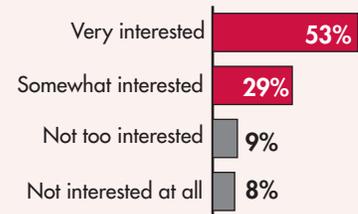
- Hogwarts
- the house from the 2003 movie *Something's Gotta Give*
- brightly colored doughnuts, and
- Ellen's famous Oscars selfie.

Maybe you can issue a challenge to your team to find the most creative background (staff meetings only).

*Info: [mashable.com/article/zoom-background-change-coronavirus-meetings](https://www.mashable.com/article/zoom-background-change-coronavirus-meetings)*

### MEASURE UP

How interested are you in hearing about your company's financial performance?



*Source: Robert Half Management Resources, [rhmr.com](https://www.rhmr.com)*

Now more than ever, employees will want to get an idea of the financial health of your company. And while you can't share everything with everyone, you do want to provide updates, even when you don't have great news to share.

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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.