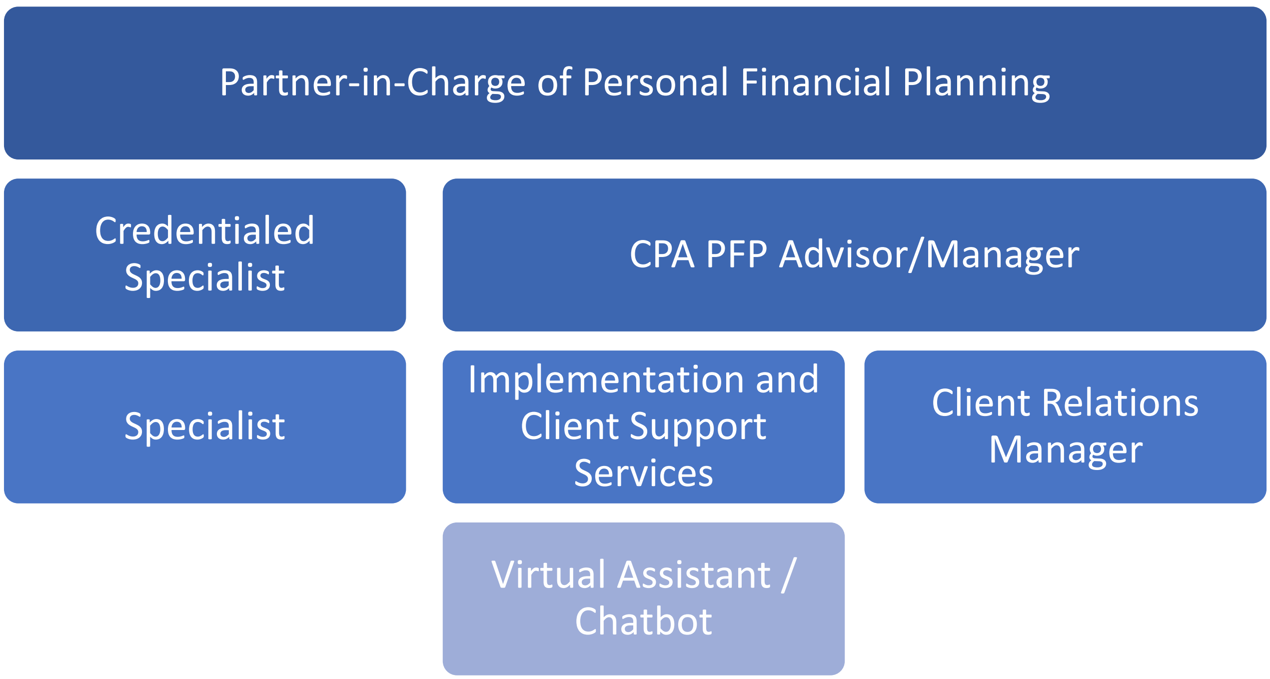
PFP Workshop Resource:
Sample Organizational Chart and Job Descriptions



Role: Partner-in-Charge of Personal Financial Planning

Purpose: The Partner role provides leadership for the PFP service line and is accountable for quality client service, winning new work, adding value through commercial acumen, and developing high performing teams.

Key Success Factors:

- Business acumen
- Selling skills
- Leadership and project management skills and an ability to successfully mentor talented people
- Technical knowledge and expertise
- Functional/industry specialization and profile
- Knowledge of firm products and services

Key Performance Indicators

- Revenue of $XX and generated sales leads of $XX within and across disciplines
- Client satisfaction
- Team satisfaction
- Retention of talented senior people and development through to partnership

Responsibilities

- Leader within the firm and of the PFP Business Group

• Set Mission, Vision, Values for PFP Business Group
• Partnering with clients by understanding their personal financial situation and challenges and providing ongoing advice, insights and support
• Consults and works successfully with other partners and senior managers/directors to ensure seamless integrated services
• Manages assignment risks relative to client and firm requirements
• Seeks regular client assessment of assignment progress and overall feedback on performance/value add
• Identifies and promotes the development of new delivery capabilities and/or channels to satisfy evolving market requirements
• Generates leads, contacts and sales
• Accountable for the financial performance of an agreed part of or whole practice unit
• Leads and mentors key talented people through to partnership

Role: CPA PFP Advisor

Purpose: The CPA PFP Advisor role provides leadership for the PFP service line and is accountable for quality client service, maintaining subject-matter expertise in financial planning, and leading high performing teams.

Key Success Factors

• Technical knowledge and expertise
• Functional/industry specialization

Responsibilities

• Reviews client tax returns for information that impacts the financial planning process.
• Meets with clients to understand financial challenges and set goals.
• Prepares/reviews or reviews the First Year Plan.
• Prepares/reviews or reviews the Personal Financial Summary.
• Leads team of specialists and client support staff in management of client experience.

Key Performance Indicators

• Client satisfaction
• Team satisfaction

Qualifications / Skills

• CPA PFS credential

Role: Credentialed Specialist

Purpose: The Credentialed Specialist role provides technical leadership for the PFP service line and is accountable for quality client service, and maintaining subject-matter expertise in financial planning.

Key Success Factors

• Technical knowledge and expertise
• Functional/industry specialization

Responsibilities

• Reviews client tax returns for information that impacts the financial planning process.
• Meets with clients to understand financial challenges and set goals.
• Prepares/reviews or reviews the First Year Plan.
• Prepares/reviews or reviews the Personal Financial Summary.

Key Performance Indicators
- Client satisfaction
- Team satisfaction

Qualifications / Skills
- CPA or Financial Planning credential

Role: Specialist

Purpose: The Specialist role provides additional technical expertise for the PFP service line and is accountable for quality client service, and maintaining subject-matter expertise in financial planning.

Key Success Factors
- Technical knowledge and expertise
- Functional/industry specialization

Responsibilities
- Reviews client tax returns for information that impacts the financial planning process.
- Meets with clients to understand financial challenges and set goals.
- Prepares for review the First Year Plan.
- Prepares for review the Personal Financial Summary.

Key Performance Indicators
- Client satisfaction
- Team satisfaction

Qualifications / Skills
- Working toward CPA or Financial Planning credential

Role: Implementation and Client Support Services

Purpose: The Implementation Specialist role is responsible for managing the onboarding and early stage support for new clients, as well as coordinating technology support.

Key Success Factors
- Business acumen
- Project management skills
- Client relationship skills

Responsibilities
- Orchestrates and implements the new client process
- Serves as the primary contact during the initial 90 days with a new client
- Initial setup of 3rd party applications that the firm and the client will use to collaborate for ongoing financial reporting, document processing, etc.
- Provides training for new clients and client staff in the use of shared software applications
- Provides orientation and training relating to the Service Level Agreement requirements, collaborative workflow, ongoing scheduling of client meetings, and helps reinforce the importance of client compliance with processing and meeting agreements
- Along with Help Desk staff, is responsible for remaining current and fully developed in the use of software applications and for providing supportive ongoing training and development to the PFP team
- Leverages commercial and market knowledge to anticipate client needs for new/additional services

• Reviews requests from firm clients for special projects, custom reports, technical training (after the initial implementation period)
• In firms that do not have dedicated in-house sales staff, supports Partners by giving demonstrations of technology solutions and services to potential clients or existing clients seeking add-on solutions

Key Performance Indicators

• Meets assignment objectives
• Client satisfaction
• Business development results – selling and cross-selling
• Team satisfaction

Qualifications / Skills

• Strong technology skills using Microsoft Office 2007 or later (Word, Excel, PowerPoint, and Outlook at a minimum, more applications preferred)
• Strong interpersonal and relationship building skills
• Prior experience managing a staff strongly preferred

Role: Client Relations Manager

Purpose: The Client Relations Manager role is responsible for providing exceptional client service, primarily via phone and email/web-based interaction. Is responsible for client meeting scheduling, and support requests. Maintains CRM in support of the PFP team. Will complete special projects as assigned.

Key Success Factors

• Ability to learn new skills quickly and adapt easily to unexpected situations as they arise
• Adapts easily to learning new software applications and demonstrates proficiency with core applications necessary for this position
• Co-operative team player
• Extremely organized
• Client-centric approach to all matters

Responsibilities

• Serves as a "Gatekeeper" for all other members of the PFP team by handling routine emails, telephone calls and other direct communications received from clients
• Reviews and assists with support requests received from clients
• Scheduling and confirmation of weekly, monthly and other virtual/phone/on-site meetings for the PFP team, with related telephone and electronic client communications
• Direct contact with 3rd party vendors for routine client account and support matters
• CRM database records maintenance and updates with periodic "deep clean-up"
• Director of Client Celebrations and Rewards
• Assists with client communications and management to support the PFP team
• Special projects as assigned

Key Performance Indicators

• Demonstrated record of retention of application of technical skills
• Quality of work output
• Meeting assignment objectives (timeframes, budgets, outcomes)
• Client satisfaction

Qualifications / Skills

- Strong technology skills using Microsoft Office 2007 or later (Word, Excel, PowerPoint, and Outlook at a minimum, more applications preferred)
- Bachelor’s Degree preferred.
- Prior experience in a customer/client service role preferred
- Prior accounting/bookkeeping experience preferred
- Strong interpersonal and relationship building skills
- Experience preparing and demonstrating technology solutions and/or web-based and live PowerPoint presentations helpful

Chatbot and Virtual Assistants

Chatbots are automated programs used as a medium to interact with humans via textual or auditory means. They can be used in customer service, where they can gather information. Customers interact with chatbots to clarify their queries, gain product- or service-related information, or even book an appointment.

A virtual assistant is a digital personal software-based agent that assists in performing activities like sending reminders, scheduling an appointment, making calls, typing messages, and so on.