



Reimagining Your Workforce

Review, Adjust, Grow

WEALTH ADVISORY | OUTSOURCING | AUDIT, TAX, AND CONSULTING

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



Create Opportunities

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Learning Objectives

- Describe ways to engage your workforce (on-site and remotely)
- Discuss opportunities for flexible finance and accounting workload management
- Navigate organizational culture for remote workers and recruits
- Review data – What's working? What's not?





Workforce Engagement

Jessica Smith

WEALTH ADVISORY | OUTSOURCING | AUDIT, TAX, AND CONSULTING

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Engage, Evaluate, Plan – Learning Objectives

- Workforce Engagement today:
 - Remote
 - In person (but different from before)
 - Balancing both (and personal lives)
- Organizational culture in these environments:
 - Must be actively promoted and supported
 - What are the challenges and how do we navigate them?
- How do we use data to find out what's working and what is not?
 - HR metrics (previously practices)
 - COVID-related surveys
 - New data
 - What is it all for?

What's the reality?

- Employees working from home is likely to stabilize around 19%
 - July 2020: 44%
 - 2019: 7%
- Consider:
 - Your infrastructure
 - Where you can save and where you might need to spend
 - Where is your expertise and your knowledge gaps?
 - ◇ Remote training, meetings, monitoring productivity



Engage

- How do we engage our workforce?
 - Remotely
 - ◇ Standards for meeting behavior, cadence
 - ◇ Creating & encouraging social/less structured time
 - In person, in the time of COVID
 - ◇ Keeping the workspace safe
 - ◇ Supporting and enforcing protocols
 - ◇ Creating and sustaining sensitive enforcement
 - Balancing both
 - ◇ Supporting employees toggling between
 - ◇ Smart scheduling
 - ◇ Communication, communication, communication (and trust)



Evaluate

- What has your prior practice been with engagement surveys?
 - Employee engagement/satisfaction surveys
 - Pulse checks
 - Reporting back
- How do we use data *now*?
 - Find out what's working with remote culture and balancing
 - Find out what's working with employees WFH setups (be careful)
 - What is not working? Why?
- What new data might you collect?
 - Related to diversity, equity, inclusion
 - Why?



Plan, Engage, Evaluate, Plan again

- Consider:
 - You've got data....now what?
 - Special considerations on COVID-related surveys
 - How are you maintaining your mission and values?
 - Leadership strategies
 - Diversity, equity, inclusion:
 - ◇ Assess
 - ◇ Identify gaps
 - ◇ Respond
 - ◇ Communicate

Thank You!



Jessica Smith

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Jessica's Human Resources approach balances a passion for coaching, organizational development, and effective management with expert and careful oversight of comprehensive HR functions.

With a diverse background including management of social services programs and 4+ years as an adjunct professor in a competitive Master's Degree program, Jessica's HR experience spans more than 10 years, with in-house roles such as Director of HR and National Director of Organizational Development. As a consultant, Jessica's projects have included strategic planning; HR assessment; HR function design; player-coach HR administration; leadership coaching; organizational development programs including race equity, diversity, and inclusion initiatives; and full cycle recruiting support, including C-Level positions. Jessica has a special passion for the process of discovery, design and implementation of comprehensive HR Information Systems including solutions for performance management, integrated payroll, ATS (recruitment), and personnel budgeting.



Flexible Finance and Accounting Workload Management

Keith Davidson

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Financial Business Operations (BizOps) with CLA



Execution

CLA works with your existing technology or can provide applications that best fit your needs and industry specifications to help with items such as:

- Technology/software selection
- AP / 1099 Processing
- AR and Deposit entry
- Account reconciliations
- Month-end close
- Staffing and organizational planning
- Payroll processing
- Fixed asset and depreciation tracking
- Sales and use tax

Analysis

CLA helps you understand industry trends and make recommendations using:

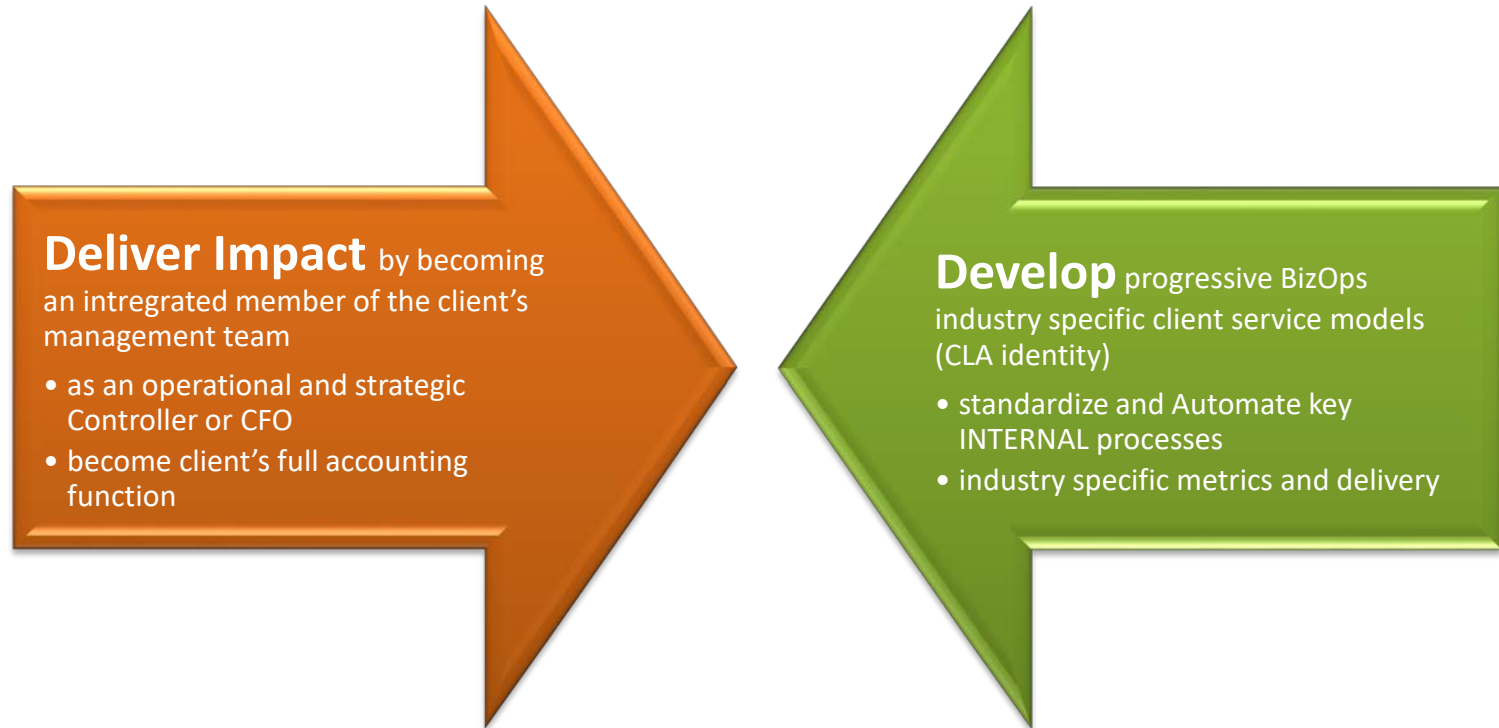
- Weekly dashboard
- Process improvements
- Evaluation of internal controls
- Monthly financial statement preparation and analysis
- Inventory management
- Cash flow analysis
- Debt covenant compliance calculations
- Audit preparation
- Tax liaison

Growth

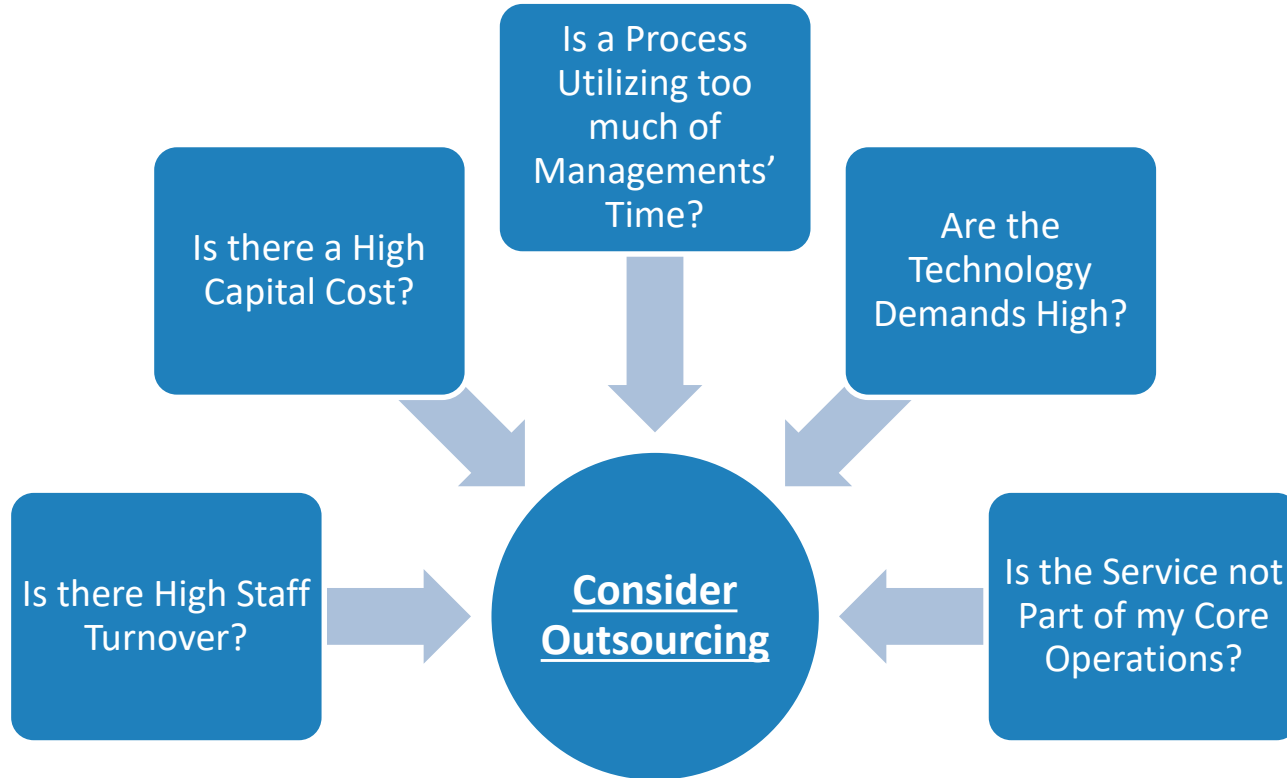
CLA CFOs use the reports combined with their industry knowledge to help you with:

- Budgeting and multi-period forecasting
- Strategic modeling and seed services for startups
- Board and Shareholder Communication
- Business expansion
- Cash and financial planning
- Bank financing and capital structure support
- Bonus and incentive planning

CLA's vision with BizOps



What are the right questions for outsourcing?



Risks to consider before outsourcing

Loss of
Control

Compliance
with Laws and
Regulations

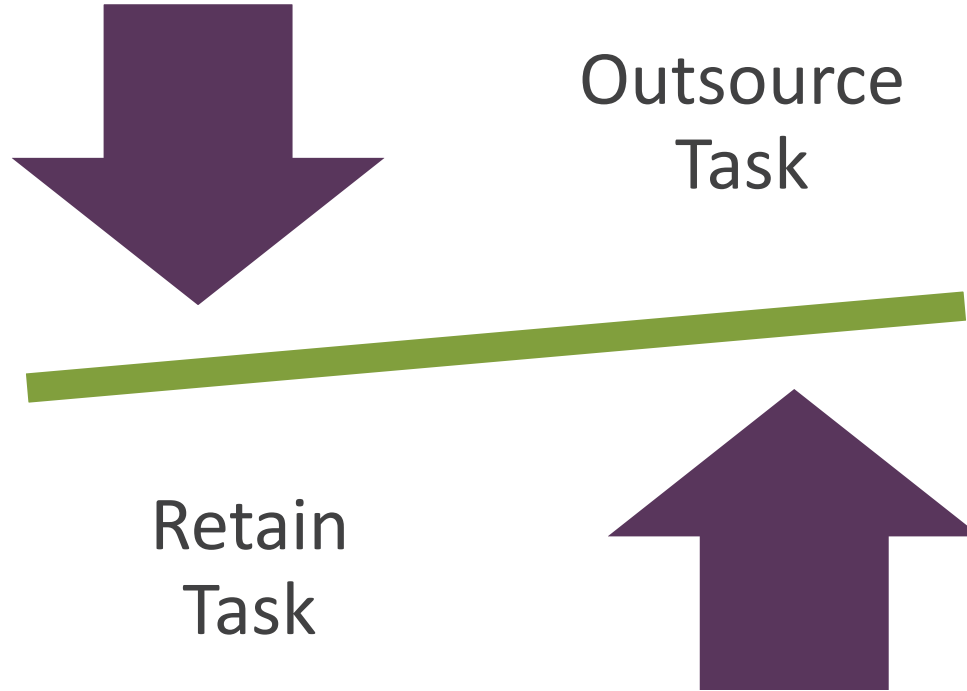
Hidden Costs

Quality of
Services

Reputation

Confidentiality
of Information

Where to go from here?



Why do clients engage with CLA Outsourcing?



Accounting is not their strength
Struggling to handle the back office needs
Financial results are late, inaccurate, incomplete
Cash flow is a challenge



Successful but still small
Growing fast and need help with infrastructure
Too small to justify a FT Controller/CFO, but will benefit from support



Established and successful
Owner needs strategic partner to plan growth or ideate for improved business performance
Explore exit strategies needed within 5-10 years

How we help our clients

Execution

CLA helps you plan and monitor accounting functions of day-to-day financial operations, financial reporting, choosing the right technology, and hiring the right staff.

- Technology/software selection
- AP / 1099 Processing
- AR and Deposit entry
- Account reconciliations
- Month-end close
- Staffing and organizational planning
- Payroll processing
- Fixed asset and depreciation tracking
- Sales and use tax

Analysis

CLA helps with reporting and metrics that will allow you to quickly see the critical numbers allowing you to make quick and better decisions.

- Weekly dashboard
- Process improvements
- Evaluation of internal controls
- Monthly financial statement preparation and analysis
- Inventory management
- Cash flow analysis
- Debt covenant compliance calculations
- Audit preparation
- Tax liaison

Growth

CLA helps you every step of the way to provide financial and cash flow projections, plan future growth, and determine needs to meet the needs of your congregation.

- Budgeting and multi-period forecasting
- Strategic modeling and seed services for startups
- Board and Shareholder Communication
- Business expansion
- Cash and financial planning
- Bank financing and capital structure support
- Bonus and incentive planning
- Succession planning

Thank You!



Keith Davidson

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Keith enables companies to succeed through insightful and proactive CFO advisory services. As a strategic partner, he provides intuitive guidance and a structured management reporting and planning framework to enable strategic decision making.

Before joining CLA, Keith was the CFO at ICS, a \$6B division of Fortune 12 company AmerisourceBergen, where he led strategic business planning, forecasting, financial analysis, M&A and accounting. Previously, he was the corporate finance leader for EndoChoice, a small-cap medical device company, where he built the corporate FP&A and investor relations teams, as well as overhauled the IPO financial model, ahead of their successful IPO in 2015. His EndoChoice teams were also responsible for financial leadership in the company's three business divisions.

Prior to EndoChoice, Keith spent most of his career at Kimberly-Clark Corporation, where he held a series of progressive, global positions in finance and corporate strategy, along with experiences in restructuring, M&A, marketing and corporate planning. Keith began his career in audit and advisory at PricewaterhouseCoopers (PwC).

Keith is a frequent speaker and guest lecturer on startup and small-cap strategic planning issues, international mergers, acquisitions and business unit integration, and corporate finance organizational design.



Navigating organizational culture for remote workers and new hires

AJ Monterrosa

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Improved Culture For New-Hires

Business owners and leaders had strategic plans and visions for their companies. All of this has profoundly changed by the social disruption we've had this year. This economic instability will impact an organization's culture, so it's vital to incorporate a plan, specifically for new hires.

Things to consider when hiring new employees:

1. Listen with empathy and create a safe space for recruits to share their stories – this will easily build trust, credibility, reliability, and compassion
2. Listen to your new hires and design a way to gauge your organization's culture to ensure it aligns with what you have heard. This creates confidence and clarity about where the organization stands and where it must go

Leadership Influence on Organizational Culture

Build Trust

**Keep listening
to your
workforce**

**Return
Stronger &
Better**

**Focus on
workforce
effectiveness
and well being**

**Change Your
Approach**

**Employees'
needs and
experiences
vary**

Key Action Items

- Sit down and generate a plan for culture change
- As an owner or leader of an organization, understand the influence you have with new hires and remote workers



Thank You!



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AJ Monterrosa is a solution-oriented Professional Search Advisor helping Manufacturing & Distribution/Supply Chain organizations build and execute effective workforce strategies.

AJ's ability to provide clients with a strategic solution that is executed to completion is what makes him different. His approach and commitment to fully understand his client's business and talent objectives are foundational to quickly align his team with the talent market to ensure the right process, people, and timelines are met.

AJ served as a Sergeant in the United States Marine Corps, successfully completing tours in Iraq and Afghanistan while leading a team of Marines. With over seven years of recruiting and consulting experience, he is currently leading the Professional Search efforts for Manufacturing & Distribution/Supply Chain, creating opportunities between our clients and accounting, finance, HR and operational professionals on a national scale.

QUESTIONS?



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