



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

**August 28, 2020**

### KEY FINANCE FIGURES

	Curr*	Lst Mo	Lst Yr
<b>■ Leading Rates %</b>			
Prime Rate	3.25	3.25	5.25
Fed Funds Rate	0.25	0.25	2.25
<b>■ Money Market Rates %</b>			
<i>London Interbank (LIBOR)</i>			
1 month	0.15	0.18	2.21
3 months	0.25	0.27	2.19
6 months	0.31	0.36	2.05
<b>■ Stock &amp; Bond Indexes</b>			
DJIA	27,791	26,075	25,896
S&P 500	3,360	3,185	2,882
NASDAQ	10,968	10,617	7,863
5-Yr T-Bill	0.24	0.30	1.49
10-Yr T-Bill	0.59	0.65	1.65
<b>■ Employment Stats</b>			
Unemployment rate (%)	10.2	11.1	3.7
Payroll employment (thousands)	1,763	4,791	194
Average hourly earnings (\$)	0.07	-0.38	0.09

\*As of 8/11/20

### 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.

## Spend violations up 206% here – are you at risk?

### ■ Employees taking new liberties during pandemic

Chances are, your company is likely spending less on travel and entertainment (T&E) expenses, but it might not be saving you as much as it should.

The reason? Many employees are playing loose and fast with company spending rules during the coronavirus pandemic.

In fact, your peers are seeing a staggering 206% increase in the T&E spend violation rate.

That's despite a marked 63.5% decrease in T&E spending.

Those eye-opening stats come from Oversight's latest "Spend Insights"

report. And it's enough to make any red-blooded CFO cringe.

Yes, some of that can be chalked up to ignorance, but some of it is simply blatant disregard for policies.

Here's what to watch for, based on the Oversight report, and how you can protect your company's cash.

### The 5 biggest violations now

No denying T&E has looked significantly different since March when COVID-19 grounded flights, locked down cities and shuttered restaurants. In its place were home

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

## DOL: Exempts can do non-exempt duties

### ■ Their status is safe, assure the feds in new guidance

Should an exempt employee jump in and tackle some non-exempt tasks during the coronavirus pandemic, have no fear: Your company won't be on the hook for overtime.

That's straight from the Department of Labor (DOL) in a recently updated Q&A.

People who are normally exempt under the executive, administrative and professional exemptions won't jeopardize their status by doing some non-exempt duties.

That's important information for both Payroll and supervisors.

The Feds realize that in these unprecedented times emergencies will come up and employees may have to take on tasks they wouldn't usually.

### Feds sound off on telework and OT

However, the updated Q&A reminds: You must pay employees for all hours of telework actually performed – including OT work – if you knew or had reason to believe the work was performed, even if it wasn't authorized.

**Info:** You'll find the updated Q&A at [dol.gov/agencies/whd/flsa/pandemic](https://dol.gov/agencies/whd/flsa/pandemic)

# Violations ...

(continued from Page 1)

office equipment, takeout orders and cell phone plans.

That's where the trouble comes in. Take a look at the five places where out-of-policy spending jumped in the second quarter:

- fraud (14%)
- excessive meals (12%)
- out-of-pocket spending (11.2%)
- exceeding the expense threshold (10.1%), and
- policy-outlier expenses (9.7%).

The top offense is a real problem that needs to be addressed ASAP.

The others can be chalked up to one of two things: 1. Employees thinking they can take some liberties during this unprecedented time, and 2. Folks not understanding your T&E policies to begin with.

And there's a specific group that's

falling in that latter camp, according to Oversight.

## Correcting the 'innocent' mistakes ...

That group? First-time spenders.

As employees were sent home to work remotely, many of them found themselves making purchases they never had before.

In fact, April 2020 saw a 12% increase in first-time spenders from a year prior. So they've never submitted an expense report before, don't have a p-card and aren't familiar with policies, limits, etc.

These folks make up a large portion of the out-of-pocket spending, threshold exceeders and policy outliers.

Of course, ignorance is no excuse. If you haven't done so already, have A/P sit down (virtually when necessary) to go over T&E policies and procedures with these newbies.

On the back end, have A/P flag all recent-first-time-spenders' reports to give them some extra attention.

## ... and jumping on the not-so-innocent

But not everyone is new at this and not all "mistakes" are innocent. Some folks are simply trying to game the new normal.

When it comes to the fraudulent spending, these are the most common areas where folks crossed the line:

- electronic and computer stores
- cable and other paid TV services, and
- alcohol.

While your company may have made some adjustments to your T&E policies to account for the current situation, chances are it's not to help folks stream Tiger King!

Now's the time to watch all expense reports extra carefully, especially if you've made any pay cuts – folks are more likely to try and make the money up in other ways.

**Info:** You can download Oversight's July Spend Report at [explore.oversight.com/spend-report-july-pdf](https://explore.oversight.com/spend-report-july-pdf)

# 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 after asking for more FMLA leave: Is firm liable?

CFO Bill Keeper walked into HR Director Wendy Mills' office and said, "We need to talk."

"Sure. What's up, Bill?" Wendy asked.

"It's about Jim Conklin. He just filed an ADA lawsuit against us."

"You're kidding me," Wendy said. "He's got no case."

"I agree, Wendy. He took FMLA leave for knee surgery. He told us his expected recovery time was around 16 weeks. But then he requested an additional four weeks," Bill said.

## 'Can't keep job open forever'

"Yes, that was when he said he couldn't give us any indication of a return date," said Wendy.

"Right, and his manager tried a number of times to get him to give us a return date, but he was uncooperative," said Bill.

"We've given additional time to other employees when they needed it, but they gave us some indication of return dates," said Wendy.

"Yes, Jim was being unreasonable. That's why we had to say to him, 'We can't keep your position open forever. We have to let you go,'" Bill said.

Jim sued the company under the ADA for failing to accommodate his disability, and the company tried to get the case dismissed. Did Bill's company win?

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

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## New COVID-19 screening rules for firms: What's allowed, who's paying

■ *Feds' latest guidelines for testing and billing, as employees return to work*

As you're facing the daunting task of keeping your returning employees safe in the workplace, the feds have issued new guidance on screening workers for the coronavirus.

Return-to-workplace testing must be covered by health insurers for the duration of the pandemic, according to the Departments of Labor (DOL), Health and Human Services (HHS) and Treasury (USDT).

### COVID-19 testing costs

Keeping on top of the following new federal guidelines will save you time and money:

**Testing costs:** All health insurers will pick up the tab for COVID-19 tests (only those FDA-approved) without cost-sharing.

**Multiple tests:** If one of your employees needs a second, third, etc., COVID-19 test (as recommended by a health professional), your insurer must cover those costs as well.

**Out-of-network tests:** Out-of-network providers cannot bill patients for charges in excess of what the insurer pays for the testing and related doctor visits.

**Telehealth coverage:** Do you have employees not eligible for any group plan? Firms with more than 50 employees can now offer them stand-alone

telehealth coverage.

*Adapted from "Federal Agencies Issue Additional Guidance on COVID-19 Issues for Group Health Plans," at JDSupra.com*

### FOR MORE ...

For more FAQs on the implementation and costs of COVID-19 screening from the DOL, HHS and Treasury, go to [cms.gov/files/document/FFCRA-Part-43-FAQs.pdf](https://cms.gov/files/document/FFCRA-Part-43-FAQs.pdf)

## New report: The cash hoard is slowing

■ *Fewer of your peers to increase cash and short term investments in Q3*

If you hung on to more cash and kept company money in short term investments in Q2, you're far from alone.

That was the cash management strategy many of your peers embraced as well.

In fact, nearly half (48%) of companies went that route, according to the Association for Financial Professionals' Corporate Cash Indicators (CCI).

But that all changed this quarter.

### A strategy shift

There's been a serious about-face from many of your peers in the third

quarter of 2020. Nearly a third (32%) of finance execs say they're reducing their cash and short-term investment balances now.

Though this is probably one camp you don't want to be in.

The main reason behind the strategy shift? Worsening business performance.

Even if you're not in that position, that's an important heads up in terms of your own customers. After all, their cash flow woes could quickly become yours.

**Info:** Access the latest CCI at [afponline.org/publications-data-tools/data-tools/afp-corporate-cash-indicators](https://afponline.org/publications-data-tools/data-tools/afp-corporate-cash-indicators)

## ECONOMIC OUTLOOK

■ **July's employment numbers aren't the worst of it**

The U.S. economic recovery slowed significantly in July when you consider one critical indicator: employment.

We added 1.8 million jobs in the first month of Q3. And while that's better than going backwards, we're still far from recouping the 12.9 million jobs we lost since the coronavirus pandemic hit in March.

And it's a significant slowdown from the 4.8 million jobs we added in June.

Unfortunately, the picture is even bleaker than that on the employment front when you look deeper. Check out what we're up against now.

### A deeper dive into the numbers

Two factors are undercutting these modest gains on the employment front:

- **Part-timers.** The vast majority of July's new jobs were part-time work, meaning less than 35 hours a week. In fact, of the new jobs added, 803,000 were part-time work. That means those individuals rejoining the workforce are likely doing so for less money than before.
- **Jobless again.** What's even worse than being rehired at a part-time rate? Being rehired then let go again! That's happened to 31% of workers according to a recent Cornell University survey.

August numbers should be out any day now. We'll be watching them – and the story behind them – to see if these troubling trends continue. Stay tuned.

*(Adapted in part from "Leading Indicator: U.S. economy added 1.8 million jobs in July but still down nearly 13 million jobs during the pandemic," at cnn.com)*

## Beyond ERP data dashboards: AI reports for duty at the CFO's office

### ■ Leveraging the latest tech for decision support and strategic insight

ERP dashboards have been at work for many years now, helping CFOs quickly aggregate and review data from Sales, Marketing, HR, Operations, Accounting and more.

One piece that's been lacking in traditional ERP solutions, however, is the ability to look into the future to provide real decision support.

### AI's out of the lab, into the C-suite

Artificial intelligence (AI) systems are helping CFOs more quickly identify patterns, model trends and make strategic adjustments.

AI quickly analyzes masses of data and can highlight links between seemingly unrelated data.

That takes work off the CFO's plate while helping expose vulnerabilities and reveal hidden opportunities.

Here are some ways your peers are already using AI to optimize investments and supercharge decision

making and strategic planning. See which of them would best serve your organization:

- To speed up analysis. AI natural language processing lets you ask for five years of Q3 revenue or a 2021 forecast without building complex database queries.
- In A/P and A/R, AI systems are reading invoices, automating approvals, checking for fraud and streamlining payments.
- Procurement teams track price changes and pick suppliers in real time using machine learning.
- To collect and verify journal entries, highlight anomalies and secure audit trails for auditors.
- In financial reporting to aggregate, consolidate, standardize, reconcile and verify data through AI.

*Info: [tinyurl.com/AI-ML587](https://tinyurl.com/AI-ML587)*

## New vishing scam targets remote workers

### ■ Voicemail message appears to come from Microsoft

Put your employees on high alert. A new phishing scheme is afoot that's exploiting the fact that so many folks are working from home these days.

And it's going "straight to voicemail."

The vishing scam has already hit more than 100,000 email inboxes in companies spanning all industries.

Here's what you need to know to keep your own company's sensitive data from falling victim.

### Forewarned is forearmed

Warn your team to watch for a "new voicemail message" email allegedly from Microsoft.

It will look convincing: the "official" Microsoft software logo, text stating the message comes from a "trusted source" – some even transcribe the beginning of the voicemail in the message.

A user clicks the link? Malware gets downloaded or a form appears to enter credentials giving crooks access to your systems.

With teams being so scattered many folks aren't at their work extensions. So they're more likely to believe that message is legit. Be sure they understand it isn't.

*Info: [softwareone.com/en/blog/all-articles/2020/07/20/protect-remote-workers-against-voicemail-phishing](https://softwareone.com/en/blog/all-articles/2020/07/20/protect-remote-workers-against-voicemail-phishing)*

## MANAGING FOR RESULTS

### ■ Solving the skills shortage: 3 ways to plug finance gaps

As finance teams become more strategic partners within the company, many CFOs (61%) say their teams lack the skills needed to prepare for the future, according to top recruiting firm Robert Walters.

CFOs say the three biggest skills gaps are: an understanding of basic business operations, an ability to influence colleagues and an acumen to do strategic planning.

### Expanding finance functions

How can you prepare your finance team for the future? Here are three strategies that work, according to Robert Walters researchers:

- **Mentoring and coaching:** Most CFOs (88%) say this approach is the most effective strategy to upskill team members. It gives junior staffers the chance to learn collaboration skills from senior colleagues and get involved in day-to-day decision making.
- **Job rotation:** Moving finance team members into different functions is considered effective by more than half (58%) of CFOs. It gives them a greater understanding of your overall business operations and can help identify opportunities for improving existing processes.
- **Rethinking talent sources:** When there's a need to fill a skills gap quickly, bringing new talent on board is the best solution, say 61% of CFOs. However, sourcing talent outside traditional talent pools, such as IT, Legal or Research, can help a finance team meet the demands of its changing role.

*(Adapted from "Bridging the Skills Gap in Finance Functions," at [robertwaltersgroup.com](https://robertwaltersgroup.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 Forethought in software pick eased remote work

When quarantine first started, I was extremely busy – not even related to the nuts and bolts of the day-in-day-out finance responsibilities.

I was spending much of my time making sure my team could work remotely. And a vast majority of our employees are still working remotely to date.

However, I think we'd be in a different spot if we hadn't done our research into the right tools a few years ago. That forethought was the

biggest asset to ease our transition into doing things remotely.

### Making the right choice

I think the biggest key to our success was that we were intentional with any software purchase – whether accounting or not: It had to have a good mobility feature.

In our industry, we have a lot of instances where people have to work at another location, or they're traveling for business and it's essential to have a system that allows that

freedom and reliability. We had even nixed some software that may have performed a little bit better because it was lacking mobility features.

The software choice lent itself very nicely when we were forced to work from home.

We've been just about as busy, if not busier during COVID, than we are normally, and we haven't had a problem with our staff staying busy and productive.

*(Paul Pratt, Controller, Butler Snow LLP, Ridgeland, MS)*

**REAL PROBLEMS  
REAL SOLUTIONS**

## 2 Salary transparency: How we made it work

When I first started my company, it was founded under these core values: equity, belonging and impact.

I wanted my employees to thrive and feel a sense of ownership in everything they did. And I realized the key to this was transparency. I began sharing revenue and business strategies with my employees and, in turn, everyone's salary would be known.

This was a radical idea and I knew if we were going to put everyone's pay out in the open, we had to be able

to justify what everyone made.

So we came up with a fair compensation model.

First, there was a guaranteed base pay, which was the same for everyone in similar positions. Then we added team pay, which was based on collective results for each team.

### No pay inequity exposures

Finally, we added individual rewards based on employees' personal goals. How did someone contribute to our overall success?

Every single employee has access to their colleagues' job descriptions, goals and salaries, so no one has to wonder why someone is making more than they do.

Fairness and equity is another benefit of salary transparency. We have no exposure on pay inequity based on gender or race. Everyone knows they're compensated fairly.

*(Kimberlea Kozachenko, CEO & Founder, Kolmeta, as presented at the ERE Digital 2020 Conference)*

## 3 Vendor standardization eased A/P strategy shift

Today many A/P departments are going through major process changes in hopes of becoming more efficient and cost-effective.

Our company decided to offshore some technical operations, like invoice processing and vendor creation, so our onshore team could focus more on strategic, analytical work.

The good thing was, a lot of vendors already used our self-service software. They could enter their own address, details, etc. But it was still

important for us to monitor and ensure data standardization.

We knew we couldn't just pass the torch to our offshore team and be done. To set them up for success, we needed to provide accurate data and solid data management practices.

### Up-front work

That's why before offshoring any operations, we did an entire vendor maintenance standardization process.

We brought in experts who shared some best practices for data standardization.

The experts also taught some of our A/P analysts to write codes and logics, like "if-then" statements.

This extra training and learning helped us lead by example. We couldn't take something to our offshore team and say, "Do it this way," if we weren't already doing it.

Afterwards, we felt confident that our offshore team had good practices to follow and accurate data to work with right from the start.

*(Ryan McClintock, A/P Manager, T-Mobile, as presented at the A/P P2P Conference & Expo, Orlando, FL)*

# Workplace injuries costing U.S. businesses more than \$1 billion *per week* – where the biggest exposures lurk

■ *The stakes are too high not to take action*

So what lands a workplace injury on this list? It must be serious enough to make employees miss more than five days of work.

Then the causes were ranked by direct cost to employers based on both medical and lost-wage expenses.

And you can see, these aren't issues contained to the manufacturing sector – many of these can happen to a finance staffer sitting at his or her desk ... or at home for that matter.

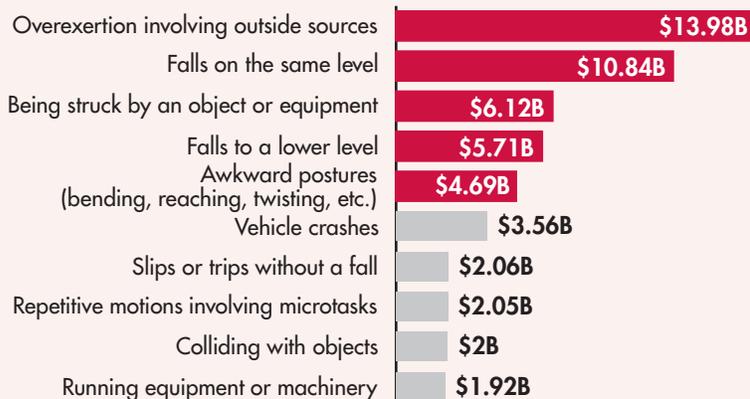
## New safety frontier: employee homes

Work from home presents a whole new series of challenges to “workplace” safety, as your company has little (to no) control over their work environments.

One way to reduce risk: Have whoever is in charge of safety push out messages about ergonomics in home offices. He or she could even offer Zoom evaluations of spaces to point out potential hazards.

## NEW NUMBERS FOR 2020

### Top 10 Causes of Workplace Injuries and their Annual Costs to Employers



Source: Liberty Mutual's 2020 Workplace Safety Index

If you need to take a triage approach to containing workplace injuries, focus on the first five on this list. These injury causes account for 69.5% of the total cost burden you and your fellow employers bear.

## Sharpen your judgment... THE DECISION

(please see case on Page 2)

No, the company lost.

The employee's attorney argued that because he'd had knee surgery that rendered him disabled, the company had a responsibility to accommodate that disability. And granting him an additional leave of absence until he was released to work without restrictions would've satisfied that accommodation, the attorney added.

But the company said it had no obligation to accommodate the employee with unpaid leave in excess of the 16 weeks. That was unreasonable "because he was unable to provide any assurance as to the end date of his leave," said the firm.

However, an accommodation that fails to guarantee a return-to-work date isn't "unreasonable," said the court. As long as the extended leave doesn't pose "an undue hardship" on the firm, it needs to grant the accommodation.

### Analysis: Keep proof of 'undue hardship'

Employers are certainly aware that automatically terminating an employee after they exhaust FMLA leave is a dangerous strategy and could trigger an ADA suit.

However, the key is having documented proof of the impact of an employee's continued absence on your business that would create an "undue hardship" (significant losses in productivity, lost sales, increased burden to find replacement staff, etc.).

**Cite:** Kachur v. NAV-LVH, dba Westgate Las Vegas Resort & Casino, No. 19-16251, U.S. Ct. of Appeals, 9th Circuit Nevada, 6/8/20. Note: 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.*

### Employer liability for safety of home offices

**Q:** Recently one of our employees complained about the state of his home office. Are we liable for that employee's workspace – and could we be held responsible by OSHA?

**A:** According to the Department of Labor, OSHA will not conduct inspections of home offices and therefore will not hold employers liable for employees' home offices ([dol.gov/agencies/whd/flsa/pandemic#q12](https://www.dol.gov/agencies/whd/flsa/pandemic#q12)).

Additionally, employers aren't expected to inspect home offices either. If OSHA receives any complaints from teleworking employees, they may informally let you know, but they won't follow up.

Just make sure you're keeping a record of any reported work-related injuries and illnesses, as usual.

### Scenario planning for 2021 budgets

**Q:** Many experts are suggesting scenario planning for businesses as they reopen and try to forecast next year's budget. We already do a best- and worst-case scenario plan – how is this any different than usual?

**A:** Typically, we think of scenario planning as a plan for contingencies, but with so many unknowns, we have to dig deeper to figure out what we need during this crisis.

Thinking about these types of

resource questions is a critically important activity, but it ignores the fact that the current disruption is far more than just financial, and it's unlikely to provide leaders with a framework for thinking through

### Imagine scenarios we don't know.

the complex uncertainties they face in the midst of the rapidly shifting crises, say the experts at Monitor Institute by Deloitte ([www2.deloitte.com/us/en/pages/about-deloitte/articles/covid-19-planning-scenarios-for-social-sector-organizations.html](https://www2.deloitte.com/us/en/pages/about-deloitte/articles/covid-19-planning-scenarios-for-social-sector-organizations.html)).

As leaders, we need to understand that scenario planning is not only our tool for understanding how the world will change, but we need to use it to make decisions about how we'll react as each scenario may play out over time.

Considering scenarios often begins with imagining the critical uncertainties, or the key things we don't know and how they might interact to produce very different futures. However, we shouldn't forget about the things we do know right now, like the baseline realities that businesses have to understand and use to keep moving forward.

*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

#### ■ Help your team understand what they prevent

Thanking Finance staffers for what they've done is great. Showing them what they've prevented can make an even bigger impact:

"Lisa helped us keep a longtime customer. During a collection call she found out this customer had experienced a major disruption in their own supply chain, causing them to go past due. By delving deeper she uncovered a way to keep them paying and keep them with us."

#### ■ A little-tapped Zoom feature that can elevate meetings

Granted, Zoom calls are never going to feel just like meeting in person. But you can make it a little more natural – and useful – by tapping the breakout rooms feature.

You'll find it under "Settings." Select "In Meeting: Advanced." That way you can break out into smaller groups during the call to brainstorm, do group work, etc.

**Info:** [zdnet.com/article/zoom-101-a-starter-guide-for-beginners-plus-advanced-tips-and-tricks-for-pros](https://zdnet.com/article/zoom-101-a-starter-guide-for-beginners-plus-advanced-tips-and-tricks-for-pros)

#### ■ A compelling reason to smile behind that mask

Think it doesn't matter if you're not smiling when speaking to a co-worker when you have a mask on?

They can't see it, right?

They can't ... but they can probably hear it.

Smiling while you speak pulls on our vocal cords in a manner that sounds more warm and friendly.

**Info:** [bizjournals.com/philadelphia/news/2020/07/29/safely-masked-workplace.html](https://bizjournals.com/philadelphia/news/2020/07/29/safely-masked-workplace.html)

## Recent developments that can help your business stay ahead

### IRS offers new clarity on taxes and CARES Act

You and your team just got some new direction on handling retirement plan distributions and loans requested for coronavirus-related reasons.

IRS Notice 2020-50 gives employers more details about who's eligible for this relief under the CARES Act, and how to handle it for tax purposes.

Who's eligible? Folks diagnosed with COVID-19 (or with a diagnosed spouse or dependent) and those who've experienced financial hardship due to the virus (e.g., layoffs, furloughs).

Among the eligible relief is a waiver of the 10% additional tax on distributions (applicable to distributions up to a total of \$100,000 across all eligible retirement plans).

*Info:* Download Notice 2020-50 at [irs.gov/pub/irs-drop/n-20-50.pdf](https://irs.gov/pub/irs-drop/n-20-50.pdf)

### Proof! This remote work productivity hack works

If you can let employees "window" while they work from home, you probably want to do so.

The structure, which lets folks break up their day into distinct chunks of business and personal time, is a proven productivity booster. A full 73% of remote workers who window told Robert Half they're more productive.

*Info:* [rh-us.mediaroom.com/2020-06-30-Survey-A-Window-Into-Windowed-Work](https://rh-us.mediaroom.com/2020-06-30-Survey-A-Window-Into-Windowed-Work)

### What post-COVID-19 biz travel will look like

Of course the "new normal" extends to business travel too. Here's what biz travel managers told SAP Concur in a new study has changed:

- mandatory personal health screenings for travelers (44%)
- required travel safety trainings (43%)

- pre-trip approval (40%)
- more leeway for travelers in rebooking or changing travel plans quickly (38%), and
- limiting business travel to only the most critical trips (37%).

*Info:* For more survey results, go to [tinyurl.com/postCOVIDbusinesstravel](https://tinyurl.com/postCOVIDbusinesstravel)

### No camp? Employees can take FFCRA leave, feds say

The Dept. of Labor (DOL) has released additional guidance about employees using Families First Coronavirus Response Act (FFCRA) leave to care for children who would normally be in summer camp but can't be because of the coronavirus.

To take FFCRA leave for this purpose, employees must meet the same requirements already in place to request leave for similar childcare reasons (e.g., provide a statement, either written or verbal, why the leave is necessary, and disclose basic info about the child and the camp).

*Info:* [dol.gov/sites/dolgov/files/WHD/legacy/files/fab\\_2020\\_4.pdf](https://dol.gov/sites/dolgov/files/WHD/legacy/files/fab_2020_4.pdf)

### Lighter side: A real Mickey Mouse operation

You probably want to urge IT and your finance team not to plug in silly placeholders when they run system tests. Here's a compelling reason why.

The State of Rhode Island recently issued 176 tax refund checks, double-signed for security's sake.

Only problem? The two signatures were Walt Disney and Mickey Mouse. Walt and Mickey were used on the test printing and a glitch transferred those names over, instead of those of the state treasurer and controller.

Begs the question: What kind of Mickey Mouse operation are they running in RI?

## MEASURE UP

### Opening their Wallets to Open Again

Has your business spent money on reopening expenses related to COVID-19?



*Source:* Small Business for America's Future national survey of 1,500 small business owners

Whether it's adjusting office layouts for greater social distancing or installing hand sanitizer stations, most companies have to lay out some money to get employees back in the office safely.

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