

## AAA Roundtable Discussion February 25, 2015

### Human Resources

- Staffing Issues
  - How firms handle flexible scheduling and/or reduced schedules.
  - The performance review process firms use.
  - Ways to best serve our firm during busy season, including stress relieving activities.
  - I would like to get feedback from the group on how their administrative team is structured; are all their admins under the supervision of the FA, are the admins under the supervision of a department manager (for example, tax processors are supervised by a tax manager) or some variation in between.
  - Anyone have an electronic personnel system? What does it all include? What vendor?
  - What sort of extra duties do you have your receptionist do?
- Policies
  - Does anyone have a **taxi cab policy**? We did before we split off but don't currently and I'm torn on it. It gave permission for an employee to use the services of a taxi cab any day or night if they felt they could not safely drive home. They would be reimbursed and there would be no questions asked. What are other people's thoughts?
  - Does anyone have a **Severe or inclement weather policy**? How is the word passed on?
  - Does anyone have formalized **Work from Home Policies**? Does it include company property? Any restrictions on who can and when eligible?

### Financial/Metrics

- Accounts Payable
  - Anyone do paperless accounts payable? What vendor? How does it work?
  - Does anyone use ACH or an outside bill pay service like bill.com?
  - We are thinking of going paperless with AP. Does anyone do that and what is your process?
- We want to provide more financial information, either monthly or quarterly, to the office on some type of dashboard. Would be interested in learning how often and what type of information firms share with their office. As with all firms, this is in response to employees wanting more information communicated. Some items we are considering:
  - Number of projects released (tax returns, audit reports, etc)
  - Average number of days to release of project
  - Fee @ standard by engagement types (i.e. tax, audit, accounting services)
  - Net fees and net fees per charge hour
  - Net fees and number of FTE employees
  - Realization
- I had a few thoughts, and I'm sure given some time with a clearer head, I might come up with a few more by the time I come back, but here are my initial thoughts in no particular order:
  - How many billable hours are you budgeted for?
  - What Key Performance Indicators do you use and where do you find comparison data?
  - Are you willing to share any partner compensation data – high/low/average?
  - Tax season status so far
  - What kind of reporting package do you distribute to your partner group – daily/weekly/monthly/annually?

### Succession Plan

- Do you have a partner succession plan in place – how did you accomplish it?
  - Do you find Q&AAA useful? I find their emails anything but useful – too general and the search online is awful.