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**Five Questions And Answers About Surviving the COVID-19 Crisis with Jaime Donnelly
Chief Financial Officer at Integrity Staffing Solutions**

July 7, 2020: Martin L. Borosko, Esq., Staffing Practice Leader of Becker LLC, interviewed Jaime Donnelly, CFO from Integrity Staffing Solutions about how Integrity is forging forward during the COVID-19 crisis.

Martin: I know from speaking with you that Integrity’s internal employees’ productivity thrived in the remote work environment. What are some of the key reasons?

Jaime: Every team has measurable metrics that indicate the efficacy of a team’s performance and drive the overall key performance indicators of the business. Employees understand what they must accomplish every day, week, month, etc. and how those accomplishments affect the metrics for their team. Leaders monitor these target metrics as they ultimately drive the company KPIs. As we already have a committed culture around metrics and KPIs, we simply continued watching them as our teams transitioned to a remote work environment. Not only did we continue to meet the goals, in some instances, our teams exceeded expectations. It doesn’t matter where our employees perform the work if the work gets done well, and the metrics are met, or ideally, exceeded.

Martin: Integrity prides itself on staying “nimble,” so it can seize opportunities when they present themselves to the company. Can you give me an example of how Integrity has stayed nimble in this environment?

Jaime: As a company, we work tirelessly to shorten the time between clarity and action. When COVID-19 took the turn towards a pandemic, we knew the state would force us to shut down our corporate office at some point very soon. Within three days, we had a plan in place to transition our corporate workforce to a remote workforce, and within one week, we ran beta “remote work” days for each team. It took less than a week between getting clarity of the outcome we would need to us achieving the ultimate outcome. When a company and the employees within the company master the practice of shortening the time between clarity and action, amazing things can happen faster than ever thought possible. Delaying action only delays success.

Martin: Employee engagement has always been a key part of Integrity’s success. How has Integrity kept its internal employees engaged while working remotely and what say have your employees had in determining if, when and how they would be returning to the office?

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Jaime: *When we moved to a remote work environment, we continued our cadence of one-on-one meetings between leaders and their employees but simply moved them to Zoom meetings. We've had a strong commitment to one-on-one meetings amongst our most successful teams. Leaders meet weekly with each staff member and follow a format to review Results, Progress, and Issues. Results are the performance against target metrics and KPIs. Next, they discuss the progress made against the staff member's quarterly goals and initiatives. In the last portion of the meeting, the leader takes time to help work through any issues the staff member may have, including any challenges they may have around working remotely. The dedication to a weekly one-on-one meeting has helped everyone continue to work in a "business as usual" environment, driving continued success and employee engagement.*

Martin: *In many ways, Integrity is adopting what many business scholars are calling the "modern" work environment with employees controlling their destiny to work remotely, in the offices or splitting time between remote and in office work. Many business leaders remain resistant to creating this modern work environment fearing loss of company culture and employee connectivity, especially over time as the novelty of the "zoom" meeting wears off. What is Integrity's viewpoint on this and what efforts will the company take to cultivate its culture and promote employee connectivity in the modern work environment?*

Jaime: *Those companies that had strong employee engagement before the pandemic will be those who continue to innovate and find ways to keep employee engagement high during and after the pandemic. Adapting to remote work benefits both employers and employees right now. When things normalize, and we get back to "business as usual," employers that find a way to maintain a remote work benefit for employees will be the employer of choice. We want to be the employer of choice, so we will continue to utilize technology to bolster employee engagement with those employees who can and choose to work remotely. For those employees who must perform their work in person, whether it be at a client site, or in a recruiting office, we will continue to ensure that they are working in the safest environment possible, using all the human and technological resources at our disposal.*

Martin: *What are some of the benefits you believe Integrity will reap from creating this modern work environment?*

Jaime: *There are obvious cost benefits that come along with utilizing a significantly smaller bricks and mortar footprint in a post-pandemic world. But we see so much more than just cost benefits. We believe in advocating for our associates' success at every step of their career path with Integrity. This isn't only a core value we hold for the tens of thousands of temporary associates we place every year. We also hold this true for our staff. Our clients will succeed when our staff members succeed. When the role allows for it, giving employees the choice to work in an environment that enables them to be their very best sets everyone up for success.*

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About the Professionals:



About Jaime Donnelly: Jaime Donnelly is the CFO of Integrity Staffing Solutions, one of the largest privately-held staffing firms in the US. Integrity has over 600 full-time employees and annually employs over 100,000 temporary associates across 32 states.

In the past 20 years, Ms. Donnelly has held various roles within the Integrity organization. In her current role as CFO, Jaime is responsible for the establishment and achievement of measurable business objectives in Finance, Human Resources, Risk and Claims Management, and Information Technology. She oversees company-wide operational controls, systems, and infrastructures to support the delivery of high quality, cost-effective service while mitigating risk and driving bottom-line profitability growth.

Additionally, Ms. Donnelly is in her 15th year serving on the board of directors of Temporary Services Insurance, Ltd., a workers' compensation insurance captive with over \$6B in annual payroll. Her current role of President on the executive committee was preceded by four years as Treasurer, two years as Secretary, and two years as Vice President.



About Martin L. Borosko: Martin L. Borosko has been the Managing Member of the firm since 2006. Under his leadership, the firm has grown into one of the premier boutique firms with offices in New York, New Jersey, California and Philadelphia.

Martin leads the Staffing team within the firm dedicated to studying the best legal practices within the staffing and healthcare industries. His philosophy is to direct clients toward legal strategies that facilitate growth and increase enterprise value in the long term. He often works as part of a team with leading investment bankers, accountants and risk managers to implement comprehensive growth strategies for clients. Martin is a frequent contributor to legal and business publications and lectures across the country on emerging issues impacting the Staffing Industry.

About Becker LLC: Becker LLC is a premiere mid-market firm recognized as a leader in the staffing industry. With offices in New York, California, Pennsylvania, and New Jersey, the firm provides forward thinking, mission-critical advice to staffing industry entrepreneurs and management on high stakes, complex legal matters as well as day-to-day matters and long-term plans. The firm are proud to be members of the following Staffing Associations: SIA, ASA, ASG, TempNet, CSP, MSA, NJSA, NYSA and serves as general counsel to the Mid Atlantic Staffing Association.