

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

May 11, 2021

KEY FINANCE FIGURES

	Curr*	Lst Mo	Lst Yr
■ Leading Rates %			
Prime Rate	3.25	3.25	3.25
Fed Funds Rate	0.25	0.25	0.25
■ Money Market Rates %			
<i>London Interbank (LIBOR)</i>			
1 month	0.11	0.12	0.40
3 months	0.18	0.20	0.76
6 months	0.22	0.21	0.86
■ Stock & Bond Indexes			
DJIA	34,043	33,073	24,134
S&P 500	4,180	3,910	2,878
NASDAQ	14,017	12,962	8,730
5-Yr T-Bill	0.83	0.83	0.37
10-Yr T-Bill	1.58	1.62	0.61
■ Employment Stats			
Unemployment rate (%)	6.0	6.2	4.4
Payroll employment (thousands)	916	468	-1,683
Average hourly earnings (\$)	-0.04	0.08	0.23

*As of 4/26/21

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.

Short-sighted cost-cutting hits firm with 11-figure loss

■ Company turned off its fraud detection system to save \$

You'd probably be pretty thrilled if an employee found a way to save your company \$2 million ...

... unless the move ends up costing you *six thousand* times that!

That's just what happened to one employer recently.

California's Employment Development Department had turned off its fraud detection system because it was viewed as just too expensive, despite it being extremely effective in fending off funny-business.

The losses that followed were staggering – estimated to be between \$11 billion and \$30 billion dollars.

Granted, these are some pretty stratospheric numbers. But nearly every company has been forced to make some tough calls this past year in an attempt to tighten up and control spending.

How confident are you that short-sighted cost-control decisions aren't being made that could come back to haunt you?

Check out this cautionary tale.

A successful system in place

It's a CFO's dream: Securing a fraud detection system characterized

(Please see Short-sighted ... on Page 2)

The cost of prohibiting masks: \$136K

■ OSHA levies one of biggest fines yet on small Massachusetts employer

We're far from done with this pandemic, and OSHA just gave one employer a very dramatic reminder of that.

The federal agency has levied one of its largest-ever COVID-19-related fines: \$136,000.

The reason? The business wouldn't allow its employees to wear a mask.

Massachusetts business Liberty Tax Service of Lynn isn't a massive company, either. At any given time, each of the two locations would have between five and six folks working on-site. Yet the owner refused to let not only employees but customers

wear masks, insisting they were a "deadly" health hazard.

'Willful' disregard makes the difference

That figure is staggering when you consider that a meatpacking plant where four workers died of the virus only received a \$13,494 slap on the wrist.

The issue here? That the employer "willfully" disregarded employee and customer health. OSHA is making it clear it's not easing up on workplaces anytime soon.

Info: For OSHA's COVID resource page, go to [osha.gov/coronavirus](https://www.osha.gov/coronavirus)

Short-sighted ...

(continued from Page 1)

as “very successful at detecting high probability of fraud in a large number of cases.” The system was even able to incorporate company data to fine-tune itself to be even better at identifying fraud.

In fact, the employer had even reached out to the provider to expand the program to equip it to seek out instances of worker’s compensation and insurance fraud.

Then a terrible decision was made. Someone in-house determined that the price tag for this protection (approximately \$2M annually) was just too high and turned the system off.

Over the next few years the organization lost tens of billions of dollars, all to *preventable* fraud.

As well-intentioned as saving a buck – or even two million of them – may have been, the exposure that opened up was catastrophic.



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Preventing a similar fate

You may not be dealing with numbers in this range, but any cost-cutting measure that costs you

Make sure the pressure to save isn’t too high.

6,000 times more than it stood to save you is a straight-up CFO nightmare.

To be confident similar decisions aren’t being made:

1. **Double-check that unrealistic expectations haven’t been set.** All companies had to revisit their budgets as the pandemic took hold. And most departments were expected to scale back. But be certain that the marching orders haven’t been so strict – or the pressure so high – that folks are making unwise cuts simply to hit a specific number.

2. **Keep strategic priorities in mind.** Forecasting has changed, too, in a post-COVID world. Companies are revisiting their plans more frequently, which gives you an opportunity to catch missteps. But it also allows you to align spending (and scalebacks) with your strategic goals, both short- and longer term. Make sure those are being communicated for context during decision-making.

3. **Offer up Finance as a resource.** Many departmental managers don’t have a numbers background so they might lack the insight to make the smartest cost-control decisions. Better for your team to help on the front end than having to clean up on the back.

Adapted in part from “EDD had fraud detection in 2016, then turned it off,” by David Manoucheri, at kcra.com/article/edd-had-fraud-detection-2016-then-turned-it-off/35491386

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! Was it her back pain or refusal to move forward?

“I wanted to see how we can help you get back on track,” said CFO Bill Keeper. “I know you and your supervisor had words the other day.”

“She’s being ridiculous,” said long-term employee Amy Mancini. “She keeps hounding me about leaving early. She knows I have a back injury, and now I have PT, doctor’s appointments, etc. When am I supposed to go?”

“Preferably, during your lunch hour or after work,” said Bill. “But if you have to leave early, you need to tell your supervisor in advance. We’re happy to accommodate you, but you must work with your manager. She also said you aren’t selling the new line.”

Refused to sell new line

“I’ve been selling the same line for years, and now she wants me to sell something way more technical,” said Amy. “And some clients are two hours away. My back can’t take it.”

“First off, the line you’ve been selling is being phased out because it’s outdated. And your doctor said you didn’t have any restrictions. It’s all been documented in your reviews.

“HR will put you on a performance improvement plan and see if we can’t turn things around,” said Bill.

When Amy’s performance didn’t improve, she was let go. She sued for Americans with Disabilities Act violations. Was the firm on the hook?

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

Court: Itemized zero on collection letter didn't mislead customer

■ *New ruling a precedent-setting win for b-to-c collectors*

Good news: You likely don't have to worry that certain moves you make in collection letters will land you in hot water.

A new federal appeals court ruling came down square on creditors' side.

Here are the specifics of this case and what they mean for you.

Gave unfair edge?

A creditor sent a collections letter to a consumer over a past-due debt.

In it, the company asserted the customer owed \$1,088.34 and offered to resolve the debt in full with a payment of \$761.84.

Interest charges and collection fees were itemized on the letter. Specifically interest was listed as \$0.

Not so fast, said the debtor. Breaking out the 0 on the letter implied that if the debt were to go up, an "unsophisticated" consumer would assume there was a possibility of future interest charges.

And that would make the customer unfairly prioritize that invoice for payment (since he wouldn't want the debt to get larger).

The court disagreed.

Requiring "assurances by debt collectors that itemized amounts

'will not change in the future...' would actually make collection letters more confusing.

Cite: Hopkins v. Collecto, Inc., dba EOS CCA; US Asset Management, Inc.; John Does 1 to 10, CA3, No. 20-1955, 4/12/21.

FOR MORE ...

For benchmarks on using a collection agency, go to cfoandcontrolleralert.com/new-benchmark-when-its-time-to-turn-past-due-debts-to-the-big-dogs

Focus on 2 factors for this revenue generator

■ *Marketing departments embracing these strategies for growth*

If your marketing department is like most, it's endured a good-sized budget cut over the past year.

Which means this revenue generating group will have to work smarter to bring in the dollars.

And many of your peers are pivoting to do just that. That's what Gartner found in its recent CMO Spend Survey for 2021.

Take a look at the two strategies marketers are embracing now to see how it compares to the approach your own company is taking.

The chief marketing officers surveyed say here's how they plan to nab greater revenues in this post-COVID environment:

- **They'll focus on existing customers.** More than three quarters (79%) of CMOs say their current customer base will fuel their growth.
- **They'll place greater emphasis on their brand.** Brand strategy is their departments' most vital competency, say a third of CMOs. That's a huge jump over prior years.

Taking more on their own shoulders

And many plan to do that on their own these days. A third of marketing work has shifted from agencies to in-house and will continue to.

Info: gartner.com/en/marketing/research/annual-cmo-spend-survey-2020-infographic

■ Could consumers stop our recovery in its tracks?

Recently we've been getting some encouraging news on the unemployment front.

Last week, new claims for unemployment benefits fell to the lowest level since the pandemic began, going even lower than the prior week, which had set the previous record low.

It's considered a strong signal that the labor market is rebounding.

And while uncertainty around the virus still looms, there's something on the horizon you need to watch, as it holds the potential to derail us.

Higher prices ahead

Americans should brace for some serious sticker shock as they go to the grocery store starting this summer and into fall.

Prices on household goods from paper towels to diapers to peanut butter are increasing at rates not seen in 20 years, say experts. Some items will cost up to 10% more.

That's due to everything from commodity costs to freight and transportation prices to supply chain issues lingering from the pandemic.

The strain that will put on American households may prove problematic for the economy as it tries to gain steam.

Note: The manufacturing sector is reporting a similar phenomenon, which means prices could be higher well beyond the supermarket.

(You can read the Department of Labor's Unemployment Insurance Weekly Claims report at dol.gov/sites/dolgov/files/OPA/newsreleases/ui-claims/20210707.pdf)

Direct Deposit reversals: New rules and clarifications coming June 30

■ Brace for some new penalties as well

No one is thrilled when a direct deposit error happens – reversing it can be a hassle.

We have some good news on this front: Clearer rules on direct deposit reversals are coming soon from Nacha.

And you don't have to wait long – it's effective June 30, 2021.

Here's the low-down.

A new acceptable reason to make 'em

Nacha's rule gives your Payroll team a hand on several fronts.

First, it creates a new acceptable reason for a valid reversal – a “wrong date” error, where a:

- debit entry was made for a date earlier than intended, or
- credit entry was made for a date later than intended.

The rule also creates a specific format beyond the current standardized use of the Company Entry Description

field (“REVERSAL”) you must use whenever you initiate a reversal to ensure it's processed correctly.

And if that reversal isn't formatted correctly or isn't valid for any other reason? A receiving depository financial institution will be able to bounce it back.

Puts new teeth in enforcement, too

You'll also want to be aware of a separate rule that went into effect on Jan. 1, 2021. It defines “egregious” violations of this and other Nacha rules as 1) a willful or reckless action, and 2) involving at least 500 entries, or involves multiple entries in the aggregate amount of at least \$500K.

The stakes are high: “Class 3” violations come with \$500,000 fines per occurrence.

Info: For more on the new rule, go to nacha.org/rules/reversals-and-enforcement

New law minimizes fallout from data breaches

■ A second state creates a safe harbor for good faith efforts to protect info

What's worse than your company getting hit with a data breach? A lawsuit from customers – or even employees – asserting your company didn't do enough to protect them from that breach.

There's some good news. Businesses in one state have just received a new safe harbor to protect them from this costly litigation.

And it may be the start of the trend. Here's what you need to know.

Written cybersecurity plan a must

In late March Utah's governor signed the Cybersecurity Affirmative Defense Act (HB80) into law.

It shields companies from data breach litigation provided they were taking reasonable steps to safeguard personal info and react to threats.

A large part of that? Having a written cybersecurity plan ... and following it!

Response time counts, too: If your organization were to take too long to respond to a threat, you'd lose protection.

Even if you aren't located in the Beehive State, your company could soon see something similar. Utah is the second state to pass legislation for this. Ohio passed a similar law in 2018, and Connecticut has one in the works. We'll keep you posted.

MANAGING FOR RESULTS

■ 3 wellness options to ease transition back to the office

Not long ago, employers were wondering how they were going to transition the business to virtual. Now they're wondering how they can bring employees back.

While many people are excited to return to normal, a lot of employees have anxiety about returning to work.

So many have become comfortable working from home, not having a commute and spending more time with their families that getting them to want to come back will be tough.

Employee input required

One way to ease the transition back? Focus on employee wellness.

Here are three wellness services you might want to consider offering:

1. Create social circles. Let your staffers help support one another. You can start a dialogue about stress and anxiety, then help connect workers struggling with these issues. If several people are nervous about returning to the office, let them exchange tips.

2. Ask your employees directly. Wondering just how many suffer from return-to-work anxiety? Ask your people how they're feeling about it, what their concerns are and how you can help. This will also give you an idea of how many employees would be interested in the wellness program.

3. Embrace digital tools. Since in-person health fairs and screenings are out for now, explore all your digital options. Provide employees with videos and interactive content on stress and anxiety, as well as resources like virtual counseling. Some popular digital tools include SelfHelpWorks and LifeSpeak.

Info: bit.ly/wellness625

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 New master vendor file controls boost security

Our A/P department has an older accounting system, so we're constantly trying to find work-arounds and ways to enhance it.

Over time, we've been able to do that little by little. But while we can confidently say we've made a lot of process improvement, not every problem is a quick fix.

One of the major projects we had to tackle was the master vendor file.

It was a huge undertaking, but we

were ready to take on the challenge. Previously, our master vendor file didn't really have controls in place to make sure the right people were able to update important details, like vendors' addresses and terms.

More approvals = more peace of mind

So we created more specific approval processes for things like:

- new vendors
- vendors with address updates, and
- vendors requesting different terms.

Because these changes now go through an approval process, we have peace of mind that vendor details are correct and legitimate. In addition, we've added more security for our master vendor file.

We locked down our system, so only certain people have access to it. And we assessed our segregation of duties to make sure only the right people have access to different aspects of the master vendor file. These new controls have worked out great for us.

(Melisa Garcia, Finance Manager, Acuren Inspection Inc., Danbury, CT)

**REAL PROBLEMS
REAL SOLUTIONS**

2 Smarter staffing as we return to normal

Staffing was the biggest challenge of the coronavirus pandemic.

Everybody's had to work from home at some point and it caused some employees, especially the ones with children, to request a reduction in hours because they were struggling with work-life balance.

Others kept working full-time, but had to stagger their hours to get their work done. Some people are less effective working from home and preferred to be in the office.

With all these different needs, we had to have a system of tracking where our staffers were working and when.

Enter schedule spreadsheets

We created collaborative weekly cloud spreadsheets so everybody knows who's in the office, who's working remotely and who may need someone to cover for them.

Also, our office phone system allows people to make important availability messages visible to all,

such as, "I'm out 'til 3:30."

Although some co-worker collaboration gets lost when we don't have everybody on site, scheduling flexibility is going to be crucial even if all our people get vaccinated against COVID-19.

As a result, whenever things start looking more normal, we'll probably allow our people to work from home at least one day a week.

(Julie Bennett, VP of Finance, First West Insurance, Bozeman, MT)

3 How we stay ahead of latest email scams

Scammers were becoming more sophisticated every day, which meant Finance had to stay on top of all the latest schemes.

Since we dealt with confidential employee data all the time, we needed to ensure it was protected and secure.

So we had to find the time to keep up with the latest tactics and tricks used by criminals to get us to inadvertently reveal confidential info.

This was no easy task, but we figured out a great way to help every employee learn to recognize threats.

Short and sweet

We implemented mandatory training on how to be aware of the newest scams – especially email scams, which have been on the rise.

To not overwhelm anyone, we kept the training sessions short.

Typically, they're between five to 10 minutes long, and we made them available to workers every other month.

Employees can review the materials on their own time. Then, they must sign off to confirm they've completed the training so we know they've done it.

This has helped everyone stay up to date on the latest threats without being time-consuming.

(Adapted from "Working With Agencies on Data Security," presented at the 2021 American Payroll Association Virtual Capital Summit)

On-demand pay can pay off for employers, too ... especially if you're in any of these industries

■ Offering this payroll feature can slash costly turnover for some

Most people think about the boost on-demand pay can give employees with faster access to their cash. But it turns out it can also provide a significant bottom-line lift to their employers.

Remember that it can cost one-and-a-half to two times an employee's salary to refill a vacant position. If simply offering an on-demand pay feature can minimize that massive expense, why not consider it?

(If you're worried about the administrative burden, note that usually only 1 in 4 take advantage.)

An unexpected benefit for employees

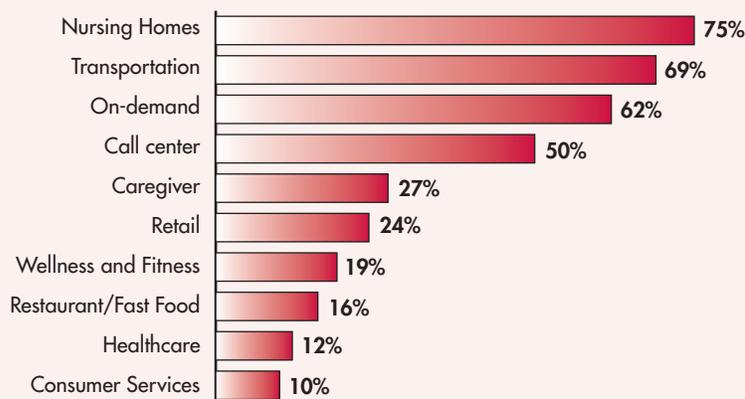
Here's something else you might not have seen coming. Folks who tap on-demand pay save \$1,205 a year.

How? By avoiding late fees (78%) and because they no longer have to take out payday loans (70%).

If you do decide to roll out a program, that's worth passing along.

DO YOU STAND TO BENEFIT?

Annualized Improvement in Turnover Rate after Offering On-Demand Pay, by Industry



Source: A Mercator Advisory Group analysis of DailyPay data, 2021

This data was compiled based on the experience of one on-demand pay provider, but it can certainly show a larger trend. If you're in one of these industries where the potential payoff is huge, this feature is worth some serious consideration.

Sharpen your judgment...

THE DECISION

(please see case on Page 2)

No. The appeals court said that the reasons the company gave for terminating Amy – including not taking the initiative to learn about new products – were documented in performance reviews before she was fired.

Amy's lawyer argued that the reasons the company gave were a pretext for firing her because of her allegedly disabling back injury. They also wanted her to drive distances she wasn't physically able to do.

The company, however, pointed out Amy had a tendency to leave work early for personal appointments – despite her supervisor asking her to do it during lunch or at least let

her know in advance when she was leaving. It also brought up that she refused to learn about and sell new products due to changes in the market. And that the doctor signed her back in to work with no restrictions.

Since her past few performance reviews reflected these problems were ongoing, they placed her on a PIP and nothing ever changed. The court then said no reasonable jury could conclude that she was fired because of a disability.

Analysis: Economic priorities can dictate change

As economic priorities change, businesses change their priorities. This case confirms that you can expect staffers to stay on top of these changes – even if this means they have to take on more responsibility and/or learn new skills. And how proper documentation can help rebut a wrongful discharge claim.

Cite: *Stelter v. Wisconsin Physicians Service Insurance Corp.*, 950 F.3d 488 (7th Cir. 2020). 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.

Constructive receipt with on-demand pay?

Q: We've had some people request that we offer on-demand pay. Employees want this so they can access their earned income before payday. But will this trigger constructive receipt?

A: An on-demand pay program can be a lifeline for the 78% of U.S. employees who live paycheck to paycheck, noted Matthew Kopko, Vice President, Public Policy, DailyPay.

He spoke on the topic of on-demand pay during the American Payroll Association's 2021 Capital Summit. Generally, when on-demand pay is offered as a benefit funded by the third-party provider and employers aren't directing payments made to employees, employers follow their normal withholding procedures for taxes.

Not having concerns about constructive receipt is one advantage of on-demand pay for employers, said Kopko, but the structure of the service and the functions the third party serves are important to the analysis.

Another plus: On-demand pay gives employees increased financial stability, which lowers the chances that you'll receive garnishments for them.

COVID-19 safety as the workplace fills back up?

Q: As employees, contractors and visitors continue to return to the

workplace, and social distancing becomes more challenging, what should we focus on to ensure everyone's safety?

A: The COVID-19 pandemic created many new health and workplace challenges, says Candice Sherman, Chief Executive Officer of Northeast Business Group on Health (NEBGH). Safety is among the workplace challenges.

If you're seeing an increase in people re-entering the workplace, it may be worthwhile to do a building walk through, looking for ways to encourage at least six feet of separation.

According to the NEBGH's "Pandemic Response, Recovery and Planning: Lessons Learned for Employers in 2020," here are four steps you can take:

1. Encourage one-way traffic patterns.
2. Reconfigure furniture or, if that's not possible, block off alternate workstations.
3. Set up partitions, plexiglass screens or other barriers between workspaces.
4. Modify access to common areas: elevators, break rooms, conference rooms, restrooms.

Also consider what types of activities people will be engaged in. While the general rule is six feet apart, certain activities such as shouting, singing and strenuous physical work may call for more distance.

If you have a question you'd like our experts to answer, email it to Jennifer Azara at jazara@CFODailyNews.com

COMMUNICATION KEYS

■ 20-20-20 Rule an eye-saver in today's work environment

Many of us are still communicating by screen more than any other way, whether that's via email, collaboration channels like Slack or Zoom and Teams.

More than a year of this gets hard on the eyes!

Now's a good time to remind your Finance staffers (and for you yourself) to practice the 20-20-20 Rule:

Every 20 minutes, look at an object 20 feet from your screen for 20 seconds.

You might even encourage everyone to set a timer for every 20 minutes until this eye-saving practice becomes a habit.

■ When feedback doesn't stick the first time ...

Wouldn't it be great if all those tough-feedback conversations could be a one-and-done situation? Doesn't always work that way.

That's when you try the ART approach:

- **Action conversation.** Meet again and focus heavily on the behavior that's not working and how it must change.
- **Repetition conversation.** If the first chat didn't work, have another focused heavily on the action and when it needs to be repeated.
- **Trust conversation.** Finally, appeal to emotions. Focus on how the behaviors break commitments and relationships.

From professional trainers Karin Hurt and David Dye in Let's Grow Leaders.

Recent developments that can help your business stay ahead

Latest scam involves this type of 1099, Feds warn

If your team ever handles 1099-G forms, be aware of a new scheme.

The U.S. Department of Justice's National Unemployment Insurance Fraud Task Force recently announced it's investigating "numerous fraud schemes" regarding the 1099-G, *Certain Government Payments*.

Scammers are filing fraudulent claims for unemployment insurance benefits, leading to the distribution of erroneous 1099-Gs.

Some folks may get a form indicating they collected unemployment insurance benefits when they haven't. Others may not get a 1099-G, then later find out their identity was used to file for benefits.

If you issue 1099-Gs, reach out to recipients to clue them in to the scam.

Info: [oig.dol.gov/public/Press%20Releases/NUIFTF%20Alert,%20Erroneous%20Forms%201099-G%20due%20to%20UI%20Fraud.pdf](https://www.dol.gov/public/Press%20Releases/NUIFTF%20Alert,%20Erroneous%20Forms%201099-G%20due%20to%20UI%20Fraud.pdf)

Bankruptcy protections extended into 2022

You hate to think of any of your small business customers being forced to declare bankruptcy (and the potential impact on your cash flow). But here's new hope some may be able to fight it off.

In late March the *COVID-19 Bankruptcy Relief Extension Act* passed. It increased until March 2022 the eligibility threshold of the Small Business Reorganization Act of 2019 (SBRA) for businesses filing under Subchapter V of Chapter 11 of the U.S. Bankruptcy Code up to \$7,500,000 of debt. (It had been \$2,725,625.)

The limit had been raised last year by the CARES Act. If you

have any small biz customers on the ropes, be sure they're aware of this new development.

Info: [You can read the full law at congress.gov/bill/117th-congress/house-bill/1651](https://www.congress.gov/bills/117/congress/house/bills/1651)

Here's when biz travel will bounce back

When will road warriors take to the skies again in full force? One major industry player recently weighed in to give you an idea.

Delta's Glen Hauenstein said in a recent earnings call they predict business travel volume to rebound this fall, when the traditional business travel season really revs up.

Now's the time to have supervisors talk with their teams to see who plans to attend professional conferences in person this fall.

Info: [businesstravelnews.com/Procurement/Delta-Projects-Significant-Increases-in-Corporate-Travel-in-the-Fall](https://www.businesstravelnews.com/Procurement/Delta-Projects-Significant-Increases-in-Corporate-Travel-in-the-Fall)

Forms check! IRS issues a slew of key updates

March was a busy month for IRS! The Service updated many key forms and publications for businesses.

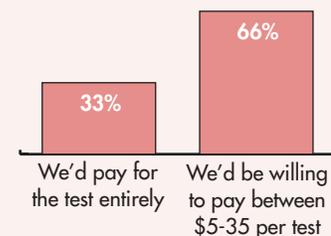
Have your team check this list to ensure it has the most current versions:

- Instructions for Form 7200 (SP), *Advance Payment of Employer Credits Due to COVID-19* (Spanish Version)
- Instructions for Form W-3 (PR), *Transmittal of Wage and Tax Statements* (Puerto Rico Version)
- Publication 598, *Tax on Unrelated Business Income of Exempt Organizations*
- Form 944-X, *Adjusted Employer's Annual Federal Tax Return or Claim for Refund*

MEASURE UP

Getting Back in the Building

Would your company pay for COVID-19 test kits for employees?



Source: A recent survey conducted by Applied Marketing Science

Most of your peers (83%) support providing COVID tests for employees to get them back in the office. The good news? Several in-home tests were recently approved at a much lower price point (\$30-\$50, vs. \$100+).

- Instructions for Form 944-X, *Adjusted Employer's Annual Federal Tax Return or Claim for Refund*
- Instructions for Form W-3PR, *Transmittal of Withholding Statements*, and the
- *Retail Audit Technique Guide*.

Info: apps.irs.gov/app/picklist/list/formsPublications.html

Lighter side: How not to issue a final paycheck

Yes, there are times when an employee and employer part ways on not-so-amicable terms. But we know your Payroll department would never do anything like this.

A Georgia man came outside his house to find 91,515 oil-soaked pennies in a wheel barrow with a note that was NSFW. They fulfilled his final paycheck from his autobody shop employer.

Certainly gives "a penny for your thoughts" a whole new meaning.