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# Creative Solutions to Workforce Challenges

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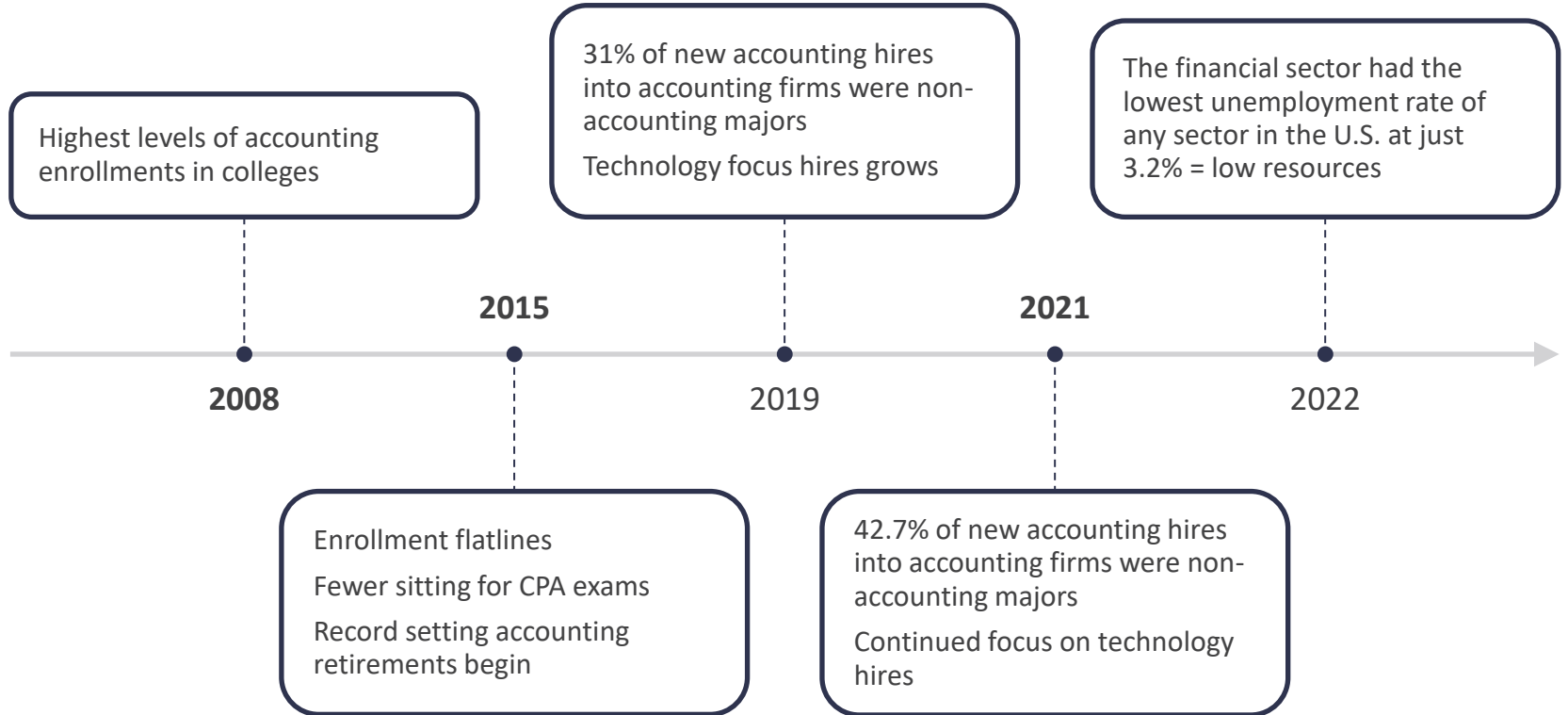
# Learning Objectives

*In this session, we plan to:*

- Outline best practices for attracting and retaining talent in a competitive market
- Identify ways technology can better support your hybrid workforce
- Recognize opportunities for alternative staffing solutions to support business operations and reduce stress on your team



# Accounting Professional Trends



# Current Accounting Trends

Trend 1

- Hybrid or remote work options required

Trend 2

- Record employee turnover

Trend 3

- Compensation quickly increasing

Trend 4

- Reduced work schedule





# Attracting and Retaining Talent



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# Recruitment starts with.....



Organizational Culture



Candidate experience – from the first “touch”



Everything EXCEPT salary/compensation



Accuracy, clarity and how you reach your market



# Recruitment starts with: Attracting Candidates

## Beyond salary, what candidates are looking for:

- Work-life balance
- Benefits (including "extras" like wellness, professional development)
- Better commute
- “Better” or "good/positive" culture
- Greater responsibility, opportunity to grow
- Hybrid work arrangements
- Schedule flexibility
- Employee appreciation and recognition practices





# Poll Question

**Do you hear candidates for hire ask for any of these when considering a position? Vote for any that apply.**

- Work-life balance
- Benefits (including "extras" like wellness, professional development)
- Better commute
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# Key Metrics in Recruitment

**Choose metrics that are meaningful and sustainable.**

**Know how and when you will track and report on them.**

- Time to fill positions
- Communication touches
- Candidate reach
- Candidate pool demographics
- Compensation evaluation



# Additional Important Metrics

- Turnover
- Exit interview data
- Trends and statistics
- Qualitative feedback



- Qualitative feedback
- Key Performance Indicators (KPIs, OKRs)
  - Are your people achieving their goals?
  - Do you know?
  - Do they know?

# Retention – Keeping your most important resource

- Rewards and Recognition
  - Referral programs to support recruitment
  - Recognition programs
    - Years of service
    - Goals achievement
    - Informal recognition (“shout outs”)
- Stay interviews
- Developing your managers
- Supporting learning paths and defining career paths
- Promote health and wellness
- How “bumps in the road” are handled





# Hybrid Workforce Technologies



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# 2022 Work Trend Index Findings

1

Employees have a new “worth it” equation

2

Managers feel wedged between leadership and employee expectations

3

Leaders need to make the office worth the commute

4

Flexible work doesn't have to mean “always on”

5

Rebuilding social capital looks different in a hybrid world



# Hybrid meeting etiquette

- Join Teams, then start the chitchat so everyone can join in
- Agenda, check. Moderator, check.
- Limit echoes by connecting to a portable speaker or using “Room audio” in Teams
- Hit record and use live transcriptions
- Use the “raise hand” feature to take turns
- Be intentional about including virtual attendees – check in often and ask for input
- Send a recap and next steps so everyone is clear
- Take 5 minutes between meetings (your brain likes the break)



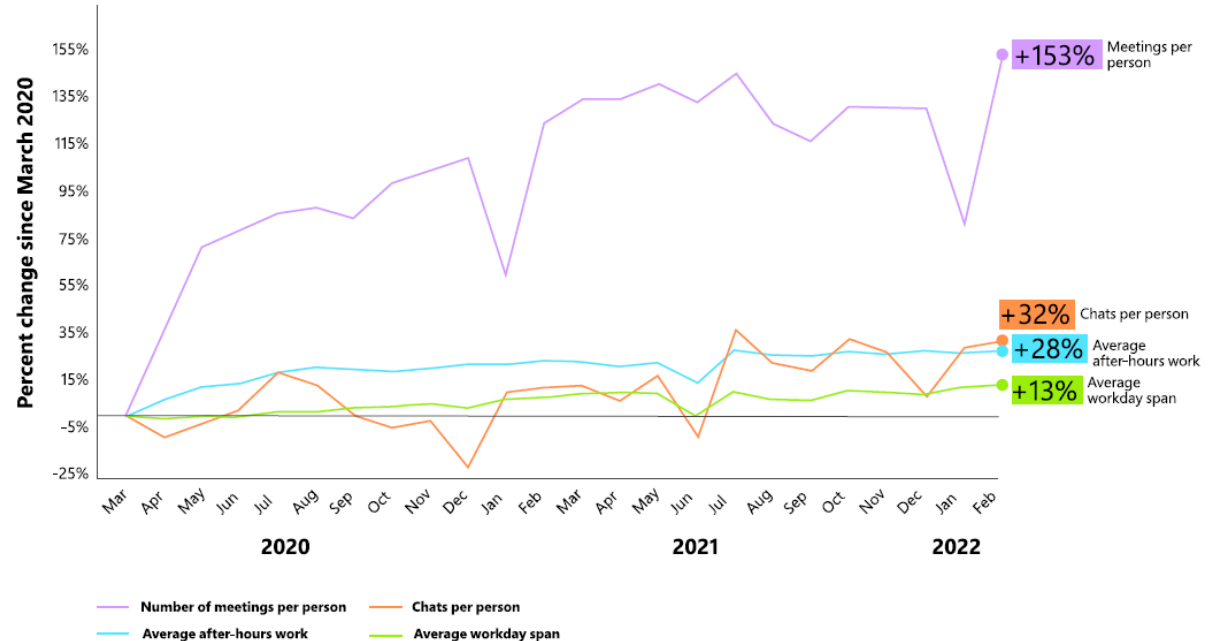
# Digital overload is real

## Work is more flexible, but digital overload is still a risk

After-hours work and workday span are still increasing, as are the number of weekly meetings and chats per person

Analysis of collaboration activity across Microsoft 365 tools the past two years. This visualization is based on aggregated data, without personal or organization-identifying information.

Illustration by Valerio Pellegrini





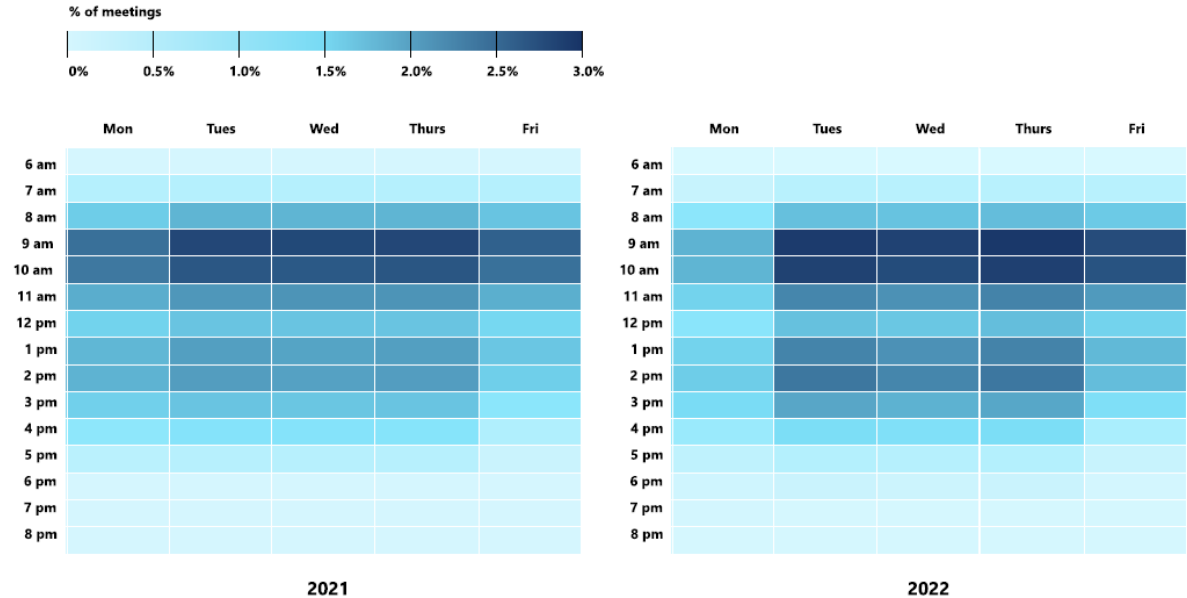
# People are taking control of their day

## Meeting habits are changing

Meetings now start later on Mondays and finish earlier on Fridays, and there are fewer meetings at lunchtime. While 9-11 a.m. is the most used meeting time, 2-3 p.m. is rising in popularity.

Analysis of collaboration activity across Microsoft 365 tools the past two years. This visualization is based on aggregated data, without personal or organization-identifying information.

Illustration by Valerio Pellegrini



# Poll Question

- Do you feel like you have too many meetings and/or waning energy and focus because of back-to-back sessions?
  - Yes
  - No



# Making Hybrid Work Sustainable

- Too many meetings?
  - Cover via email or chat instead
  - Block focus time
  - Use “required” and “optional” appropriately
- Waning energy or focus due to back-to-back meetings?
  - Share an agenda
  - Establish breaks by making 30-minute meetings 20 or 25 minutes
  - Avoid scheduling large, presentation only meetings first thing in the morning
- Chats or emails outside of working hours?
  - Use delay delivery for emails
  - Set expectations with your team
  - Use NOT URGENT in headlines of emails or the priority setting



# Social Services Nonprofit

## Challenge

Conferences and webinars require tremendous coordination for logistics, content, attendees and materials  
Tracking information in a spreadsheet is error prone and cumbersome

## Solution

Electronic form and workflow solution using Microsoft Power Platform  
Data storage using Microsoft SharePoint and Dynamics CRM

## Result

Centralized location for requesting materials with easy access to prior events  
Ability to see approvals, set up date reminders and track outstanding tasks



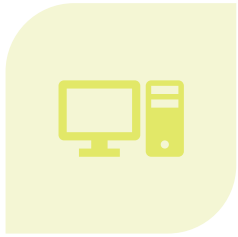
# Alternative Staffing Solutions



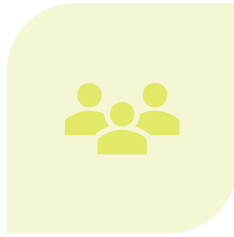
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# Alternative Staffing Solutions



TECHNOLOGY UTILIZATION



SHARING EMPLOYEES



HIRING NON-ACCOUNTANTS



OUTSOURCING ALL OR SOME OF YOUR ACCOUNTING FUNCTION

# Poll Question

- How many of you feel like your organization has adopted new software to help add efficiencies in the past 2 years?
  - YES ABSOLUTELY
  - No – but I sure wish we would



# Alternative Staffing Solutions: Technology Utilization

- Do more with less
  - Reduces the time needed for transaction processing
    - Bill payment systems
    - CC management systems
    - CRM feeds
    - Automated bank rec
  - Frees up the accounting team to do tasks that can't be automated





# Alternative Staffing Solutions: Sharing is Caring

- Pros

- Share costs
- Employee retention (happier)
- Knowledge share

- Cons

- Competition for time
- Conflicts of interest (loyalty)
- Communication breakdown



# Alternative Staffing Solutions: Hiring Non-Accountants

## Pros

- Broadens your talent pool
- Offers a different perspective

## Cons

- Lacks technical knowledge
  - Potential to miss what they don't know exists
- Additional resources to train

# Alternative Staffing Solutions: Outsourcing

## Pros

- Responsible for staffing
- Ability to add efficiencies
- Cost savings
  - You pay for what you use
- Technical expertise
- Industry knowledge

## Cons

- Availability
  - Not onsite daily
- Require certain platforms/systems
- You don't pick your staff/team





# Discussion and Questions

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# Thank you!

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