PART 9

Internal Operations and Administration

Chapter 1: CRM Task List

Section 1: Creating Tasks

- Creating Task Lists serves the dual purpose of insuring that no client needs are forgotten or fall through the cracks and providing a succinct daily report for the President to track what the administrative team's priority goals are for the day

- A task should be created for any client need that will not be handled immediately (within the same day task was identified).

- A task may be created on Community Link or in Outlook, which will then sync the task to Community Link.

- Community Link Task Creation:
  - A task is created in Community Link by going to a Household's Client 360 Contacts - Overview page
    - From the Community Link Homepage Type the last name of a household into the search bar and then select the appropriate Household and click on its link, which will take you to the Client 360 page of that Household.
    - Once on the Client 360 Page click on the Contacts tab
  - Once on the Contacts Overview page there is a blue bar approximately half way down the page and on the right hand side of the bar, there are 6 buttons. Click the button that shows a clipboard icon with a check mark on it to open a blank task.
  - Use the subject line of the blank task to describe the task. Add an end date (a due date). Click on the Radio Button next to the appropriate priority level of the task. Add notes as needed and then click "Save and Close."

- Outlook Task Creation:
  - Go to the Outlook Tasks page
    - There is a link labeled Tasks you can click on
  - On the Tasks page click the "New Task" button in the upper left hand corner of the page. This will open a blank Task.
  - Describe the task in the Subject line.
  - Add a date when the task will be started and another date when the task is due.
  - Next to the Due Date field there is a priority field, select the appropriate priority
  - Add notes as needed
  - At the top right part of the open task, there is a box called "CRM tools". Inside that box there is a button with the word "Regarding" next to it. Click that button, which opens a search window.
  - In the search bar type the last name of the Household that the task relates to and click "Search."
  - Select the appropriate Household from the list that is generated and click the "Ok" button.
  - Click "Save and Close" on the open task.

- Tasks created in Outlook should automatically be synced with the CRM

Section 2: Daily Reporting/Follow-up

- Each day a report of all High Priority tasks is generated by the operations manager or another designated staff member for all members of the PWA Administrative Team
    - This report should reflect the tasks that each CSA expects to attend to that day
    - Because there is a basic assumption that high priority tasks will need to receive the most immediate attention, the report can be modified no to show certain items by making the Start Date of a task later in the week, month, or year.
        - A task may be set at normal priority until a later time when it will become high priority, but this sort of alteration of priority relies more intensely on human vigilance than does the setting of the start date in the future.

- The High Priority task list is provided to the President every day to inform him of the staff's priority items and allow him to follow up on items that he believes are a high priority, but that don't show up on any CSA's list.

- If steps are taken toward the completion of a task but the task is not complete the actions taken should be recorded in the notes section of the task.

- When a task is completed it should be marked as complete

- A report is generated by the operations manager or a designated staff member that lists all completed tasks for the past 7 days.
    - It is vital that completed tasks be marked as such either in the CRM or in Outlook (the two systems sync)
    - This report is provided to the President as a confirmation that priority items have been completed and can be removed from any to do lists.

Chapter 2: Staffing

Section 1: Interview Process

- Staff Members
    - Employee Wanted Ads
        - Each Position at Pickler Wealth Advisors has a Comprehensive Job Description
            - Financial Planner
            - Paraplanner
            - Prospective Advisor/Junior Advisor
            - Chief Branding Officer
            - General Counsel
            - Office Manager
            - Client Service Administrator (CSA)
            - Receptionist
        - Employee wanted ad includes narrative of key duties and required qualifications

            - Chief Branding Officer collaborates with immediate supervisor of position to develop employee wanted ad draft
        - Broker/dealer, Commonwealth, Practice Management Group can aid in development of ad
        - President Reviews and Approves ad
        - Post on Indeed, Monster, LinkedIn, other?
    - Resume review (writing samples as required)
        - Resumes reviewed by immediate supervisor
        - Candidates selected for initial 1 on 1 interview
    - Initial 1 on 1 Interview
        - Initial 1 on 1 interview performed by immediate supervisor
        - Immediate Supervisor makes recommendations to president (if president is not immediate supervisor)
    - President 1 on 1 Interview
        - President interviews each recommended candidate individually
        - After president's interview, president's recommendations scheduled for gauntlet interview
    - Pre-Gauntlet Interview
        - General Counsel will request that Commonwealth's Practice Management division send any selected candidate a link to the Predictive Indicator test and Kolbe Test
        - Candidate completes Predictive Indicator test and Kolbe Test (request test link be sent by Commonwealth to candidate)
    - Gauntlet interview
        - One candidate with all staff except president
        - Designated Interview Leader – begin session, explain process, open questioning
        - One hour – All staff members encouraged to ask questions that will help them:
        - Determine the candidate's ability to incorporate with cohesive staff
        - Confirm candidate's authentic desire to perform job duties
        - Confirm candidate's ability to collaborate with staff appropriately as position requires
        - *Analyze candidate's ability to handle high pressure/high stress environments*

- Prospective Advisors
    - In many ways, this is a far more intensive and lengthy analysis program. From the identification of candidates to the ultimate offer and selection of a start date, the process could take anywhere from 6 to 24 months
    - 85% of the process is handled by the President/OSJ with the technical assistance of General Counsel
    - President/OSJ identifies candidate(s) for potential hire
    - Contact is made directly by President to determine interest
    - President will continue discussions until a definite determination can be made of both parties' desire to move forward at which time the General Counsel should be involved and coordinate the completion of the Prospective Advisor materials for Commonwealth

- When to contact Commonwealth

    - If anticipating transitioning an *existing* advisor or an advisor *trainee* contact Commonwealth Field Development & Transition department at fielddevelopmentandtransition@commonwealth.com
        - Request a "Prospective Advisor Under OSJ Licensing Kit"
    - Part of the interview process if looking for a licensed and trained advisor to bring into the firm is to have the prospective advisor complete the Prospective Advisor Kit before an employment decision is made
    - Commonwealth will begin the vetting process when Kit is submitted
    - Even if not considering an existing trainee, paperwork should be completed prior to extending an offer if at all possible. Commonwealth will run a criminal background check and credit check upon receipt of candidate's fingerprints
    - As Commonwealth begins the vetting process, logistical and financial discussions can begin if they have not already.

Section 2: Job Offer

- Post Gauntlet Staff Review
    - Each staff member offered an opportunity to express concerns and reservations
        - Group Setting
    - Each staff member may offer anonymous feedback by submitting computer printed document to General Counsel or President

- Selection made after staff feedback taken into consideration
    - President will collaborate with appropriate supervisor (if applicable)
    - President will review staff feedback and weigh options
    - President has the ultimate decision making authority in all hiring decisions

- Job offer made by appropriate individual

- All job offers are made contingent upon a successful background screen and credit check.

Section 3: New Employee On-boarding

- Prospective Advisor
    - The new employee should be registered with Commonwealth using the "New Employee Setup" form on CommunityLink within 10 days of start date
    - New Employee must complete an Initial Code of Ethics Certification and Personal Securities Holdings Report within 10 days of start date
    - Commonwealth recommends that prospective advisors with existing business be fully vetted and approved before offering a position or finalizing a hire date
    - Complete and submit all documents required by the "Prospective Advisor Under OSJ Letter/Checklist"
    - Due to the extensive paperwork required to on-board a prospective advisor, if Commonwealth does not vet a candidate before an employment offer is accepted, then completion of paperwork should be begun immediately upon the employment offer being accepted
    - The new employee should be registered with Commonwealth using the "New Employee Setup" form on CommunityLink

- Prospective Advisor Training Plan must be submitted to and approved by Commonwealth Compliance Department
    - A template for the Training Plan is located on the server in Operations/Human Resources/New Hire folder
- Each new employee is provided with a key to the building and an alarm code

- Registered Staff Member
  - The new employee should be registered with Commonwealth using the "New Employee Setup" form on CommunityLink within 10 days of start date
  - New Employee must complete an Initial Code of Ethics Certification and Personal Securities Holdings Report within 10 days of start date
  - Complete all documents required by the Prospective Registered Staff Member Letter/Checklist
  - Each new employee is provided with a key to the building and an alarm code

- Non-registered Staff Member
  - The new employee should be registered with Commonwealth using the "New Employee Setup" form on CommunityLink within 10 days of start date
  - New Employee must complete an Initial Code of Ethics Certification and Personal Securities Holdings Report within 10 days of start date
  - Complete (by a law enforcement professional) and return the Nonregistered Staff Member Profile for along with 3 Fingerprint cards to Commonwealth
  - Each new employee is provided with a key to the building and an alarm code

- Credit Check
  - All Registered Staff Members go through a Credit Check by Commonwealth
  - Non-Registered Staff Members may be subject to a credit check by Pickler Wealth Advisors, but not by Commonwealth
    - If a credit check of a non-registered staff member is required, the General Counsel will arrange for the NSM to sign a release allowing the credit check and the OM in cooperation with General Counsel will arrange for the check to be carried out.

- Tasks for the Office Manager
  - Employee Information Form
    - On the employee's first day at work, the OM has the individual fill out the Information Form
    - This form covers important details such as emergency contact(s) and tax information (W-9, W-4)
    - This packet is saved on the shared drive in Operations/Human Resources
    - There is a checklist which the OM follows to make sure all information is captured and archived appropriately
  - Security Code
    - Once the new employee has filled out their paperwork, the OM sets up their unique passcode on our Vivant Security System in each building (PWA, TPLF, and Chaney)
    - This is done by manually going into each alarm system, entering the Admin code, and inputting the new employee's passcode
      - General Counsel (GC) also has administration rights in the Vivant system

        - Advise new employee of safeword and emergency code 2580
    - Payroll
        - The OM sets up payroll for the new employee
        - This is done online in our Intuit software
        - Our CPA also has access to Intuit
    - 401(K)
        - The OM sets up the 401(k) for the new employee
            - This is done online on the Ubiquity site
            - The OM discusses how the plan works including Company Match
    - Insurance
        - The OM sets up health insurance for the new employee through Humana
    - Dental
        - The OM sets up dental insurance for the new employee through Delta Dental
    - Aflac
        - The OM sets up a meeting between the new employee and our Aflac rep, Nancy Lawson
        - Aflac can provide employees with a myriad of services, paid for by the employee, including accident insurance, short-term disability, and cancer policies
    - Gym Membership
        - The OM sets up a gym membership for the new employee at either LifeTime Fitness or the DAC (Desoto Athletic Club)
    - Credit Card
        - After 30 days of the employee starting work, the OM orders them a company American Express credit card
    - Keys
        - The OM will have a key or keys made for the employee
    - IT Setup
        - Before the new employee begins work, the OM discusses IT needs with Open Road Technologies (ORT)
            - ORT will set up a new desk phone, desktop computer, and computer login
        - If a new phone is needed, the OM will contact ORT

<u>Section 4:</u> <u>Annual Review</u>

- Compare Staff Compensation versus Industry Market Standard and Company Expense versus Peers
    - Industry information is obtained from FP Transitions

<u>Section 5:</u> <u>Termination</u>

- Must have employee's letter of termination/resignation for any advisor and submit to Commonwealth

- For all employees submit Employee Termination online form found on CommunityLink
    - Have employee's emails forwarded to appropriate supervisor and/or administrator

- Every employee who voluntarily terminates his or her employment will participate in an exit interview to determine:
    - Reason for departure;
    - Issues the employee feels should be improved about the Company and/or its management; and

    - Items the employee feels are successful approaches to running the company, increasing employee job satisfaction, increasing staff morale, and improving the staff dynamic.

- Sample questions that may be asked in an exit interview are:
    - Why did you begin looking for a new job?
    - What ultimately led you to accept a new position?
    - Did you feel that you were equipped by the Company to do your job well (technology, training, support, etc.)?
    - How would you describe the culture of our Company?
        - Can you provide more information, such as specific examples?
    - What could have been done for you to remain employed here?
    - Did you share your concerns with anyone at the company prior to leaving?
    - If you could change anything about your job or the company what would you change?
    - Management is often a key factor in an employee's decision to leave. Were you satisfied with the way you were managed?
    - Did you have clear goals and objectives?
    - Did you receive constructive feedback to help you improve your performance?
    - How can our company improve training and development programs?
    - Would you consider coming back to work here in the future? In what area or function? What would need to change?

- Tasks for the Office Manager (OM)
    - Security Code
        - Upon employee's termination, the OM removes their unique passcode on our Vivant Security System in each building (PWA, TPLF, and Chaney)
            - This is done by manually going into each alarm system, entering the Admin code, and removing the new employee's passcode
            - General Counsel (GC) also has administration rights in the Vivant system
    - Payroll
        - The OM removes the terminated individual from payroll
            - The software automatically calculates pay and prorates if necessary
    - 401(K)
        - The OM removes the individual from the 401(k) plan
            - This is done online on the Ubiquity site
            - Ubiquity will then contact the terminated employee
            - Individuals have the option not to move their 401(k)
    - Insurance
        - The OM contacts Humana about the departure
    - Dental
        - The OM contacts Delta Dental about the departure
    - Aflac
        - The OM contacts our Aflac rep about the departure
    - Gym Membership
        - The OM will remove gym membership to LifeTime Fitness or the DAC (Desoto Athletic Club)
    - Credit Card
        - The OM collects the individual's company credit card(s) and alerts American Express to cancel the account

  - Keys
    - The OM collects all keys that the individual may have to our building(s)
  - IT Setup
    - The OM alerts Open Road Technologies (ORT) about the employee's departure and ORT will make the appropriate adjustments to remove/forward emails

Chapter 3: Professional Development

<u>Section 1:</u> <u>New Advisor Training Plan</u>

- General Counsel must provide a unique training plan for each prospective advisor/Service Advisor that is brought into the Company.

- General Counsel works in conjunction with the President to customize and complete the plan.

- The Training Plan must be submitted to and approved by Commonwealth's Licensing Department.

- A Template of the training plan that is the basis of each new training plan can be found on the shared drive in Operations/Human Resources/New Hire.

- Several Elements of New Advisor Training remain Consistent regardless of the individual.
  - Each new advisor will attend Commonwealth 101, an introductory seminar at Commonwealth.
  - Each new advisor will study for and take the Series 7 and Series 66 licensing exams.
  - Upon Passage of the licensing exams, each new advisor will attend Advisor Live training at Commonwealth.
  - Upon completion of Advisor Live participate in the Associate/Senior Mentor Program at Commonwealth

<u>Section 2:</u> <u>Staff Member Professional Development</u>

- All staff members are invited to attend Commonwealth's programs offered bi-annually to be instructed on the newest developments in the industry and at Commonwealth known as the Advanced Topics Symposium.

- In addition to Commonwealth live conferences there are compliance, firm, and industry element videos that can be accessed through Community Link to satisfy yearly professional requirements for licensed individuals.

- The Company offers individuals who wish to expand their role with the Company the opportunity to seek further education applicable to the desired position after the voluntary submission of a request and approval by the President.
  - A request to take coursework to develop a new skill is not formal.
  - Provide a simple written statement of what your professional goal is and how your requested education will help you achieve that goal. Also state how the Company will benefit from your professional development.
  - Any voluntary professional development study financed by the Company will require that the employee agrees to a two year employment agreement with the company.

- If the employee leaves the Company prior to the expiration of a two year period following the completion of all professional course-work, the employee will reimburse the Company for all educational expenses paid by the Company.

Chapter 4: Phones

Section 1: Phone System

- The phone system is managed by Open Road Technologies. Problems with a phone or with the system as a whole should be addressed to Mark Bledsoe at (901)652-9022.

Section 2: Setting up a Conference Call Line - *Free Conference Call*

- THIS CONFERENCE CALL SERVICE IS USED FOR GENERAL CONFERENCE CALLS INCLUDING, BUT NOT LIMITED TO, CLIENT CALLS AND NON-PROFIT/FOUNDATION CALLS.
- Log in to https://www.freeconference.com/home.aspx?s=1
- Click "Log in" on the top-left pane
- On the "Quick Scheduler" block, select a date and click "Next"
- Edit the date and time and click "Next"
- Edit the subject line to match the topic of the call (e.g. Houston High Foundation Call)
- Add the appropriate recipients for the call
- You can create a custom group and name it if you foresee similar call in the future
- Click "Confirm This Call" at the top
  - An email will automatically be sent to all recipients invited to the call
- Conference Line: 1-605-475-5950
- Access Code: 4945281#

Chapter 5: Internal Communications

Section 1: Staff Meetings

- With the exception of the Annual Kick-Off Meeting there is not currently a regularly scheduled All-Staff meeting, however the President reserves the authority to schedule a mandatory All-Staff at any time.

Section 2: Administrative Meetings

- Administrative meetings include all CSAs, all Service Advisors, the Portfolio Reporting Coordinator, the Investment Advisors, and General Counsel once a week.

- The purpose of the administrative meeting is to allow the President and/or Investment Advisors to ask the staff any questions that they show as pending on their list of priority tasks.

- The CSAs will have prepared for the meeting any action items relating to a Portfolio Review taking place that week, which needs the Investment Advisor's attention.

Section 3: "Global" Calendar/Outlook

- Sharing Master Calendar
  - On David's Computer
  - Open Outlook
  - Right click on "Law" calendar
  - Click on "Properties"
  - Click on "Permissions" tab
  - Click "Add"
  - Click "Address Book" and make sure Global Address Lists is activated
  - Select staff member you want to give permission to
  - Make sure permission level is set to "Publishing Editor"
  - Click "Apply"

- On Your Computer (After completing the above steps on David's computer):
  - Open Outlook calendar
  - Click "Shared Calendar"
  - Select Dpickler@picklerlaw.com
  - Make sure "Global Address Lists" is activated
  - Click "Apply"
  - Restart your computer if necessary

- Scheduling Meetings
  - Who is involved?
  - How are appointments classified?
  - Travel Time

Section 4: Telephone System

- The phone system is a simple hold, conference, call-transfer, and voicemail system.

- There are no "lines" to direct staff to.

- Each staff member has a 4 digit extension which can be dialed from any other phone in the office.
  - The setup of an individual team member's phone extension and voicemail box is handled by Open Road Technologies.

- If a Team Member wishes to call another team member simply dial the appropriate 4 digit extension.

- A Team Member may "intercom" another team member by substituting a "2" as the first digit of another Team Member's 4-digit extension, however this feature is used almost exclusively by the President.

- A Team Member may "page" all phones in all three Pickler office buildings in the Halle Park Professional Centre by dialing 2169. This should be used sparingly to avoid interrupting meetings.
- If a Team Member wishes to place an outside call, dial "9" and then the outside number.

- If a Team Member is on a call that he or she wishes to transfer to another Team Member:
    - Hit the transfer button;
    - Dial the Team Member's extension;
    - As a courtesy, wait for the Team Member to answer, announce the caller, then hang up the phone after the Team Member agrees to accept the call.

- If a Team Member wishes to make a conference call using the office phone system:
    - Call the first party
    - Push the conference button
    - Call the second party
    - Push the conference button again

<u>Section 5:</u> <u>Business Cards</u>

- PAPER CARDS (STANDARD)
- The Chief Branding Officer (CBO) is in charge of ordering business cards for all employees of each firm
    - Once an employee is in need of more business cards, they inform the CBO
    - The CBO then reaches out to our business card vendor, ProForma
        - Sam Dixon | sam.dixon@proforma.com
    - The CBO alerts Sam of which company/ staff member is in need of a new box of cards
    - The CBO then confirms the correct logo and information is on the card via a digital proof
    - The CBO also confirms that our UVP (See Vision section) is on the back of the card
    - The order is placed and the cards typically arrive within 7 business days

- COIN (FOR PRESIDENT ONLY)
- The Chief Branding Officer (CBO) is in charge of ordering business card *coins* for the President
    - Once the President is in need of more coins, he informs the CBO
    - The CBO then reaches out to our coin vendor, Osborne Coin
        - Cathy Futscher | futscher_cathy@osbornecoin.com
    - *If a <u>new design</u> is needed for the coin, the CBO works directly with the President on designs and mockups*
    - The CBO alerts Cathy that we are in need of a new box of coins
    - The CBO then confirms pricing on the following quantities: 250, 500, and 1,000
    - *If there is a new design, the CBO send Cathy the artwork and discusses pricing for new setup*
    - The CBO informs the President of pricing and gains approval on purchasing
    - The CBO works with Cathy to review a digital mockup of the coin
    - The order is placed and the CBO receives UPS tracking, alerting the President of progress

Chapter 6: Commonwealth Technology

Section 1: CommunityLink/CRM

- All of the useful technology, software, and process tools available from Commonwealth are provided through Community Link

- Employee Access to Community Link is established by Commonwealth after the employee starts with Pickler Wealth Advisors
  - Submission of the "New Employee Setup" form from Community Link begins the process
  - Commonwealth Technology department will call the new employee to set a time to add the employee to the system and program the employee's computer to route its traffic through the Commonwealth Shield

- While a Commonwealth Tech is helping an employee gain access to Community Link the employee should also request that his or her Outlook be programmed to sync with Community Link.

Section 2: Community Link "Workflows"

- Community Link can be used to set up "Workflows" or checklists for repetitive tasks such as incoming transfer of assets.

- In Community Link go to Practice 360;

- Click on the Workflows tab;

- Click on the Drop-down tab "Actions: I want to";

- Select Apply a Workflow;

- Choose the Template for the Workflow you wish to use;

- In the Regarding space type the last name of the household you wish to apply it to; and

- Click "Apply".

- A new list of tasks will appear in the Household's Dashboard related to the template you chose.

Section 3: 1-Click Review

- This Tool is a timesaver for times when we have to run multiple reports for one client or for groups of clients.

- Add the "Widget" for 1-Click Review to your Community Link Home Page by clicking the "Add Widget" link at the top of your Home Page.

- On the 1-Click Review Widget Select the report group you want to run and select the households you want to run and click Go.

- You can generate multiple reports for a single households or multiple reports for multiple households.

- New 1-Click Reviews can be created by going to any Household's dashboard on the Portfolio/Reports Tab and Clicking "Create New" on the 1-Click Reports box.

Section 4: Micro Financial Plans

- From any Household's Dashboard you can create a Micro Financial Plan for that Household for goals such as Retirement, College, Private School, Major Purchase, etc.

- Go to the Household's Dashboard and select the "Planning" Tab.

- The details of micro-plans vary dependent upon client needs, but the data is gathered from the client and input by a CSA or Paraplanner much like a normal financial plan.

- A micro-plan analysis can be performed on the CSA's tablet in a meeting with the client without any need to wait.

Chapter 7: Office Management

Section 1: Accounts Due - Logging Bills

- Quickbooks
  - All bills are logged in Quickbooks
  - Every Pickler firm has a separate account/file
  - Everything paid is entered into QuickBooks for each company

- Bill-Paying Schedule
  - The OM uses a large, paper desk calendar that lists most regular bills such as utilities

- Credit Cards
  - The OM monitors, pays, and records 15+ credit cards
  - Every credit card charge is individually entered into QuickBooks into the appropriate firm's account (e.g. Gas for TPLF, Office Supplies for PWA)
  - The OM separates all charges per firm
    - The OM then pays the credit card company from the specific firm
  - Once charges are entered in QuickBooks:
    - The OM keeps track and records the charges
    - The QuickBooks system automatically deducts the amount once paid

- Receipts
  - Receipts are logged the same way credit cards are
  - Staff members are to put all receipts in the OM's receipt basket
    - Receipts must include what the expense was for and what card was used (e.g. Cam's AmEx, PWA Open House event)

Section 2: Accounts Receivable – Receipt of Payments

- Payments from Commonwealth (CFN)
  - PWA is paid twice a month by CFN
  - This schedule rarely fluctuates

- Commonwealth Report
  - The OM logs onto Commonwealth's site twice a month
    - A report is run each time to break down the fees and money
    - This report is given to the President each time it is pulled

- Trail Report
  - The OM creates this robust CFN report twice a month for the President
    - This report serves as a revenue breakdown
    - This report is the "guts" of the Dashboard

- The Dashboards
  - There are (2) dashboards
    - The standard Dashboard
    - The cashflow report Dashboard
      - The cashflow report mirrors the standard Dashboard but is set up differently for the President's viewing
  - The OM *manually* pulls information for the Dashboards including logging into CFN, bank accounts, and credit card companies
  - This process may take up to 4 hours to complete

- Weekly President Report
  - On a weekly basis, the OM provides the President with an update which includes:
    - Cashflow Report
    - Dashboard
    - Payments/Deposits
    - Credit Card Report

- Mid-Month Report
  - On the 15th of each month, the OM provides the President with an update which includes:
    - Multiple reports for each company for the prior month
      - Collection Reports (P&L, open invoices, budget v. actual)
    - This can be customized in QuickBooks
    - This information fluctuates per year based on the President's needs

<u>Section 3:</u> <u>Deposits</u>

- Logging Information
  - The OM logs all deposit information into QuickBooks
  - The deposit from CFN into our bank account is automatic, but the OM manually puts into QuickBooks line-by-line

<u>Section 4:</u> <u>Purchasing Decisions</u>

- Non-Presidential Approval
  - Certain purchasing decisions may be made by the Operations Officer or Office Manager without Presidential Approval however these must be judged on a case by case basis, and if any uncertainty exist the proper procedure is to seek the President's approval

- President’s Approval
  - A need for the business or the office is identified and the OM is notified
  - If not initially identified by the President, the OM requests a description of the item and it’s use, which is then presented to the President
  - If the President requests it, the OM will request written proposal(s) from vendors
  - The OM then presents the proposal to the President
  - If approved by the President, the OM will inform the appropriate staff member that the purchase should be made and what payment method should be used

Section 5: Building Maintenance

- Vendors and Payments
  - The OM possesses a list of approved vendors for building maintenance
    - This includes furniture repair, painting, cleaning, and landscaping
  - The OM *typically* pays without President’s approval unless the expense is large

Section 6: Technology Maintenance

- Technology Upkeep
  - If an IT-related issue arises, the OM contacts Open Road Technologies and alerts them of the issue
    - This includes PC and phone issues, internet outages, and TV problems
  - Mark, our IT technician, has all of our information and keeps record of the hardware/software we maintain

Section 7: Record Keeping

- Maintaining Staff Files
  - The OM maintains all pertinent staff files and records
    - This includes disclosures, signed contracts, tax records, and insurance updates

- Recording Staff PTO and Absences
  - The OM records staff attendance on a month-by-month basis
    - Each month, the OM goes through the Master Calendar and records everyone’s time off
    - This document is NOT on the server as it is a private document
  - At the end of the year, the OM creates a unified document for each staff member which lists their time off for the year, last raise, what their time off calculates to money-wise, their gym membership fees, and 401(k) match.
    - This is done manually through websites and calendar; nothing feeds into a dashboard or document automatically.

Section 8: Supplies

- Once a month an email is sent to staff by the OM or a delegate soliciting requests for any office supplies that the staff needs
  - In addition to staff requests the Receptionist checks a list of standard supplies that are to be maintained at a certain level at all times, and informs the person ordering supplies what standard items need to be replenished

- Certain regularly depleted items are ordered on a more (or less) regular basis as needed. Such items may or may not be ordered by the OM:
    - Paper for the copier and printers is ordered twice monthly by the OM or the OM's delegate;
    - The OM orders toner for the copiers as needed through the firm that leases the copiers to PWA;
    - An office employee whose computer is not shielded by Commonwealth must order the ink for any color printers that the office may have because the ink has to be ordered through a specific program "E-Concierge Powered by Xerox";
    - The Receptionist is responsible for ordering "P" logoed cups from RushKing;
    - The Paraplanner orders Financial Planning binders through Designer Binders;
    - Stationery is ordered through ProForma

Section 9: Building Security

- Building Security is provided by Vivint for 1135 Halle Park Cir., 1143 Halle Park Cir., and 730 Chaney Cv. Customer Service phone number for Vivint is 1-800-216-5232.

- If there is a problem with the alarm system, including low battery, triggered alarm, or panic button, Vivint will call the office at (901)316-0160, and then if no answer, the OM, General Counsel, CPA or President in that order.

- All changes to the alarm system are performed at the keypad, and the functions *must be performed at each location.*

Chapter 8: Staff Appreciation

Section 1: Happy Hours

- HAPPY HOURS ARE A PRIVILEGE OFFERED TO THE STAFF AT THE DISCRETION OF THE PRESIDENT. HAPPY HOURS ARE NEVER MANDATORY, AND NO STAFF MEMBER IS EVER REQUIRED TO ATTEND.

- The President may at his sole discretion announce a Company Happy Hour after Markets have closed.
    - These Happy Hours may include whatever wine, champagne, whiskey, vodka, or beer the President chooses to offer

- The Receptionist will provide wine from the Break Room or go get wine from Chaney if necessary.

- Available staff is eexpected to assist Receptionist with the setting out of glasses, wine, snack plates, napkins, and food.

- Whenever alcohol is offered on Company grounds food and non-alcoholic beverages will be offered as well.

- When Happy Hour has ended, all remaining staff assist in the clean-up.

- THE STAFF *SHALL* BE CONSCIENTIOUS IN MONITORING EACH OTHER. Any team member who appears to be impaired will be driven home by a teammate, or there will be an alternative ride arranged. NO INEBRIATED TEAM MEMBER WILL BE ALLOWED TO LEAVE THE OFFICE DRIVING HIM OR HERSELF.

Section 2: Anniversary Celebrations

- Anniversary Dinners
  - The President of Pickler Wealth Advisors hosts a dinner for any employee who has reached an anniversary date of 5, 10, 15 years continuing in 5 year increments, so long as the practice can be sustained
  - The Anniversary Employee is offered his or her choice of restaurant with ultimate approval of the selection being made by the President
    - The OM presents the employee's preference to the President
  - The OM is to coordinate with the appropriate staff member to select the date and time
  - Following approval by the President, the OM schedules the event on the Master Calendar, and alerts the entire staff of this event.
    - All staff is invited and the Anniversary Employee is invited to bring his or her significant other.

- Milestone Pins
  - The OM orders a celebratory pin prior to the anniversary dinner
    - The number or type of gems in these pins differ depending on the milestone (e.g. 5 years, 10 years)
    - These pins are ordered at The Awards Place in Collierville
    - Once the pin has been picked up, the OM delivers to the President
    - The pin is presented to the Employee at the Anniversary Celebration

Section 3: Staff Trips

- Staff Trips may be scheduled at the discretion of the President and may be mandatory or not depending on the nature of the trip.

- Schedule coverage of office and phones;

- Establish an emergency contact number for critical client issues;

- Create an itinerary:
  - Dates of Trip
  - Location
  - Driving arrangements
    - Who will drive, when will they depart and return, who will be riding with them
  - Eating arrangements while away:
    - Grocery List
    - Restaurant Reservations (as required)

- Draft any paperwork and create binders as needed for business planning related travel

Chapter 9: Meeting and Partnering with Wholesalers

Section 1: Who gets meetings

- Scheduling Wholesalers to Meet with the President
  - These Wholesalers (vendor/sponsor) typically reach out to the Receptionist or Chief Branding Officer (CBO) to set up a face-to-face meeting with the President
  - The Receptionist alerts them of our "pay to play" policy

    - This policy requires the vendor to commit sponsorship dollars to our events in order to meet with the President and present their products
  - If they wish to agree to our policy, the Receptionist passes along their contact info to the CBO
  - The CBO then inputs their information into the Sponsor spreadsheet (Shared Drive > Communication > Events > "Current Year"
  - Once the CBO has inputted this information for record-keeping purposes, he reaches out to the potential sponsor with the calendar of events
  - Once the wholesaler selects his/her events with a sponsorship commitment, the CBO inputs this into the aforementioned spreadsheet
  - The CBO then alerts the Receptionist that the wholesaler has committed
  - The Receptionist in turn alerts the President of the sponsor, and asks for approval if the President would like to meet with them
  - If the President accepts, the Receptionist schedules the meeting on the calendar
    - Meetings are to be scheduled for 30 minutes unless the President states otherwise

- Meeting with Wholesalers
  - The Receptionist is to confirm meetings with vendors 1 week prior to the scheduled meeting
  - When the wholesaler arrives for his/her scheduled meeting with the President:
    - The Receptionist sits the vendor in the Large Conference Room and offers a beverage
    - The Receptionist then alerts the CBO via phone call that the vendor is here
    - The CBO meets the wholesaler, introduces himself, and sits down to discuss the previously agreed upon sponsorship commitment
      - The CBO leaves behind a Calendar of Events and his business card
  - The Receptionist then takes the wholesaler to the Small Conference Room where they meet with the President for approximately 30 minutes