

Business Record

IOWA



IN PARTNERSHIP WITH
*Iowa Association of
Business and Industry*

June 2021

IOWA BUSINESSES SHOW RESILIENCE DURING PANDEMIC



Charese Yanney, partner, Guarantee Roofing-Siding-Insulation Co. Photo by Duane Tinkey



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The Iowa Association of Business and Industry (ABI) is the voice of Iowa business. It is Iowa's oldest and largest business network, representing 1,500 businesses that employ more than 333,000 Iowans. ABI benefits members by advocating on their behalf at the statehouse, connecting them with decision-makers to share ideas and services, offering solutions and best practices for issues that affect their businesses and developing our state's business and civic leaders.

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A VIEW FROM THE TOP

A Final Column



Steven M. Bradford
ABI Chair
HNI Corporation
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Each year, ABI surveys member-company CEOs. These folks, some of Iowa's best business leaders, are terrific resources about the condition of their business and about Iowa's economy in general. Their insights are always interesting and they make the survey edition one of the most popular Business Record Iowa editions of the year.

Also of note, this edition of Business Record Iowa is set to be published in conjunction with ABI's 2021 Taking Care of Business Conference. I hope you are reading the edition from your hotel room and have enjoyed the event so far. The event has brought hundreds of business leaders to Coralville/Iowa City for ABI's 118th annual gathering.

This column is my last as Chair of the ABI Board of Directors. The year has passed more quickly than

I imagined, and serving as Chair of this great organization has been both an honor and privilege.

As Chair, I have been thankful for the strong leadership provided by the ABI Board of Directors and the Executive Committee. Their leadership and support has led to a very successful year for ABI, with terrific achievements in a number of program and finance areas.

It is often said that ABI's strength is in its members. Companies throughout Iowa make our organization strong and it is their support that leads to ABI's success. It is the people of ABI that make our work to build a better Iowa a reality.

Very best wishes to you, your family, and your company and its employees in the coming years. THANK YOU for your support for ABI. ■

CAPITOL BUSINESS



**Get Engaged With ABI's
 2022 Public Policy Process**

The first session of the 89th Iowa General Assembly has concluded. Lawmakers are back in their districts, lobbyists are reporting results of the legislative session to their clients and having conversations as to what might be in store for 2022.

This is no different for ABI as members have an opportunity to attend regional meetings, learn about the results of the session for the business community and offer input on what ABI should be focusing on in the future.

ABI's public policy process is one that is grassroots driven and controlled directly by members. We have five public policy committees which can meet year-round, but will specifically convene during the month of August to walk through, review and potentially amend existing policies under each pertinent committee. The committees are Economic Growth, Employment & Workforce, Environment, Tax and Workplace & Product Safety. Any individual of an ABI member company is welcome to join the committee(s) and participate.

After the committees meet and provide recommendations for next year's policies, the Legislative Committee then considers them and also initiates what the priorities will be. The fi-

nal step in the policy process is when the Board of Directors meets in September to review and ultimately approve the policies and priorities for the coming year.

ABI's public policy team is most effective when members provide feedback and ideas to us. If your company has a policy issue or regulation that is burdensome and needs to be addressed, please relay that to us so we can help. Our job is to work for you and ensure that Iowa has the best business climate possible for job creators who are focused on growth and opportunity for Iowans.

If you would like to join one or more of the public policy committees or have input on policies that we should prioritize, please don't hesitate to contact us. Your support of ABI is invaluable and allows us to continue our role as the Voice of Iowa Business.

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ELEVATE IOWA

Elevate: 2013-present and still going strong

Eight years ago, a group of Iowa business leaders sat at the ABI Board Room table and realized there was a misconception about the manufacturing industry. They discussed the obstacles in creating interest among high school students to explore occupations in advanced manufacturing. The younger generation wasn't aware of the career opportunities, and their parents believed that manufacturing was "a job for other kids—not for my son or daughter." This realization was the important first step towards creating the Elevate Iowa platform to educate Iowans, specifically high school students and their families, about the exceptional opportunities, compensation, and benefits in advanced manufacturing.

Since its inception in 2013, Elevate continues to promote and strengthen Iowa's advanced manufacturing industry. Elevate has evolved from the early days of traveling and speaking to anyone that would listen, to utilizing technology and social media to reach new audiences today! Elevate is supported by all 15 Iowa

Community Colleges, the ABI Foundation, Governor Kim Reynolds, and many other State agencies. Elevate is also a national partner of The Manufacturing Institute's Dream It Do It initiative, working to change the perception of the industry and inspire the next-generation workers to pursue manufacturing careers. Because of this support, Elevate is able to make a meaningful impact to Iowans across the state in a cost-effective way.

In the last 12 months, Elevate has reached hundreds of thousands of Iowans with social media efforts alone! Over 160,000 Iowans tuned in to watch the launch of Elevate's Not A Dirty Job video campaign, spotlighting local manufacturers and building a more positive perception of the manufacturing industry. Elevate is focused on increasing its online presence to help students get connected with educational pathways and career opportunities that are available in advanced manufacturing. Iowa manufacturing companies offer many benefits like on-the-job training,

scholarship opportunities, and continuing education. In the new age of high-tech manufacturing, students don't need a four-year degree to be successful. Many of these companies are featured in the Made in Iowa section at elevateiowa.com.

In addition to Elevate's online efforts, there are scholarship opportunities available to students. Every year, Elevate donates \$500 scholarships to 15 recent Iowa high school graduates entering a manufacturing-related course of study at one of Iowa's 15 community colleges. With innovative advances in technology, robotics, and augmented and virtual reality, the manufacturing industry continues to grow, providing new and exciting career opportunities for Iowans. Advanced manufacturing provides a wide range of in-demand jobs—and a career in manufacturing empowers individuals to join the workforce sooner, with less debt!

Keep checking our Facebook page for new releases of "Not a Dirty Job". ■



Michele Farrell
Program Manager,
Elevate Advanced Manufacturing
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CULTIVATING IOWA'S TALENT CONTINUUM

Drew Conrad Named Recipient of Annual Leadership for Iowa Award



Drew Conrad

The Iowa Association of Business and Industry (ABI) Foundation names Drew Conrad of Waterloo/Cedar Falls as the recipient of its annual Leadership for Iowa Award. The award honors a distinguished alumnus of the organization's Leadership Iowa program who exemplifies outstanding leadership in his/her respective community and for the State of Iowa. Conrad is a 2005-06 graduate of Leadership Iowa and will be presented with the award on June 10 at ABI's Taking Care of Business Conference in Coralville.

As the Director of the Institute for Decision Making at The University of Northern Iowa, Conrad is responsible for the design, delivery and follow-up of community and regional-level services. He leads efforts involving strategic planning, organizational development, workforce analysis and strategy development. He also conducts a variety of applied research projects." For more

than 28 years, Conrad has worked with hundreds of communities, economic development organizations and their partners in Iowa and beyond.

"I've been honored to work with Drew for many years and to watch the impact of his work on Iowa," said Debi Durham, director of the Iowa Economic Development Authority (IEDA) and the Iowa Finance Authority (IFA). "Most recently, his partnership in developing statewide economic impact surveys during the COVID-19 pandemic was critical to the state's work to provide relief to small business owners, homeowners and renters, farm families and many others."

In addition to the IEDA and IFA, Conrad collaborates with the Iowa Department of Education, the U.S. Economic Development Administration, the Center for Regional Economic Competitiveness and the Council for Community and Economic Research (C2ER). He also shares his expertise as an instructor for the C2ER's Training Institute, the Labor Market Information Training Institute and the University of Oklahoma's Economic Development Institute.

"Drew's leadership, professionalism and commitment to economic development is unwavering," said Durham. "He is truly deserving of the Leadership for Iowa award."

Conrad serves on the Iowa Workforce Development Board, the Iowa Sector Partnership Leadership Council, and is Vice Chair of the UNI Alumni Association Board among many other volunteer commitments. Conrad has seen Iowa through many disruptions and has helped to ensure prosperity for Iowans. Leadership Iowa and the ABI Foundation thank him for his leadership.

Recipients of the Leadership for Iowa Award must show a demonstrated commitment to serve Iowa, have held a leadership role volunteering for civic or professional organizations, have demonstrated the ability to undertake difficult or controversial subjects, and be involved in projects designed to enhance the quality of life in Iowa. Honorees also must have held a professional or volunteer leadership position that contributes to local or statewide leadership development. ■

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EXPERT ADVICE

HR Compliance Checklist: A Guide for Business Owners



Audrey Faber
Human Resources
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A Human Resource (HR) compliance checklist is a great tool to have around to keep business practices compliant. When it comes to HR, "too safe" does not exist. Labor laws are constantly evolving, and growing business owners need to keep up with these changes.

Employee Handbook - This is the best way to communicate expectations to employees and keep everyone on the same page when it comes to policies and procedures. Here are a few fundamental aspects that you should include:

- Handbook Acknowledgement
- At-Will Employment Policy
- Code of Conduct
- Benefits
- Additional topics to keep in mind: leave of absence, overtime, parental leave, and more.

Employee Onboarding - The initial interview and hiring process should be included in your compliance checklist.

Hiring Process - Review job application forms, job descriptions, offer of employment letter templates, any applicable contracts, and the overall onboarding process. Keep these documents and procedures up to date with internal changes and laws and regulations.

I-9 Form - Every employee should have a completed I-9 in their records. This document is kept separate from the employee's personal file.

Personnel File - A personnel file is a folder used for storing employee specific HR documents.

- **Include:** the employee's application, any recognition, or disciplinary notices they have received, and copies of their performance reviews.
- **Do Not Include:** any private or personal information regarding the employee, any information about their background checks, or any drug screens.

Laws and regulations are constantly changing, which means keeping up with internal business practices is critical. Use this as a starting point when creating a HR Compliance checklist for your business. ■

EMBARRASSED EXECUTIVE

Have that uncomfortable conversation with your doctor

Discussing blood in your stool is an uncomfortable, even embarrassing conversation but an important, potentially lifesaving one, nonetheless.

"Blood in your stool is never normal. That should always be evaluated." That's the advice of Amber Tierney, MD, who sees plenty of reasons why each day as a gastroenterologist at The Iowa Clinic. But it's advice that's often ignored. A bloody stool could mean something harmless and temporary like a hemorrhoid — a condition half of Americans over age 50 have — or it could be as serious as cancer.

Colorectal cancer is the third most common cancer in Iowa, and the third-leading cause of cancer deaths in men, so it's vital to follow screening guidelines. The American Cancer Society recommends people of average risk get their first screening at age 45, and thanks to advancements in the field, you have more options than ever.

A colonoscopy is the most well-known colon cancer screening, but it's not the only one. There are a wide variety of options that fall into two categories: stool-based tests and visual exams.

Stool tests check for signs of colorectal cancer in your stool, by looking at either blood present in the sample or mutations. Visual exams, like colonoscopy, sigmoidoscopy and CT colonography, provide a glimpse at the inside of your colon to look for the signs of colorectal cancer.

While sometimes unpleasant, colonoscopies and other screening tools can provide peace of mind if you're experiencing symptoms — and potentially be lifesaving. An uncomfortable conversation now could prevent a serious condition later. ■



Dr. Amber Tierney, MD
Gastroenterologist with
The Iowa Clinic

Colorectal cancer is the third most common cancer in Iowa, and the third-leading cause of cancer deaths in men, so it's vital to follow screening guidelines.

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IOWA BUSINESSES SHOW RESILIENCE DURING PANDEMIC



Charese Yanney, partner, Guarantee Roofing-Siding-Insulation Co. Photo by Duane Tinkey

BY GIGI WOOD

Iowa is no stranger to adversity.

The state has weathered many economic struggles throughout its history, perhaps most notably the farm crisis of the 1980s, when high agricultural production and rising debt led to foreclosures and a litany of fiscal issues throughout the state. The business community and government leadership worked together to diversify Iowa's economy, creating many strong sectors in information technology, advanced manufacturing, renewable energy and more.

Iowans who were around for the Great Flood of 1993 remember how it rained nearly every day for months, causing record river crests. The floods caused billions of dollars in damage to homes, farms and infrastructure. But Iowans came together and built back smarter.

The same is true for subsequent floods, and even the derecho of 2020. Iowa businesses and industries remained resilient, adjusted and recovered. The COVID-19 pandemic is no different. While most Iowa businesses experienced reduced revenues, layoffs and major shifts in operations, many are now seeing the end of the tunnel and are starting to recover.

According to the Bureau of Labor Statistics, 185,800 jobs were lost in Iowa during the pandemic. Businesses are quickly adding back jobs, however. In March 2021, the unemployment rate was 3.7%. That's compared to 10.2% in March 2020 and 2.9% in March 2019, according to Iowa Workforce Development.

While many Iowa businesses were financially stressed during the worst of the pandemic, hundreds of companies were moving forward with plans to expand. An Iowa Economic Development Authority survey in February of 813 companies showed that 297 reported plans to expand, with \$2.62 billion in capital investments scheduled and the creation of 3,941 new jobs.

As more Iowans receive vaccinations and return to pre-pandemic routines, Iowa businesses are reporting optimism about financial recovery.

CONTINUED ON PAGE 10



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ABI'S CEO SURVEY

The Iowa Association of Business and Industry (ABI) recently completed an anonymous survey with ABI member company leaders about the impact of the pandemic.

Company officials responding to the survey said they expect their sales to be higher during the third and fourth quarters of 2021 than sales were before the pandemic. Sixty-three percent of respondents said they expect their profits to increase, compared with 25% who said they expect profits to be less than they were before the pandemic.

When they were asked about their greatest concerns coming out of the pandemic, the top responses were finding enough employees/hiring (39%), supply chain issues (22%) and finding new customers (20%).

Business leaders said the greatest challenges to their internal operations in the past year were increased health and safety protocols (59%) and the increased technology investment required to make remote work possible (10%). When it comes to remote work, many businesses are allowing employees to continue to work from home (65%), compared with those who are not allowing it (34%).

About half of those surveyed continue to restrict access to their businesses by employees or visitors (48%), and about half do not (51%). More businesses are not restricting employee travel (66%) than those who are (33%).

As for vaccines, most respondents said they are not offering incentives to employees to receive a vaccine (80%). Of the businesses that are offering perks, those incentives range from

vacation hours and gift cards to no longer being required to wear a mask at work.

Survey respondents also reported that many of their employees have already been vaccinated. Twenty-nine percent said 25-50% of their employees were vaccinated, while 25% said half to three-quarters of their employees had been vaccinated. Fifteen percent of business leaders reported that they are not tracking whether employees are vaccinated.

NEVER SLOWED DOWN

Some businesses, like Guarantee Roofing-Siding-Insulation Co. in Sioux City, never experienced a slowdown in work. The family-owned company performs exterior home improvement jobs, replacing and repairing roofs, windows, doors, siding and insulation, as well as commercial work within about 100 miles of town.

Charese Yanney, a partner in the business, said the company was very busy with work orders during 2020.

"I did not shut down. All of my employees, the only time they were off was in the winter when it was extremely cold," she said.

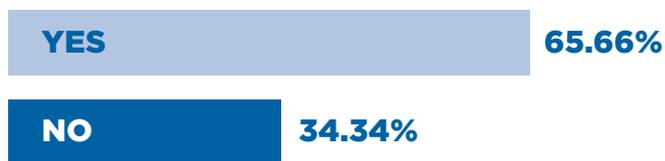
As demand grew for home renovations and new home construction, supply chain issues became the company's greatest challenge, like many respondents of the ABI survey. Siding is in short supply and lumber is difficult to come by after tornados and wildfires closed strategic lumber mills in the South and on the West Coast.

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Are you restricting access to your business by employees or visitors?



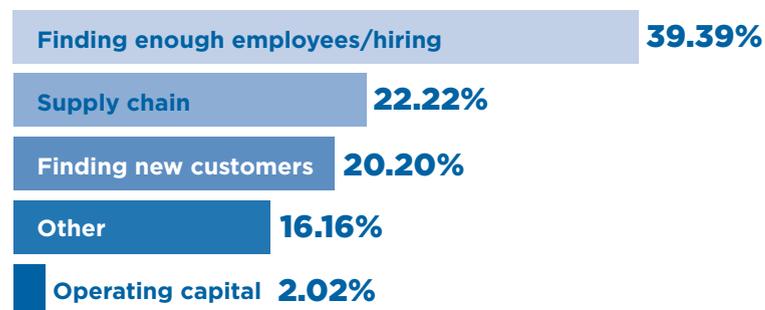
Have you allowed employees to continue to work remotely?



Are you restricting employee travel?



What is your biggest concern coming out of COVID?



Results from CEO Survey 2021 conducted the week of April 21-28.



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“Last year, it was taking, at first, maybe three weeks to a month for materials,” Yanney said. “And then it got to be six weeks or more and usually it was ‘or more,’ especially for siding materials. I had one job where I had everything I needed for several months, except for the corner posts. Now, when you’re doing siding, you can’t start the job without corner posts.”

Supply chain delays, coupled with the skilled labor shortage, mean Yanney is a year behind in jobs as demand for home renovations continues to be high, she said.

“That’s my biggest issue with siding, is finding enough employees who are willing to do a good job,” said Yanney, who is a 2010 Iowa Women’s Hall of Fame honoree. “There are a lot of people out there who just slap it on and then they’re done, and you’ll never see them again. But I don’t work that way. This is a family business. We’ve been in business for 95 years this summer. You don’t stay in business that long and not take care of your customers.”

When it comes to COVID-19 precautions, the construction industry has unique challenges and advantages. One advantage is construction job sites are open air and outdoors, so it’s easy for workers to maintain a safe distance from one another. A challenge, however, is transporting workers from site to site in trucks.

Yanney took several steps to protect workers in each situation, from mask wearing and sanitation requirements to reducing the number of workers on each site.

“One of my biggest worries was keeping things sanitized enough,” Yanney said.

None of her workers had COVID during the past year, she said.

ENOUGH SUPPLY TO GO AROUND

One of the companies to be positively affected by the pandemic is Yeoman & Co., a Monticello-based producer of snow removal, yard maintenance and similar tools. Yeoman is coming off a good winter season, said Tom Yeoman, president and CEO of the company.

“There was not a lot of snow across North Dakota, northern Minnesota and Wisconsin,” he said. “We, however, received

larger than normal orders from southern Minnesota to Kansas City and St. Louis.”

Unlike many other manufacturers in its market, Yeoman & Co. has experienced few supply chain disruptions during the past year.

“We found we were one of the few companies that had inventory to ship, and orders started to pour in due to our competitors’ inability to ship tools,” Yeoman said. “As a result, we have experienced a 20% increase in sales that continues to today. ... The uptick in business that started in May of 2020 continues, since we are one of two companies in the U.S. that has inventory to ship in a timely fashion.”

The company never shut down but issued a mask mandate.

“We have a lot of room in the facility so we can social distance without difficulty,” he said. “There wasn’t much adjustment needed during the lockdown. Our customer base needed tools, and we’re in a position to ship to meet their needs.”

Raw material shortages, which are plaguing businesses around the globe, are an issue for Yeoman & Co.

“The challenges at this point are inventory replacement, raw material increases and increased freight,” he said. “We have experienced doubling of steel costs, aluminum sheet delays and doubling of freight costs. This requires us to be vigilant in maintaining pricing and margins.”

ADVANCED SOLUTIONS TO NEW CHALLENGES

At Hubbell Realty Co. in West Des Moines and its subsidiaries in Sioux Falls, S.D., and Omaha, Neb., most of its 350 employees were able to keep their jobs during the pandemic.

“We were a little nervous at first, as governors determined which workers were essential workers,” said Rick Tollakson, president and CEO of Hubbell Realty. “But the homebuilding industry, construction industry and all of our apartment maintenance people, leasing people, all of them were considered essential, so we were able to keep easily 250-plus of our workforce, which do not work at our corporate office. For the rest of us who work in the corporate office, we didn’t shut everything down; we asked everyone to not come to the office.”

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WE FOUND WE WERE ONE OF THE FEW
COMPANIES THAT HAD INVENTORY TO SHIP,
AND ORDERS STARTED TO POUR IN...

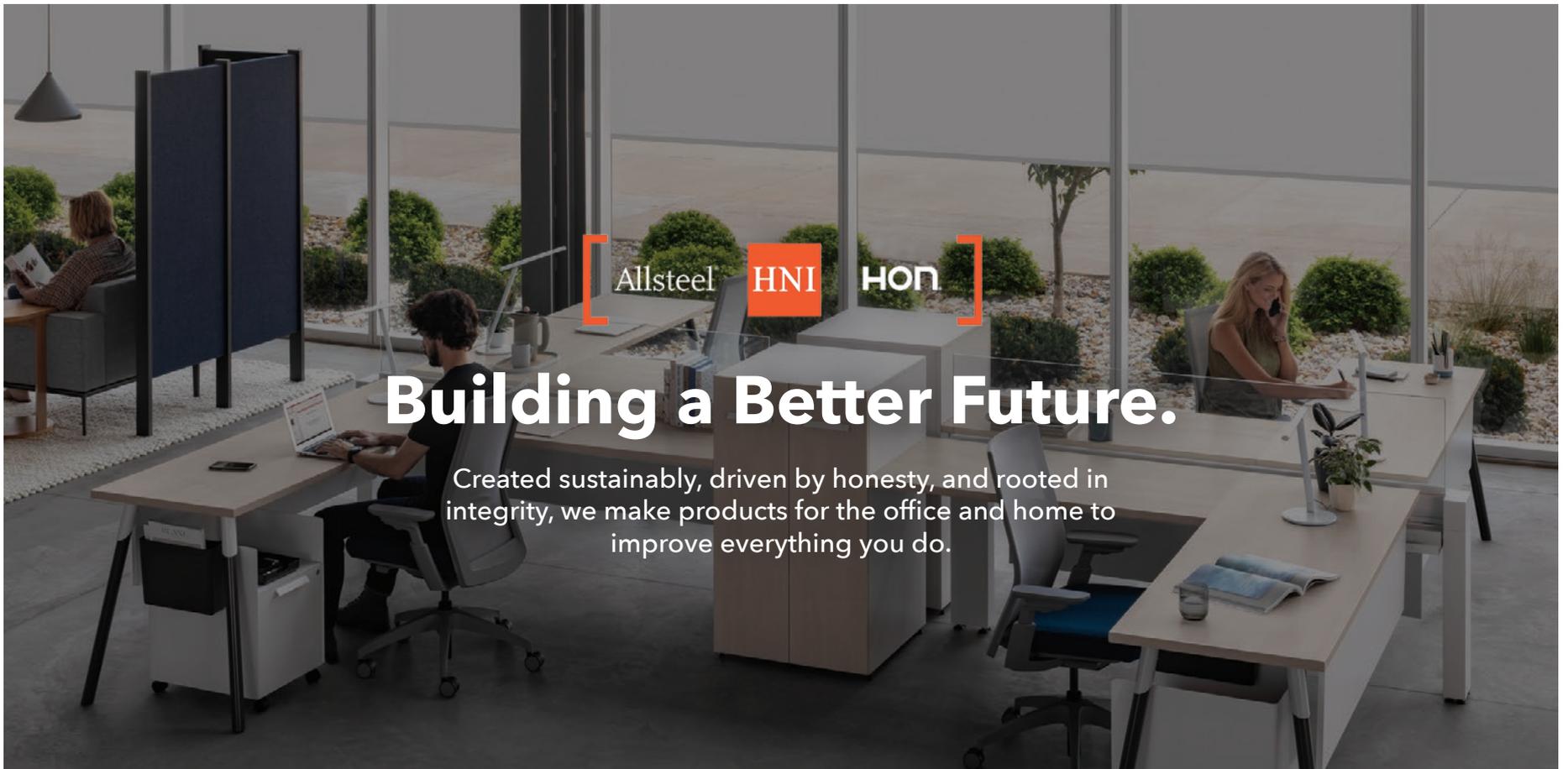
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Tollakson credits the Paycheck Protection Program for playing a big part in keeping employees on staff and rental assistance programs for keeping commercial and residential tenants housed.

“It’s best to keep everybody afloat and it’s a good safety net for them,” he said.

As restrictions lifted and the economy began to reopen, Hubbell employees returned to the office on a voluntary basis. Now, corporate office workers are asked to be in the office at least three days a week.

“We’ve always had a very flexible workforce,” Tollakson said. “Most people did not take advantage of it because they were convinced that they could not work remotely. That was probably one of the more surprising outcomes, was a number of people who swore they could never work remote found out that they could, and they actually enjoyed it.”

With more employees working remotely, the company focused on technological solutions to keep everyone connected, as well as to make the company more efficient and customer-service-friendly, he said. For example, one of the company’s divisions, Hubbell Community Management, which manages 5,000 homes in community associations, was able to incorporate a software platform that allows residents to pay bills and communicate online.

“It really improved their visibility,” Tollakson said. “It was a platform we had talked about implementing. COVID gave people more time to focus on getting that accomplished.”

Hubbell created a business continuity team to review efficiencies and inefficiencies, and review Centers for Disease Control and Prevention guidelines, state and local rules, and other issues. The group would make recommendations on how the company should deal with various pandemic-related issues.

Claire Brehmer, a communications specialist at Hubbell, helped create a new SharePoint intranet system called Hoogle, which has improved employee

communications. Instead of sending out multiple emails a day about pandemic-related issues, the intranet platform is a place employees can go to read up on company updates and get the latest news on restrictions, such as mask mandates.

“It’s a really good communications platform, especially for people who are working remotely,” Brehmer said. “It not only allowed us to have all our documents in one place that associates could access online wherever they’re working from, but that allowed us to put out notices if we did have a positive (COVID-19) case or a change to CDC guidelines.”

While emails or Hubbell’s text messaging service could have delivered those types of announcements, the SharePoint system allows customers to choose when they receive messages, to better fit their schedules.

“We found that Hoogle gave the ability to not only communicate these updates and get them to people in a timely manner, in some cases, instead of sending four emails a day that might be somewhat the same, they could go check Hoogle whenever it was convenient for them, instead of interrupting their workday,” she said.

Hubbell was planning on June 1 as a target date to return buildings and operations to a pre-2020 level, especially now that more than 85% of employees are vaccinated, Tollakson said.

“We feel pretty good about those numbers,” he said.

As life returns to normal, Hubbell’s focus is shifting back to the skyrocketing price of commodities and the construction labor shortage. Tollakson said he expects most of the supply chain disruptions to be solved by the end of the year.

“We all hear about lumber being up 150% and steel being up 250%, but our foundation guy just told us he has only a five- or six-week supply of form ties. If you can’t get the form ties, you can’t pour the wall,” he said. “Truss

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companies are having trouble getting the little metal plates that connect the truss members together. If they can't get any, they only have another four- or five-week supply of these. There is a huge disruption in the appliance industry. It's a struggle to get things."

Not only are home sales and construction up, Tollakson said he's seeing a surprising uptick in residential lot buying, as well.

"We have about 450 lots under construction right now that are basically all sold," he said. "We're probably doing about twice as many lots this year as we did last year."

Meanwhile, the construction labor shortage has only become more severe during the past year. Hubbell leaders on a recent Friday afternoon were delivering pizzas to construction workers, thanking them for their work.

"Touches like that is what we're doing to let them know how much we appreciate our trade partners and help strengthen that relationship because we need them," Tollakson said. "We don't take them for granted." ■

“

WE HAVE ABOUT **450 LOTS UNDER CONSTRUCTION**

RIGHT NOW THAT ARE BASICALLY ALL SOLD.

RICK TOLLAKSON, Hubbell Realty president and CEO



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TOP TIPS

Top Tips for Returning to the Office



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As the vaccine continues to roll out, many employers will likely return to in-office duties in some form or another. Whether your plan is a hybrid or all-in-person strategy, it's likely your employees will be asked to return to the office in some fashion. These tips will help your employees keep their sanity, and your systems stay protected.

1. **Clearly communicate expectations:** The one constant of change is that poor communication will always make it more difficult and more chaotic. When the time comes to bring your employees back to the office, clearly state dates, expectations, and updated policies to those affected. Provide consistent and detailed information often and in a timely manner to help your employees feel comfortable during this new change.
2. **Protect your information:** Employee laptops and devices were likely exposed to more threats than they usually would have been in the office. Unprotected home networks could lead to viruses and other cyber threats. Perform an antivirus and antimalware scan on all devices and backup information that may have been saved locally vs. on the network while away from the office.
3. **Update and patch all machines:** While working remotely, it's possible many laptops and devices may not have been maintained on a routine schedule like they are in the office. When employees

return, ensure all devices are running on the latest Hardware and Software levels, closing any potential back-door entry points for hackers and preventing system failure and information loss due to poor maintenance.

4. **Update company policies:** Have any policies and procedures changed in the last 18 months? Did they change to accommodate remote work and now need to reflect a hybrid or full in-person model? Update policies and procedures to reflect the current and future state of business. Once updated, communicate the changes and provide training if necessary.
5. **Create an inviting environment:** For many employees, the thought of returning to the office is stressful. Make the return to the office more appealing by planning small surprises the first few weeks they return. It doesn't have to be large, maybe individually packaged cookies in the breakroom or at their desk, free lunch the first week, a branded mug or tchotchke, something to make them feel appreciated and have something to look forward to. One thing is for sure. Take care of your employees, and they will take care of your customers. ■



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*Assuming \$30,000 student loan balance, 8% interest rate, 118-month remaining term after borrower making first two payments on 120-month term, and application of employer contribution to principal in addition to the regular payment starting with third monthly payment due.

CALENDAR OF EVENTS

JULY 18-22

Business Horizons

Central College | Pella

JULY 29-30

Okoboji CEO Forum

Okoboji

AUGUST 8-12

Leadership Iowa University

Des Moines Area

AUGUST 30

Executive Open

West Des Moines

SEPTEMBER 28

Legends in Manufacturing Awards Dinner

The Meadows Events & Conference Center | Altoona

SEPTEMBER 29

Advanced Manufacturing Conference

The Meadows Events & Conference Center | Altoona

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