



# Navigating the Great Resignation

WEALTH ADVISORY | OUTSOURCING | AUDIT, TAX, AND CONSULTING

Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor

# Learning Objectives



Discuss how the great resignation could impact their current work environment

Explain current trends and characteristics of the labor market

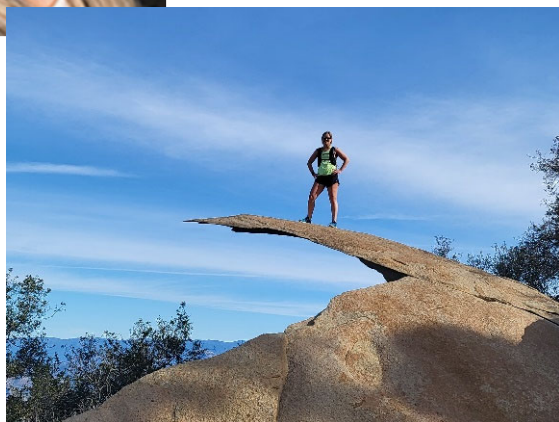
Review the impacts of turnover on an organization and ways to prepare

Identify options for your organization when vacancies do arise

Recognize how best to approach and implement solutions



# Introductions



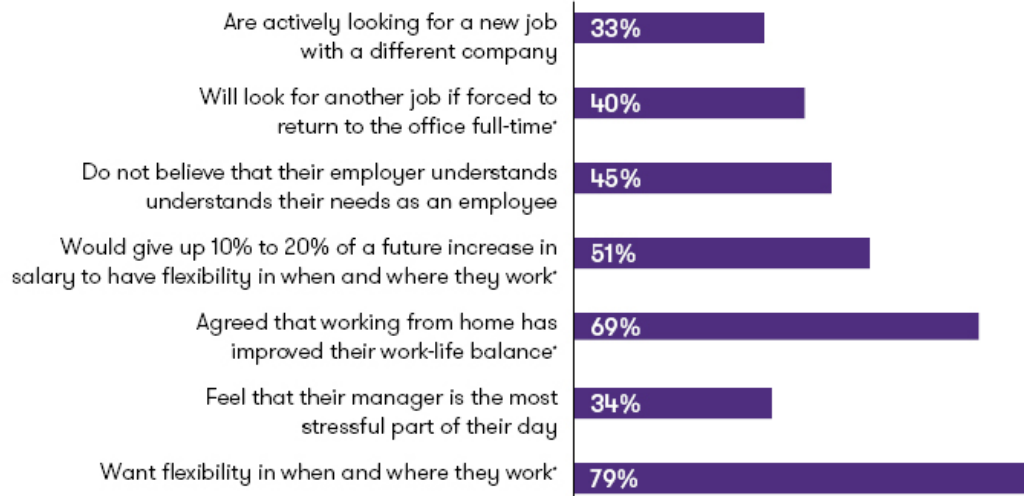
Michelle has more than 14 years of public accounting experience exclusively serving the public sector, including school districts, charter school's cities, counties, and states. During this time, she has provided audit, agreed-upon procedures, consulting, and other attest services to numerous public sector clients. In addition to GASB requirements and standard implementation she specializes in grant compliance, including single audits, and serves as a firm wide resource for related regulations and requirements.



# Current Labor Trends - Resignations

Per a Grant Thornton survey of over 1,500 professionals:

## 1. The State of Work in America - War for talent



In August 2021, the quit rate was 2.9%, the highest since data were first collected in December 2000.

*-U.S. Bureau of Labor and Statistics*



# Current Labor Trends - Retirements

7% more retirees as of  
October 2021 than in  
January 2020

Rate of retirements  
exceeded that predicted  
by the demographic shift  
of baby boomers into  
retirement

In 2020, for the first time  
in U.S. history, the actual  
number of working-age  
people declined.  
*-Forbes, The Top Trends in  
America's Job Markets*

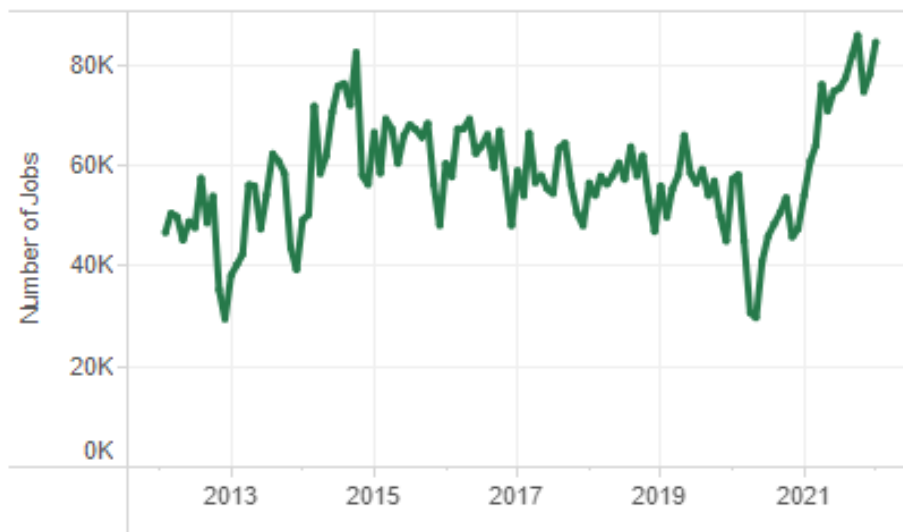


# Labor Trends in Minnesota



## Employers

New Job Openings Posted

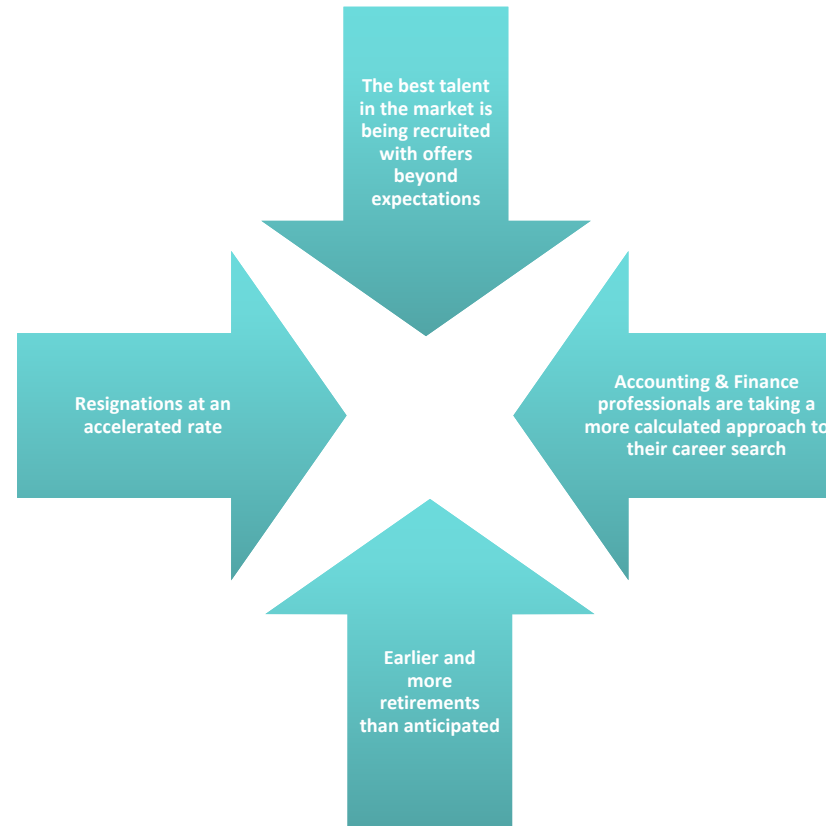


## Job Seekers

Job Seekers Logging on to MinnesotaWorks.net



# Accounting & Finance | “The Great Resignation”





# Impacts of Turnover and Steps to Take to Prepare

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# Impacts of Employee Turnover

## Immediate Challenges

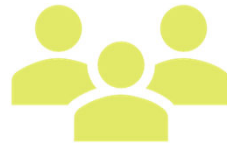
- Decreased productivity
- Unclear expectations for covering immediate needs
- Additional stress on remaining employees
- Loss of organizational knowledge



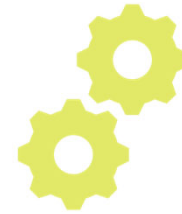
# Be Prepared



Financial Policies and  
Procedures Manuals



Finance Department  
Assessments



Systems and  
Technology

# Financial Policies and Procedures Manuals

- Should contain both high level organizational policies and detailed processes for specific workflows and tasks
- Take inspiration from the Yellow Book
- A good manual assists with:
  - The annual audit process
  - Smooth operations when personal are out on vacation or leave
  - Training new hires



8.132 Auditors must prepare audit documentation related to planning, conducting, and reporting for each audit. Auditors should prepare audit documentation in sufficient detail to enable an experienced auditor, having no previous connection to the audit, to understand from the audit documentation the nature, timing, extent, and results of audit procedures performed; the evidence obtained; and its source and the conclusions reached, including evidence that supports the auditors' significant judgments and conclusions.

# Finance Department Assessments

- Deeper dive into processes and responsibilities
- Assess employee skill sets
- Identify redundancies and inefficiencies
- Implement changes or realignment of duties to achieve optimal and efficient operations
- Consider hiring an external professional services firm



# Systems and Technology

## Software selection

- Is your current software meeting your organization's needs?

## Utilize system processes and controls

- Electronic reviews
- Workflow automation
- Task completion notifications

## System generated reports

- Monthly or quarterly reporting
- Dashboards
- Replace or simplify manually maintained spreadsheets





# Approach For Responding to Turnover

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# How We Handle Turnover

An employee resigns  
or retires

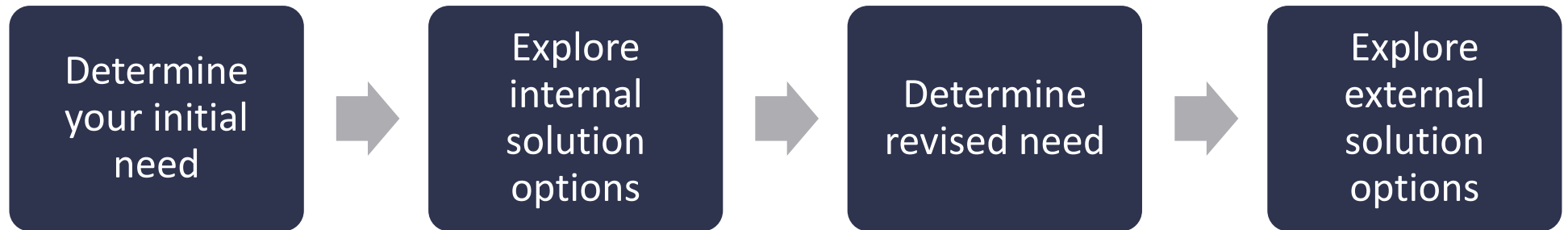


Quickly write up a  
job posting with  
qualifications and  
salary range to  
replace them



Is it time to start  
thinking differently?

# Thinking Differently





# Determining Initial Need

## Assess open position

- Roles and responsibilities
- Licenses or certifications needed
- Skills or experience required



# Explore Internal Solution Options

Can existing resources be utilized?

- Partial or complete solution
- Reallocation of responsibilities
  - Finance Department Assessment
- Utilize technology to assist with or replace responsibilities



# Determine Revised Need

## Assess remaining responsibilities

- Licenses or certifications needed
- Skills or experience required
- Workload: full-time or part-time?
- Can any or all of the work be done remotely?
- Are there current organizational policies addressing remote v. onsite work?



# Explore External Solution Options

## Embrace Creative Solutions

- Limiting the solution to a traditional full-time hire will result in less options
- May miss out on top talent and experience
- Part-time employees and contractors should be considered
  - Often result in cost savings
- Consider revised expectations
  - Remote or hybrid, four-day workweek, etc.



# Keep in Mind...

**Think  
creatively**

**Be open to  
exploring  
new types  
of  
solutions**

**Use  
turnover as  
an  
opportunity**

**Embrace  
change**





# Exploring External Solutions

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# You still have a need, now what?



Full or Part-time  
Hire

Contractor or  
Professional  
Services Firm

# Employee v. Contractor

## Hiring a New Employee

- Loyalty and team culture
- Knowledge of your organization
- Potential for less future turnover than a contractor
- Singular focus

## Contractor or Professional Services Firm

- Often results in cost savings
- Scaled to exact needs
- Competitiveness
- Reduced liability
- Can fill short-term or temporary gaps
- Technical knowledge





# Creating a Job Posting for a New Hire

Per surveys conducted  
by Indeed.com:

In the last year, 65% of  
employers have had to revise  
a job description after it was  
posted

The #1 challenge of  
employers was getting too  
many applications from  
unqualified candidates



# Job Posting 101 – Deter Unqualified Candidates

- 1. Ensure the job description is accurate
- 2. Include a must-have list of requirements or qualifications
- 3. Highlight any special requirements
- 4. Use screener questions if possible

# Job Posting 101 – Attract Qualified Candidates

- List a specific salary or salary range
- Go beyond job responsibilities and requirements
- Make sure your language is inclusive
- Improve formatting and make sure it is mobile-friendly
- Shorten or categorize your list of requirements

# How to Get the Word Out

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Get  
Creative!

Embrace Social Media

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Expand Your Reach

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Utilize Job Posting Boards

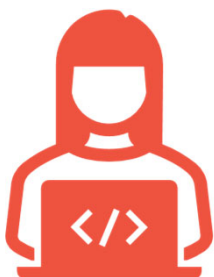
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Create a Recruitment Video

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Consider Using a Professional Recruiter

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# Consider Using a Contractor

- Often results in cost savings
- Utilize your auditors as resources
- Reach out to additional professional services firms that have government expertise
- Follow appropriate procurement procedures
- Discuss different services levels and pricing scenarios



# Additional Benefits of Professional Services Firms



Often bring more expertise than one new hire

Develop knowledge of your organization to be another resource for tackling future challenges

Share experiences and lessons learned from serving multiple other governmental entities

# Final Thoughts...

Get  
Creative

Keep an  
Open Mind

Embrace  
Change

# Questions?

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