

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

**January 7, 2021**

### KEY FINANCE FIGURES

	Curr*	Lst Mo	Lst Yr
<b>■ Leading Rates %</b>			
Prime Rate	3.25	3.25	4.75
Fed Funds Rate	0.25	0.25	1.75
<b>■ Money Market Rates %</b>			
<i>London Interbank (LIBOR)</i>			
1 month	0.15	0.15	1.78
3 months	0.23	0.21	1.93
6 months	0.25	0.25	1.92
<b>■ Stock &amp; Bond Indexes</b>			
DJIA	30,179	29,483	28,552
S&P 500	3,646	3,558	3,224
NASDAQ	12,532	11,855	8,946
5-Yr T-Bill	0.39	0.38	1.73
10-Yr T-Bill	0.95	0.83	1.92
<b>■ Employment Stats</b>			
Unemployment rate (%)	6.7	6.9	3.5
Payroll employment (thousands)	245	610	261
Average hourly earnings (\$)	0.09	0.02	0.10

\*As of 12/21/20

### 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.

## Many companies tossing the annual budget: Should you?

### ■ A more proactive, less reactive, approach to planning

Many of you are just emerging from the annual budgeting process and don't want to look back.

But you just may want to.

Best practice companies are shifting away from the annual budgeting process altogether ... or at least placing significantly less emphasis on it.

That's the word from OneStream Software's John O'Rourke in the session "Leading at Speed: Identifying Key Operational Signals" at Financial Executive International's Corporate Financial Reporting Insights Virtual Conference.

In its place? A reliance on more frequently revised financial planning.

Some of your peers now use rolling forecasts as their annual budget.

Even if you're not ready to go that far yet, 2020 has shown firms of all sizes and industries that predicting where we'll be a year, or even a quarter from now, can be near impossible.

By embracing these three best practices you'll build a more proactive, less reactive planning process.

#### 1. Update your planning frequency

The annual budget may not get banished, but as you saw in 2020

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

## IRS offers critical guidance on PPP loans

### ■ You get some safe harbors, too, courtesy of Revenue Procedure 2020-51

Well, the Taxman has finally come out and made it crystal-clear:

If you "reasonably" expect to receive forgiveness for your PPP loan that taxable year, your company cannot deduct your PPP expenses.

Examples include payroll costs, mortgage interest, utilities, rents, etc.

Note: That's true even if you haven't submitted the application for forgiveness yet.

So says just-released *Revenue Ruling 2020-27*.

Companies have long had questions about timing of deductions when it

comes to this issue. The new guidance should put it to rest.

#### When you're off the hook

You also received some new safe harbors in the also-released *Revenue Procedure 2020-51*.

They apply to employers who, in the subsequent tax year, either:

- hear from their lender that of all or part of the loan is denied, or
- decide not to seek forgiveness for some or all of the loan.

**Info:** Revenue Ruling 2020-27, Revenue Procedure 2020-51, *irs.gov*

# Tossing ...

(continued from Page 1)

it certainly wasn't as reliable as it may have been in years past.

As a result, O'Rourke encourages organizations to devote less focus and time to the annual budget.

Instead, more value comes from your forecasts. Your budget may set your initial targets for the year ahead, but then regularly update them using your forecasts for more flexible planning.

That approach makes a case for rolling forecasts.

At least half of your peers tap them now. And they update them either quarterly or monthly.

## 2. Leverage driver-based planning

But keeping such a close eye on those plans so frequently may feel like an overwhelming task.

If you can focus on key drivers for your specific business, it will not

only hone your focus, but will make you agile enough to make moves that benefit the bottom line.

Which drivers you focus on will depend on your company's current

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## FP&A turns into XP&A = extended planning and analysis.

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priorities, but they can include:

- orders
- billings
- shipments, or
- customers.

Once you identify your prime business drivers, you can build out your calculations based on that, says O'Rourke.

And that's how you'll have the flexibility to make key decisions, jump on opportunities and take action to influence month-end results, rather than simply reacting to them.

## 3. Align financial and operational planning

Your ultimate goal? Unified business planning, says O'Rourke.

Strategic planning targets become the starting point for annual budgets, but then upgrade them quarterly or monthly with input from other departments such as Sales, Marketing, and Supply Chain.

FP&A turns into XP&A = extended planning and analysis.

*Based on the presentation "Leading at Speed: Identifying Key Finance Operational Signals," by John O'Rourke, OneStream Software, at Financial Executives International's Corporate Financial Reporting Insights 2020 Virtual Conference.*

# 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.*

## ■ Fined by OSHA! Can firm get citation tossed out?

CFO Bill Keeper motioned Safety Manager Jake Adams into his office. "Jake, you wanted to speak with me?"

"Yes," Jake replied. "I just got word that OSHA is citing us for an incident involving a worker who fell through a hole in a platform."

"Well that won't be cheap," Bill said. "Can you walk me through what happened?"

"Ron Cooper was removing small pieces of plywood from the deck of a tower that was being constructed," Jake said. "No one knew at the time that those small pieces of plywood – installed by a subcontractor – were covering holes in the deck."

## *Inspection caught one thing, missed another*

"Didn't anyone do an inspection before the work started?" Bill asked.

"Yes. The supervisor's inspection led to the plywood being removed," Jake explained. "He saw them and felt they were a trip hazard, so he wanted them removed and replaced with bigger pieces. But he didn't look at them from below to see if they were covering holes."

"Well, we did inspect the work site and attempted to correct a hazard based on what was found. So we can fight this," Bill said.

Bill's company fought the citation. Was it successful?

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



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*CFO & Controller Alert* (ISSN 1081-9592),  
Issue date January 7, 2021, Vol. 26 No. 595,  
is published semi-monthly except once in December  
(23 times a year)

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# Shipping to cost you more than expected in 2021: new metrics

■ *These benchmarks show how you might adjust your budgets*

**H**ang on to your wallet! Your company will likely be “transporting” more dollars out of your bank account to ship product in the new year.

That goes for any occasional packages you mail out too.

Just how much more? Updated predictions during the recent “Code Red Freight Forecast” webinar give you an idea.

## The numbers you need

You’ll want to revisit your shipping budgets with these latest numbers in mind:

- a 10%-15% increase in truck shipping (compared to the expected 5%-7% jumps), and

- a 6%-7% increase for parcel shipping (originally predicted to come in under 5%).
- Further adding to the hikes: reduced flight carrier availability.

**FOR MORE ...**

To see how one of your peers reduced its shipping costs, go to [cfoandcontrolleralert.com/whats-working-wednesday-took-a-new-approach-to-decrease-logistics-costs](http://cfoandcontrolleralert.com/whats-working-wednesday-took-a-new-approach-to-decrease-logistics-costs)

## Your best bets

So what can you do to minimize the 11th-hour pinch?

Play it conservative, says A.J. Hernandez, CEO of SkyPostal, Inc. He advocates a two-pronged approach:

- extend your existing contracts where possible, and
- seek shorter-term contracts for smaller parts of your business.

*Info: [blog.tranzact.com/2-minute-warning/will-your-company-need-a-code-red-freight-budget-for-2021](http://blog.tranzact.com/2-minute-warning/will-your-company-need-a-code-red-freight-budget-for-2021)*

# New HRA option to gain traction this year

■ *Individual Coverage Health Reimbursement Arrangements a viable option*

**I**nterested in offering the new HRA options to employees so they can purchase their own health insurance, but want to avoid liabilities under the ACA employer mandate? Here’s help.

While the new Individual Coverage Health Reimbursement Arrangements (ICHRA) were underutilized when they first became available on Jan. 1, 2020, they’re gaining steam.

One in six employers plan to offer them in 2022, according to a new Willis Towers Watson survey.

## Making it work for you

Here are some specifics on ICHRAs and their administration to make sure

they work for you and still keep you in compliance.

There are no limits on the amount of employer contributions, but you will need to offer the same amount to workers in the same class (full-time, part-time, salaried, etc.).

An employer isn’t subject to IRS penalties as long as it satisfies the “affordability” requirement of the new HRA rule, which is based on an employee’s income.

To ease companies’ administrative burdens of calculating affordability for each employee, IRS allows you to use the ACA’s “lowest cost silver plan” to calculate affordability.

## ECONOMIC OUTLOOK

### ■ President Biden: What to expect out of the gate

A new administration – especially when parties change – always brings a flood of new laws and rules.

Joe Biden will be no exception. He and his team will hit the ground running with their agenda, much of which will impact both your business and the economy as a whole.

So what should we brace for?

### Up first? The minimum wage

Obviously Biden can’t do everything his first months in office.

So take a look at what insiders think will be his most pressing priorities as soon as he’s sworn in:

Most likely to see: A hike in the minimum wage. You should expect to have to give a raise to your lowest wage earners. Employment attorneys believe that Biden’s top priority will be to raise the federal minimum wage to \$15 an hour from the current \$7.25.

Distinct, but less urgent, possibilities:

- **Another new independent contractor rule.** President Trump is expected to finalize the current independent contractor rule (proposed rule came out Sept. 22) before he leaves office. But you may not be held to it for long ... if at all. Biden may delay its effective date or vacate it and replace it with a rule of his own.
- **An increase in the federal overtime threshold.** Biden won’t jump at this immediately, seeing the amount of pushback Obama got on this issue. It’ll likely be a while before you see this revisited.

*(Adapted in part from “Can Employers Expect a New Overtime Rule Under Biden?” by Lisa Nagele-Piazza, at [shrm.org](http://shrm.org))*

## Managing exceptions in your organization's master vendor file

■ *Just because it can't be 'perfect' doesn't mean it can't be thoughtfully done*

Of course, when it comes to master vendor file setup and maintenance, you'd love to take a "no exceptions" policy.

Unfortunately that's not realistic.

There will be times when your A/P team has to stray from the prescribed way of doing things to accommodate specific scenarios.

The key: Taking a systematic approach even to those exceptions.

That's the advice of the folks at Technology Insight in their "Best Practices: Master Vendor File in Accounts Payable" report.

### 3 strategies minimize your exposure

To make 2021 the year of the cleanest, most consistent master vendor file yet, keep these in mind:

1. **Figure out why the exceptions are occurring.** Is it because of limitations in your ERP system, for

example? That may require A/P to create a duplicate entry when you have different terms for the same vendor.

2. **Check whether the exceptions are still necessary.** The new year is a perfect time to revisit whether or not these exceptions are still required. Maybe a system upgrade means that duplicate entry is no longer a must. Taking a new look at old exceptions can tighten things up.

3. **Anticipate as many exceptions as possible.** The better you can predict where the exceptions will crop up, the less A/P will have to make decisions on the fly about how to handle them. You'll be able to systematically and consistently address them to keep risk down.

*Info: You can download the complete Technology Insight report at [technology-insight.com/wp-content/uploads/2018/03/Best\\_Practices\\_Vendor\\_Master\\_Files\\_in\\_Accounts\\_Payable-1.pdf](https://technology-insight.com/wp-content/uploads/2018/03/Best_Practices_Vendor_Master_Files_in_Accounts_Payable-1.pdf)*

## 2 teens pull off \$11,795 direct deposit fraud

■ *Accessed system, changed banking info for three co-workers*

If ever there were a case for ensuring access to your payroll system remains locked down, here it is:

Two *teenagers* recently manipulated direct deposit info to divert money into their own accounts.

Check out what happened as a cautionary tale about this safer – but certainly not invincible – pay technology.

### Scheme lasted several months

The Florida teens worked for home giant Lowe's. The boys managed to get into the company's payroll system and change direct deposit info.

Over the course of a few months

they rerouted \$11,795 from their co-workers' accounts into their own.

You'd think a large company like Lowe's would have its systems more locked down so that it couldn't be accessed by some teenage employees. Apparently not.

This incident provides a critical reminder to keep access to financial systems protected with complex, regularly-changed passwords (and two-factor authentication preferred).

And be sure staffers fully log out, even if leaving their desks for a minute.

*Adapted in part from "Polk teens accused of stealing direct deposits from Lowe's employees," by Adrienne Cutway, at [clickorlando.com](https://clickorlando.com)*

## MANAGING FOR RESULTS

### ■ **Acing the remote performance review**

Chances are performance reviews aren't your favorite part of the job even in the best of circumstances.

Now add in a global pandemic, the resulting economic crisis, and a workforce you now likely only see on your computer screen.

Remote performance reviews present unique challenges for leaders. Employees are stretched thin and anxious. And every member of your finance team has probably had new curveballs thrown their way.

So how can you conduct a review that acknowledges the chaos that's been the better part of the year while still giving your people the honest feedback needed to improve?

### A formula for joint success

The folks at the *Harvard Business Review* suggest several strategies to make the most of this exercise now:

1. **Reconsider what's being evaluated and how.** Just like you had to revisit your company's budgets and goals over these past months, you likely also need to take another look at what you're measuring employee success on. If you have a numerical rating system, this might not be the year to use it.
2. **Include self-evaluations.** This may be more important than ever as they show you how staffers feel they're handling this trying time.
3. **Be sure to use video.** A phone call won't cut it. You want to be able to see body language and facial reactions to prevent misunderstandings.

*(Adapted in part from "How to Do Performance Reviews – Remotely," by Rebecca Knight, at [hbr.org](https://hbr.org))*

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 What got folks up to speed on new system

Our A/P team had undergone major changes and upgrades to our system. However, we had over 50,000 people using that system globally. And training them all would be a giant undertaking.

Of course, there were some key employees who used our system more than others. They needed to understand the changes right away. So we traveled and met with those key people. It was important to have that in-person, human element.

Then it came time to train everyone else – which was arguably more of a challenge. Training had to be consistent and clear for all these users.

### Maximizing the web

We decided our best approach was to use online learning and training. First, we loaded all our information onto a “social site,” so people could ask questions and interact with A/P and each other. Next, we hosted frequent online training sessions (both during the day and at night, to

accommodate everyone’s schedules) and “open mic” sessions, where we let people call in for an hour at a time if they had specific problems they wanted to discuss. We also recorded these sessions and created manuals people could access afterward.

The combination of all these tactics – paired with our A/P team’s willingness to help users whenever needed – worked great to get everyone up to speed on our system changes.

*(Lynn Belletti, Director of A/P and T&E Processing, BNY Mellon, Pittsburgh, PA)*

**REAL  
PROBLEMS  
REAL  
SOLUTIONS**

## 2 More meaningful survey data from employees

We struggled with meaningfully surveying employees. We wanted to get feedback, but not too much. And we wanted to act, but not without reason. We found success in a few different ways.

First, we defined the goal of the survey: Do we want to measure how employees feel about new leadership or get feedback on new initiatives, such as training and onboarding?

What’s most important, though, is we only ask for feedback on things we

can act on. For instance, there was no sense asking employees about the comfort of their desk chairs when they moved to remote work because we weren’t going to supply everyone with new chairs.

However, we asked them to rate how connected they felt to their peers while working remotely because we could do something to improve that.

### Pulled out all the stops for participation

To drive interest in the survey, we sent an invitation to employees

just before we put it on our platform. We kept the survey live for two weeks so people had time to participate. And we created a live dashboard so managers could see the number of responses that came in.

That got managers to drive participation even higher. Some have encouraged responses by promising to rap a song or take a pie in the face if a certain percentage of their employees respond.

*(Hillary Champion, Director of People Growth, Facebook, San Francisco)*

## 3 Year of Exceptions ‘carried over’ here

COVID-19 has made things very interesting, looking at our year-end reports. We noticed quite a change in vacation balances being larger this year than they typically are.

### How can we help?

It’s just been an odd situation. There weren’t as many employees who took vacation this year who would have normally. A lot of people thought: Why use the day if I could

possibly get sick and need that time off later? They were (and still are) worried.

We had to do something to put peoples’ minds at ease. We’d had some turnover in previous years and we didn’t want it to happen again.

So we’re allowing more of a PTO rollover than we would traditionally allow. People don’t want to lose their balances. This was something I fought for, too, because I personally didn’t want to lose my days!

That would be terrible to go through a pandemic thinking you had saved your days because you didn’t

do what you were going to do, only to have the company say, “No, now you’re going to lose those days.”

It’s been good for the employees’ morale that we’re willing to work with them. They’ve been really happy that they can keep their leave and plan vacations to look forward to next year.

We understand that the country as a whole is in a situation that we’ve never been in before, and we’re not going to penalize our people for it.

*(Lisa Doyle, Accounting Manager, C. W. Wright Construction Co., Chester, VA)*

# Business travel’s 2021 rebound? When – and where – we can expect to return to pre-pandemic levels

■ *Spoiler alert: Things will never return to ‘normal’ on many fronts*

For the better part of a year, we’ve had to make do with Zoom calls and Teams meetings to take the place of business travel.

But with vaccines already being distributed and a somewhat return to “normal” predicted later this year, some of those options may not be necessary anymore.

Which means now is the time to determine which types of business travel provide the most strategic value and need to resume ASAP.

## Take this into consideration as well

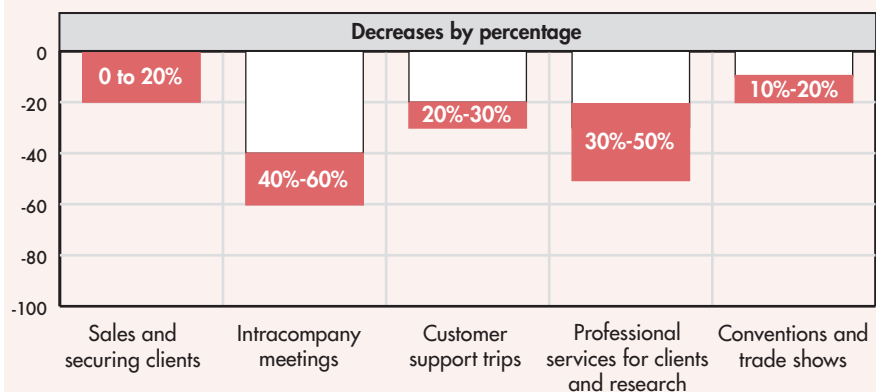
Keep in mind, however, that some employees might not be as enthusiastic to hit the road.

And if you’re asking folks to travel to an area experiencing a spike in COVID-19 cases or that will require a quarantine upon return, you may get some pushback.

Factor in both employee safety and comfort levels in your planning.

## A VERY UNEVEN REBOUND

Permanent business travel decreases from pre-pandemic level, by purpose of trip



Source: Estimates from IdeaWorksCompany

As we closed out 2020, business travel sat at about 15% of what it was pre-COVID-19-pandemic. But you probably don’t want to hold out for a full bounce back: Experts predict we’ll likely to return to about 64% of what it used to be.

## Sharpen your judgment... THE DECISION

(please see case on Page 2)

No, Bill’s company lost. The court found the supervisor’s inspection failed to detect a recognizable hazard, making the fine justifiable.

The company claimed the presence of a specific hazard does not, by itself, establish a failure to inspect.

OSHA argued inspections performed in compliance with the standard would’ve detected the floor holes under the circumstances involved in this incident.

Based on the arrangement of the floor deck at the time of inspection, the court found the supervisor’s inspection violated the standard because it failed to detect a recognizable hazard.

The supervisor, as a “competent person,” should’ve further investigated the reason for the plywood before allowing work to begin, according to the court.

### Analysis: Beware the ‘blinders effect’ with inspections

As CFO, you likely aren’t in the warehouse, on the roof or at the job site every day. And while safety pros know inspections need to be as thorough as possible, it’s something that can be easy for people to forget.

Routine inspections can become just that – routine. And it’s not difficult to get the “blinders effect,” zeroing in on one hazard while completely missing another, which can be costly.

Occasionally reminding the person performing inspections of these things on your company’s behalf is not a bad idea.

**Cite:** Secretary of Labor v. KHS&S Contractors, Occupational Safety and Health Review Commission, No. 18-1091, 9/21/20. 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.*

### Exempt employee missed work: Now OT-eligible?

**Q:** This year, we hired an exempt employee and offered him a salary of \$36,000. However, he took a week off from work without pay, which will lower his annual salary to below the new threshold required for exemption by the Department of Labor (DOL).

Does this mean the worker is now eligible for overtime pay?

**A:** Because exempt employees don't have to be paid for any week in which they did no work, it's acceptable to make deductions from their pay in this situation without them losing their exempt status, according to a presentation at the 2020 American Payroll Association (APA) Virtual Congress Xstream.

Plus, in most cases, the salary basis test evaluates workers' pay on a weekly basis or on a pay-period basis.

An employee's annual salary only comes into play if they're consistently paid less than a certain amount each week.

*More info: "Forum on Federal Payroll Issues," presented at the 2020 APA Virtual Congress Xstream*

### New year, new priorities for CFOs

**Q:** We know that 2021 is going to look a lot different than 2020, so what should CFOs prioritize, and where should we anticipate

the most difficulties in meeting goals?

**A:** The message we've been touting is that 2021 is the year of make-or-buy for CFOs to leapfrog forward on finance tech, says Alexander Bant, Chief of Research in the Gartner Finance practice ([gartner.com/en/newsroom/press-releases/2020-11-12-gartner-cfo-survey-reveals-a-dramatic-digital-acceleration-since-covid19](https://www.gartner.com/en/newsroom/press-releases/2020-11-12-gartner-cfo-survey-reveals-a-dramatic-digital-acceleration-since-covid19)).

As growth returns, the need will continue to increase for faster, more dynamic insights and data analytics.

Next year will be about accelerating digital investment timelines from the pace of a multi-year marathon to a 12-month sprint, says Bant.

So, focusing on this area now is essential.

Accelerate your company's use of RPA so you can free up your team's time.

The use of advanced digital analytics tech will help you deliver insights at scale, creating a long-term competitive advantage.

The key here is achieving scale while ensuring you have the right talent in place.

And in a fully digital world, it might be easier now more than ever to find these digitally savvy finance pros in the global talent pool.

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*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

#### ■ The 2021 Praise Challenge: Are you in?

"What gets rewarded gets repeated" reminds trainer Liz Uram. To keep reinforcing finance staffers' good behavior, you want to praise them. And skip the somewhat-empty elbow bumps or "Great jobs!"

Instead take the 2021 Praise Challenge: Praise every member of your team once a week for 52 weeks.

The person needn't have found a way to streamline the entire A/P process to earn a pat on the back. Things like staying engaged during remote work or responding quickly to emails rate as worthy.

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

#### ■ Best virtual meeting length

Virtual meetings are here to stay, at least for a while, if not forever. Of course, not everyone is a fan.

The best thing you can give folks? A little time back. So instead of the usual 30/60 minute meeting lengths, scale back your default to 25/50.

People will appreciate it and you'd be surprised how much time that reclaims in a week.

**Info:** [duarte.com/presentation-skills-resources/lead-better-virtual-meetings](https://duarte.com/presentation-skills-resources/lead-better-virtual-meetings)

#### ■ Greetings that set a tone of positivity in the workplace

Sure, "Good morning" gets the job done. But consider some alternatives suggested to some of the most positive people around: nurses. These can start people's day on a positive note:

- "Let's make it a good one!" or
- "Have I told you lately how much I enjoy working with you?"

**Info:** [myamericannurse.com/creating-a-positive-workplace](https://myamericannurse.com/creating-a-positive-workplace)

# Recent developments that can help your business stay ahead

## Just one place gets FUTA credit reduction in 2020

Employers in the U.S. Virgin Islands, be aware: Your territory has lost the full Federal Unemployment Tax Act (FUTA) credit for 2020.

The Department of Labor has announced that the Virgin Islands failed to repay its federal loans by the deadline. As a result, you'll have a 3% credit reduction for 2020.

This is the second year in a row the USVI has been subject to the reduction. The good news? No states in 2020 will be hit with the reduction.

**Note:** You must deposit the additional taxes on your company's Form 940 by Feb. 1, 2021.

**Info:** You can download the final 2020 announcement at [oui.doleta.gov/unemploy/futa\\_credit.asp](http://oui.doleta.gov/unemploy/futa_credit.asp)

## IRS announces interest rates for Q1

New year, same old interest rates on your company's federal tax payments!

IRS just announced it will hold rates steady for the first quarter of 2021. As a reminder, that means:

- 2% for corporate overpayments
- 0.5% for the portion of a corporate overpayment exceeding \$10,000
- 3% for underpayments, and
- 5% for large corporate underpayments.

**Info:** IRS Revenue Ruling 2020-28, at [irs.gov/pub/irs-drop/rr-20-28.pdf](http://irs.gov/pub/irs-drop/rr-20-28.pdf)

## FASB proposes standard update on biz combos

If you've had questions on how to account for revenue contracts with customers acquired in a business combination, help is on the way.

FASB just issued a proposed Accounting Standards Update intended to address "inconsistency and diversity in practice" for this specific aspect of an acquisition.

New guidance added to *Topic 805, Business Combinations*, clarifies that in general you would recognize and measure the acquired contract assets and contract liabilities consistent with how they were recognized and measured in the acquiree's financial statements before the acquisition.

Comments are due March 15, 2021. We'll keep you posted.

**Info:** You can read the proposed update at [tinyurl.com/proposedupdateFASBTopic805](http://tinyurl.com/proposedupdateFASBTopic805)

## Study: Employees working significantly more now

If you had any concerns employees may be putting in less effort during remote work, this should put it to rest.

Turns out just the opposite is the case ... by a lot.

On average, employees are spending three hours longer each day on business virtual private networks (VPNs).

That's according to a new study by NordVPN Teams Analytics. Many were even logged on during Thanksgiving Day.

While the dedication is encouraging, beware: If you have non-exempt employees following this trend, you could end up with significant overtime exposures.

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

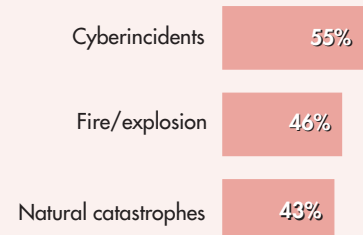
## Lighter side: Employees' resolutions will stick here

Of course you'd always like employees to include "Be more

## MEASURE UP

### The Causes of Business Interruption Companies Fear Most

*Note: More than one answer accepted.*



**Source:** Allianz Global Corporate & Specialty, [agcs.allianz.com](http://agcs.allianz.com)

2020 added a new player to the list that most companies probably hadn't considered until then: a global pandemic. Shutdowns have impacted many industries and for longer periods of time than a typical cyberbreach.

financially responsible" on their lists of New Year's resolutions.

But it turns out you have a much better chance of them sticking if you're located in certain cities.

When it comes to financial-related resolutions, here are the best cities for success, according to recent data from WalletHub:

1. Overland Park, KS
2. Fremont, CA
3. Columbia, MD
4. Plano, TX
5. Warwick, RI
6. Cedar Rapids, IA
7. Scottsdale, AZ
8. Juneau, AK
9. San Jose, CA, and
10. Seattle, WA.

Seems you're in better shape if you're located in the western part of the United States!

**Info:** [wallethub.com/edu/best-cities-for-new-years-resolutions/28749](http://wallethub.com/edu/best-cities-for-new-years-resolutions/28749)