

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

**February 12, 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	0.13	0.15	1.65
3 months	0.22	0.25	1.77
6 months	0.24	0.26	1.77
<b>■ Stock &amp; Bond Indexes</b>			
DJIA	30,960	30,404	28,536
S&P 500	3,855	3,735	3,243
NASDAQ	13,636	12,870	9,139
5-Yr T-Bill	0.42	0.38	1.51
10-Yr T-Bill	1.05	0.94	1.70
<b>■ Employment Stats</b>			
Unemployment rate (%)	6.7	6.7	3.6
Payroll employment (thousands)	-140	336	184
Average hourly earnings (\$)	0.23	0.09	0.03

\*As of 1/25/21

### 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.

## The frauds spiking during COVID: Are you exposed?

### ■ These 4 scams seeing the biggest increase

Among the countless ripple effects of the COVID-19 pandemic on businesses: a spike in fraud.

Nine in 10 of your peers said they've witnessed an overall increase in fraud at the end of last year. And 44% report it's a "significant" increase.

So finds the Association of Certified Fraud Examiners' (ACFE's) new *Fraud in the Wake of COVID-19: Benchmarking Report*.

While you and your team always have your guard up, you're facing some unique challenges right now when it comes to preventing and detecting fraud.

Take a look at what types of scams pose the biggest threat today and how your organization can work within the current circumstances to prevent a costly hit.

### Not all fraud poses equal threat now

You certainly don't want to fall victim to financial funny business of any kind. But you will want to redouble your efforts when it comes to particular types.

The ACFE surveyed businesses on 12 specific fraud types to capture their

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

## EEOC to limit size of wellness incentives

### ■ New 'de minimis' limits on the horizon

You may soon lose some of your leverage to get employees to adopt healthier behaviors and save your company money in the process.

The Equal Employment Opportunity Commission (EEOC) just issued two proposed rules that would limit employers' ability to incentivize wellness plan participation.

Here's what you need to know.

### To prevent issues with these laws

Specifically, the two new rules impact what it takes for wellness plans to remain in compliance with:

- The Americans with Disabilities Act, and
- The Genetic Information Nondiscrimination Act.

If finalized, you would only be able to offer "de minimis" incentives to participate in the wellness plan. Only problem? No word on what the feds consider de minimis.

Note: There is a safe harbor for wellness programs that are part of an employer's group health plan as long as they meet certain conditions.

The comment period ends this month. We'll keep you posted.

# Exposed ...

(continued from Page 1)

experiences. Turns out, four fraud types are experiencing the biggest surge at this point in the pandemic:

1. cyberfraud (business email compromise, hacking, malware and ransomware) with 85% seeing an increase in these scams
2. identity theft (73%)
3. payment fraud, such as credit card fraud and fraudulent mobile payments (72%), and
4. unemployment fraud (69%).

More troubling? Greater numbers of folks expect to see even more incidents of these specific fraud types in the coming months.

While you certainly want to keep controls tight for all types of financial funny business, given the current constraints many companies are working within, focusing on the biggest threats may be most effective.

In fact, you and your peers face an

uphill battle in all parts of the process. More than three-quarters (77%) say it's now tougher to prevent fraud, while 71% report greater challenges in detecting it and 77% struggle to investigate it.

What's getting in the way now that wasn't during pre-pandemic times? The top four roadblocks:

- the inability to travel
- challenges in conducting remote interviews to investigate
- a lack of access to evidence, and
- canceled or postponed engagements or investigations.

You may have to get a little more creative in your approaches given that many folks are still remote, travel remains limited, etc.

## Your best plan of action

What to do? With no foreseeable end to the pandemic and the working conditions they cause, companies are devoting more effort and dollars to specific protections.

To see how your plans align with your peers' courses of action check out what others say they'll do to fight fraud on this new playing field:

- 48% will invest in anti-fraud technology
- 41% will boost their overall budget for anti-fraud programs
- 38% will tap fraud-related consultants or other external resources
- 37% plan to budget for anti-fraud training and professional development, while
- 33% will raise their level of anti-fraud staffing.

Whichever of these – or combination of them – you have planned within your own firm, you want to ensure commitment up and down the organization.

The stakes are just too high not to.

**Info:** You can download the complete report at [acfe.com/covidreport.aspx](http://acfe.com/covidreport.aspx)

# 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.*

## ■ Is it retaliation if employee says she wasn't harassed?

"Hi, Bill," HR Director Wendy Mills said as she saw CFO Bill Keeper walking down the hall. "What's wrong?"

"We're being sued for retaliation," Bill said with a sigh. "May Finnegan claimed she got fired because of the incident with Randy."

"What?" Wendy exclaimed. "May herself said it wasn't harassment. How can we retaliate against someone who said she wasn't sexually harassed?"

## Employee wanted it dropped

"So what happened?" asked Bill.

"One of our employees witnessed a strange encounter between May and Randy," Wendy replied. "Apparently, he grabbed her hand and held on to it, looking at her engagement ring and asking questions about her romantic life."

"I see," Bill said with a frown.

"While May said it was a bit uncomfortable, she also said it didn't feel like harassment," Wendy explained. "I started to investigate the encounter, but May wanted to drop it, so we did. She was later fired for performance issues. End of story."

"Since May didn't claim to be harassed, it'll be tough to prove retaliation," Bill said. "We should definitely fight this."

When May sued for retaliation, Bill's company fought to get the case dismissed. Was it successful?

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



EDITOR-IN-CHIEF: JENNIFER AZARA  
jazara@CFODailyNews.com

EDITOR: MANDY RICHARDSON

PRODUCTION EDITOR: JEN ERB

EDITORIAL DIRECTOR: CURT BROWN

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# Low- and even no-cost ways to keep your building COVID-safe

■ *Steps your facility can take without a budget-busting overhaul*

**R**ealistically, ripping out and replacing your current ventilation system to minimize the spread of the coronavirus may not be an option.

The good news? There are many other steps your company can take to improve air quality without spending a mint. And they come straight from the CDC.

### Moves to make

It's well-worth a sitdown with the person in charge of facility maintenance to see how many of these things can be done:

For free:

- open windows
- inspect and maintain local exhaust ventilation, including bathroom and kitchen fans (even these smaller fans help diffuse virus particles)

- disable demand-controlled ventilation (DCV) that reduces air supply based on occupancy or temperature – set the fan to “on” instead of “auto,” and

**FOR MORE ...**

For a money-saving tip when it comes to your HVAC system, go to [cfoandcontrolleralert.com/the-1-question-that-can-save-big-on-energy](http://cfoandcontrolleralert.com/the-1-question-that-can-save-big-on-energy)

- open outdoor air dampers beyond minimum settings to reduce or eliminate HVAC air recirculation (best in mild weather).

For less than \$100 per room:

- use fans to increase effectiveness of open windows (a fan at one window will force out indoor air, so other open windows will draw in fresh outdoor air), and
- reposition supply/exhaust diffusers to create directional airflow.

*Info: [cdc.gov/coronavirus/2019-ncov](http://cdc.gov/coronavirus/2019-ncov)*

# IRS weighs in on this unused fringe benefit

■ *What Payroll can do when employees have transportation dollars left*

**H**ave employees who didn't use their transportation fringe benefits fully in 2020 because of the coronavirus? What happens if they ask Payroll to roll over the benefits or adjust their pay somehow?

First, no cash refunds are allowed.

However, IRS recently confirmed that employees can take the unused amount they've set aside for one qualified transportation fringe benefit, like transit passes, and apply it toward another one, such as parking.

### Applying the funds

This guidance comes from a recent information letter from the Office of

Chief Counsel replying to an inquiry about whether an employee who stopped taking public transit and started commuting by vehicle during COVID-19 could roll over the unused transit benefits toward parking.

The agency said this was acceptable under existing regs. One condition: Your plan would have to offer parking as a qualified fringe benefit.

Be sure Payroll understands that any rollover funds applied can't cause the total set aside for that specific benefit to exceed the maximum monthly allowance.

*Info: IRS Chief Council Information Letter 2020-0024, at [irs.gov/pub/irs-wd/20-0024.pdf](http://irs.gov/pub/irs-wd/20-0024.pdf)*

## ECONOMIC OUTLOOK

### ■ CEO Gut Check 2021: The obstacles and opportunities

More than ever your CEO looks to you for insight and collaboration. You offer a voice of reason in these still-uncertain times.

But where is your company's top leader's head at now? It's a new year and a new administration. But many of the old challenges linger.

The folks at The Conference Board surveyed 900 CEOs and other c-suite execs to see what they view as the biggest priorities and obstacles.

#### *The good and the bad*

See how your own CEO's lists align with their peers' views.

Their biggest internal obstacles:

1. COVID-19-related disruptions
2. a lack of quality talent
3. resource constraints relative to business needs
4. lack of an innovative culture, and
5. regulation (which will only be a bigger issue with a new administration).

And the priorities for growth:

1. accelerate the pace of digital transformation
2. improve innovation
3. modify the business model
4. lower costs, and
5. streamline processes.

Remember, too, that not only are these what's on your own CEO's mind but likely where your customers', suppliers' and competitors' heads are at.

*(You can find complete report, C-Suite Challenge™ 2021: Leading in a Post-COVID-19 Recovery, at [conference-board.org/research/csuitechallenge/c-suite-challenge-leading-post-covid-recovery](http://conference-board.org/research/csuitechallenge/c-suite-challenge-leading-post-covid-recovery))*

## They're at it again! List of 2020's most-used passwords released

■ 2 new entries cracked the top 10 last year

Looks like it's time to have yet another talk with your finance team about creative passwords.

If they're following suit with what the tech security experts NordPass found, their choices are anything-but inspired ... or secure.

NordPass just released its list of the Top 200 passwords of the year for 2020, and – spoiler alert – eight of the top 10 take less than a second to crack.

That's because of the majority of them are the usual suspects, with 123456 topping the list.

However, two new entries made the top 10 that you'll want to urge your staffers not to use:

- No. 3: picture1, which gets cracked in three hours, and
- No. 10: senha, the Spanish word for password, which takes only slightly longer than its English counterpart to crack at 10 seconds.

And those are just the 10 most common! The full list definitely has some frequently tapped categories, from sports to food to curse words.

### Best password practices

The last thing you want is one of your own employees relying on these all-too-easy-to-crack passwords.

The new year provides a good opportunity for yet another reminder of what makes a strong password in NordPass's eyes. It:

- has a minimum of 12 characters
- contains a mix of upper- and lower-case letters, numbers and symbols
- is changed at least every 90 days, and
- isn't something you've used before.

*Info: You'll find the complete list of passwords at [nordpass.com/most-common-passwords-list](https://nordpass.com/most-common-passwords-list)*

## Banks getting new security marching orders

■ Proposed rules will keep you better informed of breaches

If your bank gets hit with a computer security incident, you'll soon hear about it earlier to hopefully minimize the costly damage.

Three major federal bank regulators have joined together to propose new rules on fast notification following "significant" computer-security incidents.

Here's a breakdown of the key provisions and how it can help you keep your company's sensitive financial info safer.

### More quickly, to more people

It doesn't matter whether the incident was a complex criminal hack

or an innocent mistake by a bank employee – your financial institution will have to notify you about all of them.

Your banks will also get specific marching orders on how to notify you of a security breach.

For one, they'll have to be quick about it. Banks will have to tell their customers "as soon as possible" but no later than 36 hours.

And your bank must reach out to *two* different people in your firm to alert them about the incident so there's no chance the message misses you.

*Info: Read the proposed rules at [fdic.gov/news/board/2020/2020-12-15-notice-sum-c-fr.pdf](https://fdic.gov/news/board/2020/2020-12-15-notice-sum-c-fr.pdf)*

## MANAGING FOR RESULTS

### ■ 4 steps to help your team through the c-word: change

Few could have foreseen the change that would have come to the American workplace last year. And that's far from the last of it.

The good news? Most people are pretty adaptable.

Even so, you want to take steps to help navigate your employees through any new changes on the horizon.

### Staying ahead of reactions

These four strategies can help the next time you have to announce something new or different is coming:

1. **Prepare for friction.** You'll want to brainstorm questions or concerns employees might have and how to answer them. That way you can have a cheat sheet ready.
2. **Expect diverse reactions.** Some folks will be on board right away while others will push back. Even more common: those who won't have a strong opinion either way. Focus near-term communication efforts on that swing group. Then let them help you win over the rest.
3. **Set a clear goal.** Staffers are more motivated to work through change if they have an end target in mind. Find out what changes they want and goals they'd find worthwhile.
4. **Be honest about problems.** Let employees know there'll be bumps in the road. They'll be less likely to despair when issues come up.

The most important thing: Don't wait to communicate, says expert David Grossman. Give your team what it wants: to be in the loop. Doing this will get them on board faster.

*Info: [yourthoughtpartner.com/8-ways-to-lead-with-heart-ebook](https://yourthoughtpartner.com/8-ways-to-lead-with-heart-ebook)*



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

## 1 The tech feature that got us real-time collaboration

Our earnings release process was an intense two to three weeks.

We wanted to have real-time collaboration, along with multiple levels of review for:

- accuracy
- completeness, and
- timeliness.

On top of that, we had a large variety of seniority levels involved in the process, from senior management to analysts.

So we put some tools in place to maximize our collaboration without wasting precious time.

We stuck with Excel, which allowed everyone to use the same sheet together.

### Asked and answered on the spot

We also set up chat groups so people could speak up about what they're seeing as they're seeing it.

What was extremely helpful: the @Mentions feature.

As regular reports come in the CFO can ask

questions directly on the PowerPoint.

No need for a separate email that can get missed or takes extra time to send. Questions get asked and answered in real time. No context or wind-up needed.

And that keeps our three-pronged goals for earnings releases on track.

*(Michelle Chang, CFO Office & Security, Microsoft, Kirkland, WA at the recent Financial Executives International's Corporate Financial Reporting Insights 2020 Virtual Conference)*

**REAL PROBLEMS  
REAL SOLUTIONS**

## 2 We expanded our wellness offerings here

More than half (53%) of adults have experienced a negative impact on their mental health due to the pandemic.

We didn't want our employees to feel this way.

Our company is always looking for ways to make it a great place to work, so we overhauled our benefits.

Mostly, we wanted each employee to feel welcomed and valued at work.

So we expanded our benefits

package to include education, wellness, family planning and recognition initiatives.

A big part of our new wellness plan was focused on mental health.

### Awareness and support

We began offering free virtual and in-person counseling.

Also, we're debuting mental health awareness webinars, which help employees identify mental health symptoms and offer support.

With all these tools available

(and with a lot of them accessible virtually), it's easier than ever for employees to get the mental health support they need.

We've had great feedback from our employees, who are eager to take advantage of the new wellness benefits.

Plus, we're more appealing to new talent – and benefits like this make us a great place to work.

*(Sue Petersen, VP of HR, Noodles & Co., Broomfield, CO)*

## 3 Training continues, even during a pandemic

Every Martin Luther King Jr. Day was a company-wide training day for all of our employees to get federally required instruction on the latest regulations and procedures for our industry.

But because of the coronavirus pandemic, we needed to avoid a large-group situation. So having everyone under one roof for training wasn't an option.

On top of that, to keep our employees safe we encouraged those

that could do their jobs from home to do so. These days our workforce is 50% remote and 50% on-site.

Because one of the first things regulatory inspectors will check is if our mandatory training is up to date, it has to be completed no matter what.

### Sought out other options

Fortunately, there are digital and virtual learning opportunities out there that can meet the obligation.

I emailed our employees the necessary links, dial-ins and materials,

and later sent reminders about when they need to have the training finished by.

Also, our people have a good awareness of the company's continuing education policy, so they're doing a good job with meeting the deadline so far.

I've already started looking into virtual/digital options for our staffers on hot topics they'll be required to get training on this year, such as physical and information security.

*(Juli Popp, Education Coordinator, Farmers & Merchants State Bank, Pierz, MN)*

# Payment painpoints: Where do your peers struggle when it comes to transactions today?

■ No shortage of roadblocks keeping your peers from a more streamlined payment process

So just how much money are other companies spending on the payment process itself?

Here's a benchmark for you: The average company devotes 2% of its annual sales on maintaining its internal payments systems and another 0.8% on processing costs.

## Too many questions, too little time

Interestingly, the top challenge being faced has less to do with payment technology and more with the people side of the process.

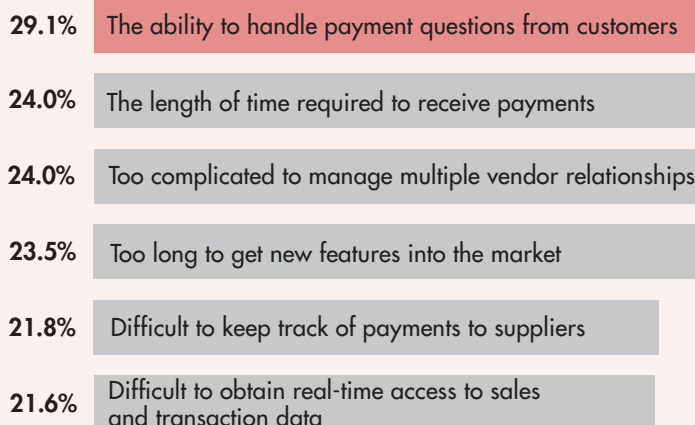
Customer questions about payments eat up a ton of finance staffers' time and resources.

Of course technology can provide a solution here.

This makes an excellent case for portals and other self-service mechanisms to let customers and vendors seek out their own answers to many of the questions that chip away at your team's time.

## HOW DOES THIS LIST COMPARE TO YOURS?

### Top 6 Payment Painpoints



Source: Payments 2021: Assessing The Digital Gaps In Business Payment Flows, pymnts.com

You probably want to take this list to both your Accounts Payable and Accounts Receivable teams to see how their experiences compare. Consider meeting together so both sides of the transaction can share their perspectives on each other's challenges.

## Sharpen your judgment... THE DECISION

(please see case on Page 2)

No. A district court initially sided with Bill's company, but an appeals court reversed that decision and ruled in favor of May, allowing her case to continue.

The company argued that May didn't engage in a protected activity, since she never claimed that sexual harassment occurred – in fact, the employee denied it. Therefore, her firing couldn't have been retaliation for her part in the harassment investigation.

A circuit court said the fact that May denied sexual harassment occurred is irrelevant. The reason: She still took part in a sexual harassment investigation, which is

a protected activity. So retaliation is still possible, despite the outcome of the investigation. "The plaintiff's description of the behavior and participation in the investigation could support a retaliation claim under Title VII," the court said.

### Analysis: There are many types of protected activities

This case acts as a reminder that there's a wide range of protected activities employees can engage in. So make sure the big picture gets kept in mind when investigating cases.

According to EEOC guidance, if a worker is involved in a complaint about discrimination or harassment, or requests an accommodation, he or she has engaged in protected activity. This means employers must proceed with caution and be mindful of the timing of terminations.

**Cite:** Archuletta v. Corrections Corp. of America, U.S. Ct. of App. 9th Circ., No. 19-27546, 11/13/20. 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.*

### Does our variable pay structure meet FLSA requirements?

**Q:** We have a group of employees that are paid an average hourly rate that may be different each week depending on the hours they work and their travel time to clients. Workers always receive minimum wage and a set wage for any overtime hours. Is this in compliance with the law?

**A:** As long as workers are paid an hourly wage that meets the minimum wage guidelines of the Fair Labor Standards Act (FLSA), this pay structure is compliant with the law, as clarified by the Department of Labor in a recent opinion letter. Each employee's total wages for the workweek divided by all compensable hours worked should at least equal the federal minimum wage.

As for overtime pay, the flat rate is only in compliance with the FLSA if it's equal to at least one-and-a-half times the worker's regular rate of pay for the workweek, which may not always be true if employees' pay rates vary. It's important to do the math to make sure the flat rate meets the requirements.

### Audit exposures in 2021

**Q:** We know that change-stressed employees perform worse, and after our rapid shift to remote work due to the pandemic, we're concerned about employees making costly mistakes.

What can we do this year to alleviate some of this stress to keep things running smoothly?

**A:** According to the experts at Gartner's Audit Leadership Council ([gartner.com/en/audit-risk/trends/audit-plan-hot-spots](https://gartner.com/en/audit-risk/trends/audit-plan-hot-spots)), as employees adjust to these new ways of working, the current environment is challenging all aspects of their well-being – financial, physical, mental and social.

And a failure to invest in employees erodes employee loyalty, reduces current and future productivity and increases the likelihood of errors.

So, to start with, management should review the change communication processes. They'll need to verify an established cadence for sharing and discussing important change-related information with employees.

While communicating these changes, managers should be encouraged to display both transparency and empathy with employees.

You'll also need to look at your current practices for identifying and responding to signs of employee disengagement, and add in more frequent engagement surveys, and ensure results are documented and action plans exist for tackling any issues early.

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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 mistake most folks make in virtual meetings

When you log on to your Zoom calls your screen probably looks like an episode of the Brady Bunch – a sea of heads in squares.

But that's not the ideal setup, say communications experts. What you want is the majority of your body showing (sorry, no more PJ bottoms!) so that folks see just as much as they would in an in-person meeting.

That allows participants to see your full body language communication.

**Info:** [authenticstorytelling.net/body-language](https://authenticstorytelling.net/body-language)

#### ■ No response to your email? The best way to follow up

So your email to that approving manager went unanswered ... again.

Take a page from sales pros: To up your odds of getting a response when you follow up, offer some additional value in your next message.

So instead of "just circling back ..." try "If we get your approvals back by week's end, we'll be able to take those prompt-pay discounts so less comes out of your budget."

**Info:** [mailshake.com/blog/follow-up-email-strategy](https://mailshake.com/blog/follow-up-email-strategy)

#### ■ Video making made easy

You hear a lot lately about how videos are the way to really get your message across. Don't want to turn the camera on yourself and start talking? Perhaps you can recycle an old PowerPoint presentation.

Simply click File > Save and send/Export > Create video.

Just watch the timing on the slides.

**Info:** [visualhackers.com/blog/15-powerpoint-hacks-help-you-save-hours](https://visualhackers.com/blog/15-powerpoint-hacks-help-you-save-hours)

# Recent developments that can help your business stay ahead

## Feds' pause on these garnishments extended

Make sure Payroll hasn't been garnishing employee wages to repay federal student loans this year. There's been an extension for student loan relief due to the COVID-19 pandemic.

Any garnishment orders to pay back employees' federal student loans are on hold until at least through Sept. 30, 2021.

The Department of Education had extended this student loan relief until Jan. 31, 2021. Now President Biden just tacked on eight more months.

Any workers' wages already garnished for student loan payments in 2021? Employees will automatically receive refunds.

Note: Garnishments for private loans and other forms of debt aren't included in this extension. (They're subject to different guidance.)

Will the feds extend this again? Stay tuned.

*Info: ed.gov/news/press-releases/request-president-biden-acting-secretary-education-will-extend-pause-federal-student-loan-payments*

## Bankruptcy filings hit new low ... except here

It's a mixed bag of news for creditors depending on whom you sell to. Overall, bankruptcy filings in 2020 hit a 35 year low – 529,068 filings across all chapters.

The one area bucking that trend? Chapter 11 bankruptcies, which jumped 29% last year, with 7,128 new filings in 2020 vs. 5,518 in 2019.

Business-to-business companies will want to take this as reinforcement to shore up secured creditor status wherever possible and put in as many protections they can to reduce their risk.

*Info: globenewswire.com/news-release/2021/01/05/2153670/0/en/2020-Bankruptcy-Filings-Lowest-in-35-years.html*

## Study: What meetings will look like in 2021

2021 is emerging as the Year of the Hybrid ... when it comes to company meetings and events.

The folks at American Express Global Business Travel recently surveyed companies to see how they'll keep customers, prospects and their own employees engaged this year.

Nearly a quarter of firms (24%) said their events would include a virtual component and be smaller and local, with fewer than 25 attendees. That's according to the *2021 Global Meetings and Events Forecast*.

What will those virtual/hybrid meetings look like? Web conference (45%) and mobile apps (27%).

*Info: You can download your copy of the forecast at amexglobalbusinesstravel.com/cal-meetings-events/meetings-forecast*

## Same Day ACH limits to go even higher?

We're currently at \$100,000 for same-day automated clearinghouse (ACH) transactions, but there's a good chance that threshold could soon go even higher. A lot higher.

Nacha has just requested feedback on a proposal for three additional bump ups in limits.

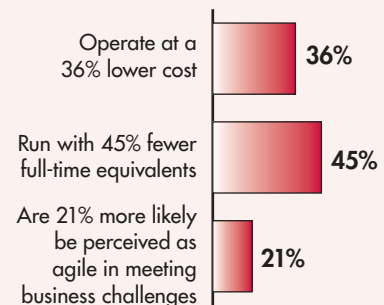
What you'd be looking at:

- March 18, 2022: \$1,000,000
- March 17, 2023: \$10M
- March 15, 2024: eliminate the dollar limit altogether.

*Info: nacha.org/rules/increasing-same-day-ach-dollar-limit-0*

## MEASURE UP

### World Class Finance Organizations ...



Source: The Hackett Group, thehackettgroup.com

This isn't even how high you can aim with your department's performance. By embracing a "digital" world class model, Hackett maintains finance shops can achieve a 44% lower cost with 58% fewer full-time employees.

## Lighter side: Biz buzzwords to be banished

You hear plenty of corporate jargon bandied about the office and on Zoom calls and Teams meetings.

But which are acceptable and which make people cringe? Verizon recent surveyed 1,000 people to find out.

You can safely keep using:

- Big picture
- All hands on deck
- Bring to the table
- Go all-in, and
- Out of the box.

But you'll want to dump:

- Analysis paralysis
- I'll ping you
- I'll run that up the flagpole
- Boil an ocean, and
- Behind the 8-ball.

*Info: go.verizon.com/resources/the-corporate-jargon-that-irks-americans-the-most*