

Survey Best Practices That Will Help You Right Now

You have received the IPA survey by email. Your firm has determined that you will be the person to get it done. You've added it to your to-do list and put the deadline on your calendar. What can you do to make the process as efficient, accurate and valuable to your firm as possible?



1. **Confirm your participation.** Ensure that you are on IPA's radar screen and avoid unnecessary reminders, by sending an email to survey@plattgroupllc.com to confirm that your firm will participate in the survey this year.
2. **Start now!** Regardless of whether your year-end is December or June, a large portion of the IPA survey can be completed today. Get a head start on the deadline by completing the questions that are not dependent on year-end numbers.
3. **Consult the definitions.** The survey definitions tab is not only included to help you understand what the survey is asking for, but also to "normalize" the responses so they are more comparable with other firms.
4. **Find what you need ahead of time.** Review the questions, and make a list of the various management reports that you will need to complete the various sections. Also, determine if someone else (or multiple people) in your firm have quicker access to accurate information, and consider asking them to complete that section and send it back to you.
5. **Consider tracking new information.** The IPA survey has consulted with practitioners for decades over the kind of information that is most helpful for leaders of CPA firms. If your firm is not measuring or tracking some of this data, consider how it could help if you did.

*Today, benchmarking is not a choice; it is a necessity.
The penalty for neglecting proper benchmarking is the loss of a competitive edge.*

SECTION 1: FIRM INFORMATION

This firm data collection section includes **rows 8-35**.

IPA reviews all survey submissions multiple times, based on a three-tier review system. We anticipate more than 600 firms will participate in the survey this year. We need your cooperation in completing this section accurately and providing the name of a contact we can go back to for clarifications.

Be sure you provide the firm name and MP name exactly AS YOU WISH TO SEE IT IN PRINT. IPA will rely on your submission as approval to identify the firm and the managing partner exactly as you entered it.

It is important to provide contact information in case we have questions. Please use the drop-downs where provided, for consistency of answers.

Complete **rows 8-35** with all requested firm data. Please ensure you list numbers of offices. If you have more than one office, please define how many you gained during your firm's fiscal year end reporting period.

1		Please complete the survey and review in its entirety no later than the deadlines on the Welcome Tab and email your complete survey response to survey@plattgrouppllc.com . Early submissions are welcomed and appreciated. For instructions and more information, visit the Welcome tab.	
2			
3			
4	THE 2017 INSIDE PUBLIC ACCOUNTING SURVEY & ANALYSIS OF FIRMS		
5	FISCAL YEAR-END 2016-2017		
6	PLEASE ENTER ALL DATA IN COLUMN "B" WHITE CELLS UNLESS OTHERWISE SPECIFIED.		
7	FIRM INFORMATION		
8		Firm Name (As you wish it to appear in print)	
9		Managing Partner / Chief Executive's Name (As you wish it to appear in print)	
10		Managing Partner / Chief Executive's Email	
11		Firm Mailing Address (Location of headquarters office)	
12		City, State, Zip	
13		Phone Number (xxx) xxx-xxxx	
14		Year Founded	
15		Total Number of Offices	
16		Increase / Decrease in Number of Offices (FYE actual number) e.g., 1 or -2	
17		Fiscal Year-End (mm/dd/yyyy) Data Being Reported. PLEASE REPORT YOUR FIRM'S ACTUAL FYE DATA	
18	FOR DEADLINE SUBMISSION DATES, SEE THE WELCOME TAB		
19			
20	FIRM SURVEY CONTACTS	Each survey is reviewed / proofed. We will contact you for any and all questions / clarifications.	
21		Name of Person Filing Out This Survey (This person will be the contact for ALL confidential questions / clarifications)	
22		Email Address of Person Filing Out This Survey	
23		Name of Marketing Contact (For accolade correspondence, imagery, etc.)	
24		Email Address of Marketing Contact	
25	COMPLIMENTARY SUMMARY	Fully Participating Firms Only	
26		Name of Recipient (one contact per firm)	
27		Email Address (required)	
28	PRE-ORDER YOUR 2017 BENCHMARKING REPORT, FINANCIAL AND OPERATIONAL REPORT CARD AND INTERNAL OPERATIONAL REPORTS - SAVE ON PRE-PUBLICATION PRICING. CLICK HERE		
29	FIRM MEMBERSHIPS	Excluding AICPA and State CPA Societies	
30		Is your firm a member of an international association of firms?	
31		Name of international association(s)	
32		Are you considering changing your association membership this year? (Your response will remain confidential)	
33		Is your firm or a staff member a member of AAM (Association for Accounting Marketing)?	
34		Is your firm or a staff member a member of CPAFMA (formerly AAA - Association for Accounting Administration)?	
35		Is your firm registered with the Public Company Accounting Oversight Board (PCAOB) ?	

SECTION 2: CLIENTS, MERGERS AND ACQUISITIONS

This data collection section includes **rows 37-44**.

Mergers and Acquisitions: Please provide the data for the fiscal year reporting period. If you hired a partner from another firm (lateral hire) who brought in a book of business, do NOT count this as a merger or acquisition. When providing numbers of staff added, if applicable for a merger, please provide total headcount, not FTE.

36	CLIENT INFORMATION	
37		Number of SEC audit clients. If you have no SEC audit clients, please enter 0.
38		Increase or Decrease in the number of SEC audit clients from prior year. Example 5 or -2 or 0.
39	MERGERS & ACQUISITIONS Do not include lateral hires in this section.	
40		Total number of mergers / acquisitions your firm completed in the CURRENT fiscal year being reported
41		Total number of STAFF added (INCLUDE ALL partners) from mergers / acquisitions
42		Total number of PARTNERS added from mergers / acquisitions
43	\$	Total NET REVENUE added from mergers / acquisitions
44		Did you report any mergers / acquisitions in the year PRIOR to the fiscal year being reported?

SECTION 3: FINANCIAL INFORMATION / FIRM REVENUES

This data collection section includes **rows 47-72**. This section provides a breakdown of the firm's revenues from all firm-owned entities. If the CPA firm owns less than 100% of the entities, include the percentage (%) of revenue equal to the percentage (%) of ownership of the entity.

Row 47: Gross Revenues: This would be the total gross revenue from all entities at the firm's FYE, net of client reimbursable. Subsidiary revenue should be reported. If the CPA firm owns less than 100% of the subsidiary, include the percentage (%) of revenue equal to the percentage (%) of ownership of the subsidiary. The actual dollar amount should represent all revenues that your time and billing system says you should charge at standard rates. Report accrual basis revenues before bad debt write-offs.

45	FINANCIAL INFORMATION	
46	FIRM REVENUES - FROM ALL ENTITIES	
47	\$	GROSS REVENUES - ALL firm entities at your FYE (include ALL firm entities / service areas)
48	\$	NET REVENUES - ALL firm entities at your FYE (total billed less client reimbursable cash disbursements)
49	%	Percentage ORGANIC Net Revenue Growth (+ -) from your previous FYE EXCLUDING mergers / acquisitions
50	%	Percentage ALL Net Revenue Growth (+ -) from your previous FYE INCLUDING mergers / acquisitions, if applicable
51	%	PERCENTAGE of the NET REVENUES derived from something other than charge hours? e.g., commissions, success fees?
52	NET REVENUES BY SERVICE AREA (in \$) REVENUES IN ROWS 53-71 SHOULD EQUAL ROW 48	
53	\$	Audit & Accounting (includes all assurance, accounting and write-up / bookkeeping fees)
54	\$	Tax & Tax Consulting
55	\$	Business Advisory / Management Consulting
56	\$	Business Valuation
57	\$	CFO Services
58	\$	Commission-Based Financial Services
59	\$	Computer & Information Technology Consulting
60	\$	Cost Segregation
61	\$	Employee Benefits Administration
62	\$	Fee-Based Financial Services
63	\$	Health Care Billing and Coding Services
64	\$	Human Resources Consulting & Personnel Placement
65	\$	Litigation Support Services
66	\$	Mergers & Acquisitions
67	\$	Payroll Services
68	\$	Peer Review
69	\$	Other Service Area / Subsidiary Name
70	\$	Other Service Area / Subsidiary Name
71	\$	Other Service Area / Subsidiary Name
72	\$0	TOTAL NET REVENUE (Total REVENUES NEED TO EQUAL ROW 48) If not, please review and revise rows 53-71

Row 48: Net Revenues: Billed amount (net of actual client reimbursables) from all entities included in the firm's GROSS REVENUE. Write-ups and write-downs should be included in this number, but bad debts should not.

Row 49: Net Revenue Growth Rate Organic: Organic growth should **exclude** the effects of mergers, but should **include** growth in net revenue from the effects of lateral hires.

Row 50: Net Revenue Growth Rate All: 'All' should include the effects of all mergers during the firm's fiscal year. If you had no mergers, 'all' growth and "organic" growth should be the same.

Row 51: Percentage of Net Revenues from Other than Charge Hours: Many firms provide services that generate revenue regardless of charge hours (such as revenues on assets under management or 'success fees' over and above the work performed). Please indicate the percentage of the firm's total net revenues derived from something other than charge hours. If none, please enter "0%."

Rows 53-72: Firm's Net Revenue by Service Areas: Please provide net revenue amounts for the service areas on rows 53-68. If other non-traditional services are not listed in rows 53-68, please include the service area name and the net revenue in rows 69-71. Please ensure row 72 equals row 48.

SECTION 4: FIRM NICHE

This data collection section includes **rows 74-83. Top Niches:** Using the drop-down menus, for consistent responses, please indicate the firm's top three niche specialties, based on the firm's total net revenues derived from those niche specialties. Please provide the total percentage of the firm's net revenues the niche accounts for. If a niche service / industry is not provided in the drop-down menus on **rows 74, 76 and 78**, please select "other" and define it in column C.

Rows 81-83: Niches to be Launched: Please indicate the niche specialty areas your firm plans to launch over the next 12 months.

73	INDUSTRY NICHE: Please indicate THE TOP THREE INDUSTRIES SERVED by percentage of the firm's net revenue.	
74		Industry Niche 1 (If not listed on the drop-down menu, define here)
75	%	Total percentage of the firm's net revenues
76		Industry Niche 2 (If not listed on the drop-down menu, define here)
77	%	Total percentage of the firm's net revenues
78		Industry Niche 3 (If not listed on the drop-down menu, define here)
79	%	Total percentage of the firm's net revenues
80	INDUSTRY NICHE TO BE LAUNCHED IN THE CURRENT FISCAL YEAR	
81		Industry Niche 1 (If not listed on the drop-down menu, define here)
82		Industry Niche 2 (If not listed on the drop-down menu, define here)
83		Industry Niche 3 (If not listed on the drop-down menu, define here)

SECTION 5: FIRM NET INCOME

This data collection section includes rows [85-88]. This section identifies total firmwide net income BEFORE any equity partner distributions.

Row 85: Firm Net Income: Net revenue from all services (Row 48) less expenses. Include among expenses; payments to non-equity partners; payments to retired partners, DO NOT include as expenses any unique equity partner benefits such as car allowance(s), salaries / compensation or return-on-capital of current equity partners.

Row 86: Net Income Growth Rate Organic: Organic growth should **exclude** the effects of mergers, and should **include** growth in net income of the effects of lateral hires.

84 FIRM NET INCOME - FROM ALL ENTITIES		
85	\$	TOTAL NET INCOME before EQUITY partner distributions
86	%	Percentage ORGANIC Net Income Growth (+ -) from your previous fiscal year EXCLUDING mergers / acquisitions
87	%	Percentage ALL Net Income Growth (+ -) from your previous fiscal year INCLUDING mergers / acquisitions, if applicable
88	%	Percentage of TOTAL NET INCOME (in Row 85 that was - or will be - DISTRIBUTED to equity partners (see Definitions Tab))

Row 87: Net Income Growth Rate All: All should include the effects of all mergers during the firm's fiscal year. If no mergers, the "all" and "organic" growth should be the same.

Row 88: Equity Partner Distribution: Of the total net income reported for the firm's FY how much was distributed, or will be distributed in the first six months of the firm's current FY, to equity partners in the form of compensation, bonuses, unique benefits, profit sharing etc.?

SECTION 6: FIRMWIDE BILLINGS & COLLECTIONS

This data collection section includes rows 91-98. This section identifies billing strategies and cash management.

89 FIRMWIDE BILLING & COLLECTIONS		
90 BILLING RATES & COLLECTIONS		
91	%	By what percentage will your stated billing rates increase next year?
92	%	Realization (%) Total Amount Billed (net of client reimbursables) divided by Actual Charge Hours x Standard Billing Rates
93		What is the standard hourly billing rate multiple for professional staff (based on a 2,080 hour work year)?
94 ACCOUNTS RECEIVABLE / WORK IN PROGRESS (WIP)		
95	\$	Total (\$) Billed Receivables (A/R) at FYE - Total A/R (accrual) include allowance for doubtful accounts
96	%	What (%) percentage of Billed Receivables (A/R) is over 90 days at your FYE?
97	\$	Total (\$) Unbilled Work in Progress (WIP) at FYE (Adjusted for expected billing rates, if applicable)
98	%	What (%) percentage of Unbilled Work in Progress (WIP) is over 90 days at your FYE?

Row 92: Realization Percentage: The formula is Total Amount Billed divided by (Actual Charge Hours x Standard Billing Rates.) The numerator would be what was ACTUALLY BILLED. The denominator would be ALL CHARGE HOURS (before any write-offs) multiplied by full standard billing rates (before any write-downs or write-ups). This metric is a measurement of 1) chargeable time that was not recorded, 2) captured time that was not billed, and 3) billing rates that were different (up or down) from standard rates.

Row 93: Standard Hourly Billing Rate Multiple: The multiplier used by the firm to determine a professional staff person’s billing rate based on their hourly compensation (at 2,080 hours per year). If more than one billing multiple is used (say, for different departments), please select the multiple that most closely resembles the average for the firm.

Row 97: Work In Progress: Total Unbilled Work in Progress (WIP) should be adjusted, if applicable, for any additional potential write-offs or write-downs to reflect truer value.

SECTION 7: FIRM COSTS / OFFICE SPACE / FIRM CAPITAL

This data collection section includes **rows 101-114**. This section identifies major expense “buckets,” space utilization and the amount of capital available in the firm. Include ALL firm costs for administrative staff, professional staff, compensation, commissions, bonuses, payroll taxes and direct benefit costs for ALL non-equity partners, interns, professional staff, administrative staff and all firmwide staff. **Exclude all equity partner compensation and unique benefits from rows 101-114.**

Rows 101-107: Firm Costs: These costs should be tracked. The firm costs in rows 101-107 are NOT mutually exclusive (for example a marketing director’s salary *should be* included in the firmwide personnel percentage on row 101, and also included in the marketing costs, on row 103; the same will apply for technology costs on row 104, etc.). **Exclude all equity partner compensation and unique benefits from rows 101-107.**

99	FIRM COSTS: AS A PERCENTAGE (%) OF THE FIRM'S NET REVENUE WHAT ARE THE FOLLOWING COSTS?	
100	EXCLUDE ALL EQUITY PARTNER COMPENSATION, TIME, UNIQUE PARTNER BENEFITS, ETC. IN ROWS 101-107	
101	%	Firmwide (ALL) Personnel (%) costs (Include total compensation, including bonuses, payroll taxes, firmwide benefits)
102	%	Professional Liability Insurance (%) costs (If less than 1% use 0.5% or 0.75%)
103	%	Marketing (%) costs (Include marketing staff compensation, bonuses, payroll taxes, benefits and all direct marketing costs)
104	%	Technology (%) costs (Include internal IT staff compensation, bonuses, payroll taxes, benefits and all direct technology costs)
105	%	Professional Staff Training (%) costs (Include travel expenses, registration, etc.) Exclude administrative staff training
106	%	Rent / Occupancy Costs (%) costs (Include rent, real estate taxes, personal property taxes, insurance depreciation, amortization)
107	%	Recruiting (%) costs (Include recruiting staff compensation, bonuses, payroll taxes, benefits and all direct recruiting costs)
108	OFFICE SPACE	
109		How many total square feet does your firm utilize? (Total ALL offices)
110	%	What percentage (%) of office space does your firm OWN?
111	#VALUE!	What percentage (%) of office space does your firm LEASE?
112	FIRM CAPITAL: The classic accrual basis 'GAAP' definition: Assets minus liabilities = capital	
113	\$	What is the total dollar amount (\$) of firm capital at the fiscal year-end?
114		In the past fiscal year, did partners' capital requirements... Increase, Decrease, or Remain the Same?

Rows 109-111: Office Space: This section identifies the total office square footage your firm owns and/or leases. If the firm is obligated for space that isn’t being utilized, please include it on the overall square footage for the firm’s FY. If the firm has office space that is being sub-leased, please exclude that from rows 109-111.

Rows 113-114: Firm Capital: This is the classic GAAP definition [Working Capital = Assets – Liabilities]. If the firm has future obligations to retired partners that are currently earmarked and are not available for the firm’s working capital, please include those obligations as a liability.

SECTION 8: PARTNERS / CHARGE AND WORK HOURS / BILL RATES AND COMPENSATION

This section includes **rows 119-125**. This matrix captures the firm’s full-time equivalents (FTE) of partners, their charge hours, work hours, average bill rates and average compensation, for both equity and non-equity partners in the firm. Please provide data in every non-shaded cell in the matrix.

115	PERSONNEL / CHARGE HOURS / WORK HOURS / BILLING RATES / COMPENSATION				
116	(FULL-TIME EQUIVALENTS - FTE) Complete the FTE metrics below as: Total No. of FTE available to you during your entire fiscal year (not the FTE number on the last day of your fiscal year). See Definitions tab if needed.				
117	Please complete ALL non-shaded [white] cells in the matrix below. Time worked should EXCLUDE all PTO (vacation, holidays, sick leave, jury duty, etc.)				
118	Equity Partners (FTE)	No. of FTE Equity Partners	Please see definitions tab for compensation details for all equity partners in Column G		
119	Male Equity Partners		Total Charge Hours Equity Partners	Total Work Hours (Excluding PTO) Equity Partners	Average Stated Billing Rates For Equity Partners
120	Female Equity Partners				Average Annual Compensation For Equity Partners
121	Total Equity Partners	0.00			\$
122	Non-Equity (Salary Partners) (FTE)	No. of FTE Non-Equity Partners	Please see definitions tab for compensation details for all non-equity partners in Column G		
123	Male Non-Equity Partners		Total Charge Hours Non-Equity Partners	Total Work Hours (Excluding PTO) Non-Equity Partners	Average Stated Billing Rates For Non-Equity Partners
124	Female Non-Equity Partners				Average Annual Compensation For Non-Equity Partners
125	Total Non-Equity Partners	0.00			\$

Column C Rows 119-124: (FULL-TIME EQUIVALENTS - FTE) Complete the FTE metrics on Rows 119-124, Col. C as: Total No. of FTE available to you during your entire fiscal year (not the FTE number on the day of your fiscal year end). Please provide Full Time Equivalent (FTE) numbers only based on 2,080 hours per year. FTE can never be more than 1.0 FTE, but can be less than 1.0 FTE. Example: 1 equity partner works 2,600 hrs. annually; 2 professional staff members work 1,040 hrs. annually and 1 professional staff works 520 hrs. annually. The FTE for this group would be 2.25 FTE. Include in the FTE count a prorated number for partial year staff (e.g. partner hired six months into your fiscal year would equal 0.5 FTE.)

Column D Rows 121 and 125: Indicate the total charge hours generated by both the equity partner group and the non-equity partner group.

Column E Rows 121 and 125: Indicate the total work hours by both the equity partner group and the non-equity partner group. Exclude / back out ALL paid time off (holidays, vacation, sick time, jury duty) from your totals.

Column F Rows 121 and 125: Indicate the AVERAGE stated billing rate for both the equity partner group and the non-equity partner group.

Column G Rows 121 and 125: Indicate the AVERAGE annual compensation for both the equity partner group and the non-equity partner group. Include salaries / guaranteed payments, bonuses / commissions or other discretionary allocations from all entities, and return on capital (interest payments). Exclude retirement contributions and non-unique benefits.

SECTION 9: STAFF / CHARGE AND WORK HOURS / BILL RATES AND COMPENSATION

This data collection section includes **rows 127-138**. This matrix captures the firm’s full time equivalents (FTE) of all non-partner staff, their charge hours, work hours, average bill rates and average compensation. Please ensure the metrics you report are for the staff groups identified on **rows 127-133** and **rows 137-138**. Please provide data in all non-shaded [white] cells in the matrix.

126	Client Service Professionals (FTE) (Exclude ALL Partners) - See Definitions	No. of FTE Client Serving Professionals	Total Charge Hours By Client Service Prof.	Total Work Hours (Excluding PTO) By Client Service Prof.	Average Stated Billing Rates For Client Service Prof.	Average Annual Compensation For Client Service Prof.
127	Interns Only				\$	
128	0-2 Years Experience in Public Accounting				\$	\$
129	3-5 Years Experience in Public Accounting				\$	\$
130	6-8 Years Experience in Public Accounting				\$	\$
131	9+ Years Experience in Public Accounting				\$	\$
132	Paraprofessionals				\$	\$
133	Other Professional Staff (not elsewhere classified)				\$	\$
134	FTE Totals / Prof. Staff (including partners)	0.00	0	0		
135	Total FTE Client Service Professionals with an Active CPA License		← Note: This is the FTE for ALL client-serving CPAs within the firm. This FTE is not being duplicated on			
136	Non-Client Service Staff (FTE)	No. of FTE Non-Client Serving Staff	Total Charge Hours By Non-Client Serving Staff	Total Work Hrs. (Excluding PTO) By Non-Client Serving	Average Stated Billing Rates For Non-Client Serving Staff	
137	Administrative & Support Staff				\$	
138	Other Admin. Staff (not elsewhere classified)				\$	

Column C Rows 127-138: Staff FTE: Complete the FTE metrics on Rows 127-138, Col. C as: Total No. of FTE available to you during your entire fiscal year (not the FTE number on the day of your fiscal year end). Please provide Full Time Equivalent (FTE) numbers only based on 2,080 hours per year. FTE can never be more than 1.0 FTE, but can be less than 1.0 FTE. Example: 1 staff member works 2,600 hrs. annually; 2 professional staff members work 1,040 hrs. annually and 1 professional staff works 520 hrs. annually. The FTE for this group would be 2.25 FTE. Include in the FTE count a prorated number for partial year staff (e.g. staff hired six months into your fiscal year would equal 0.5 FTE), and any and all seasonal staff, including interns. Note: Professional staff years of experience are based on the amount of time a staff member has worked in public accounting, not necessarily your firm. Seasonal staff should be included based on their years of experience and counted as a partial FTE based on a 2,080-hour year. Ensure ROW 139 accurately reflects the total FTE of your firm at your FYE.

Column D Rows 127-138: Provide the total CHARGE hours for each specified GROUP based on the firm's total FTE for each GROUP. Firmwide totals will be auto-summed in Column D, Row 139.

Column E Rows 127-138: Provide the total WORKED hours for each specified GROUP in rows, based on the firm's total FTE for each group. Include all professional training time, CPE, but **EXCLUDE** PTO - vacation, paid holidays, sick time, jury duty, etc. Firmwide totals will be auto-summed in Column E, Row 139. Please ensure that the total work hours in row 139 match your records for total work hours for the firm. If you don't track work hours, please leave those sections blank.

Column F Rows 127-138: Provide the AVERAGE stated billing rate for each GROUP.

Column G Rows 128-138: AVERAGE COMPENSATION: Provide all salary, bonuses, overtime and commissions. If less than 1.0 FTE, please annualize compensation.

Row 135: No. of CPAs among the Professional Staff: Please indicate the total number FTE CPAs that are included in the professional staff numbers. (This number will not be added to the firmwide totals in row 139.)

Row 141: Total Firmwide Chargeable Hours Generated Between January – April: Please enter the total amount of firmwide chargeable hours generated Jan. 1 through April 30.

140	TOTAL FIRMWIDE CHARGE HOURS GENERATED DURING JANUARY - APRIL	
141		Total Firmwide Chargeable Hours Generated (January - April)

SECTION 10: PROFESSIONAL STAFF TURNOVER AND TRAINING

This data collection section includes **rows 143-147**. This section provides staff turnover, tenure and CPE requirements for PROFESSIONAL STAFF only.

142	PROFESSIONAL STAFF TURNOVER / TRAINING (FTE can not be more than 1.0, but can be less than 1.0.) Exclude interns and seasonal staff from this section.	
143	%	Percentage of Professional Staff Turnover (FTE staff who left during the FY divided by total FTE at the beginning of the FY)
144		Voluntary Turnover: Number (x.x) of FTE Professional Staff who left on their own during the FY
145		Involuntary Turnover: Number (x.x) of FTE Professional Staff who were let go / fired during the FY
146		AVERAGE LENGTH of employment (x.x years) per Professional Staff (EXCLUDE Equity Partners)
147		What is the AVERAGE ANNUAL CPE hours, per Professional Staff ONLY? (INCLUDE All Partners)

Row 143: Percentage of Professional Staff Turnover: This is the (%) percentage of Full Time Equivalent (FTE) professional staff (including all professional staff, paraprofessionals, ALL PARTNERS) who left the firm during your FY divided by the number of FTE professional staff at the start of the firm’s FY. **EXCLUDE ALL interns and seasonal staff.** Example: 10.5 voluntary and 2.0 involuntary **should not equal** 12.5% for the professional staff turnover percentage on row 143.

Rows 144-145: Turnover - Voluntary and Involuntary: Report a number (*not a percentage*); Report based on FTE, not headcount; Report only the turnover of professional staff including ALL PARTNERS; Exclude administrative staff, interns and seasonal staff from your turnover calculations.

SECTION 11: INTERNAL FIRM OPERATIONS

This data collection section includes **rows 150-193**. This section identifies the professional management / administrative positions within the firm. **Salary information will be kept confidential and will not appear in any IPA publication.**

148	INTERNAL FIRM OPERATIONS	
149	DO YOU HAVE THE FOLLOWING POSITIONS? If less than FTE of 1.0, please ANNUALIZE compensation.	
150		Business Development or Sales Director
151	\$	Annualized Compensation
152		Years of experience
153		Years with the firm
154		Chief Operating Officer (COO)
155	\$	Annualized Compensation
156		Years of experience
157		Years with the firm
158		Chief Financial Officer (CFO)
159	\$	Annualized Compensation
160		Years of experience
161		Years with the firm

Rows 150-193: Administrative / Management Staff Positions:

Include salary, bonuses, overtime and commissions. If less than 1.0 FTE, please **annualize total compensation**. If you have more than one FTE in a specific position, please provide an average for the FTE in that position.

If outsourced, include the fees paid directly for the service, do not include any other costs, other than compensation for the outsourced professional fee. If available, please also provide years of experience and years with the firm (years under contract with the firm) for outsourced professionals.

SECTION 12: FIRM OWNERSHIP

This data collection section includes **rows 196-228**. This section identifies compensation and demographics of partners in the firm.

Rows 196-199: Partner Compensation: Please include salaries / guaranteed payments, bonuses / commissions or other discretionary allocations from all entities, and return on capital (interest payments). Exclude retirement contributions and unique benefits.

Rows 196-197: Please report the AVERAGE compensation for NEWLY ADMITTED non-equity and NEWLY ADMITTED equity partners. Include salary, bonuses, overtime and commissions. **If less than 1.0 FTE, please annualize total compensation.**

194	FIRM OWNERSHIP	
195	PARTNER COMPENSATION - Include salaries, guaranteed payments, bonuses, commissions or other discretionary allocations from all entities, and return on capital (interest payments). EXCLUDE retirement contributions and unique benefits offered to the equity partner group.	
196	\$	Average compensation for NEWLY ADMITTED NON-EQUITY partners
197	\$	Average compensation for NEWLY ADMITTED EQUITY partners
198	\$	HIGHEST EQUITY partner compensation
199	\$	LOWEST EQUITY partner compensation
200		The RATIO between the HIGHEST and LOWEST in EQUITY partner compensation
201	\$	Total Managing Partner compensation, including salary, bonuses, etc.
202		Do you have an OPEN compensation system? (do all partners know what all other partners earn?)
203		What type partner compensation SYSTEM does your firm utilize?
204		If "Other" please enter in Column B
205		Do EQUITY PARTNERS receive compensation credit(s) for any of the items listed below in Rows 207-218?
206	If yes in Row 205 what do equity partners receive compensation credit(s) for below?	
207		Chargeable hours? i.e., meeting charge hour budget?
208		Excess billable hours?
209		Goals and objectives met?
210		Management responsibility?
211		Marketing initiatives?
212		Originating new work?
213		Realization rate?
214		Soft skills?
215		Teamwork / "One Firm" efforts?
216		Technical skills?
217		Training and mentoring staff?
218		If "Other" please enter in Column B
219	EQUITY PARTNERS / PARTNERSHIP ISSUES - TOTAL HEADCOUNT	
220		Did you terminate any equity partners (excluding retirement or voluntary departure) during your fiscal year?
221		Number of equity partners who retired during the fiscal year
222		Number of equity partners expected to retire during the current fiscal year
223		What is the average age of all equity partners?
224		Number of equity partners work part-time schedules? (less than 2,000 hrs./year)
225		Number of equity partners work an alternative schedule?
226	%	Highest percentage (%) of firm equity owned by any one partner
227	%	Lowest percentage (%) of firm equity owned by any one partner
228		Number of Equity Partners that ARE NOT licensed CPAs?

Rows 198-199: Please provide the highest and lowest EQUITY partner compensation. Include salary, bonuses, overtime and commissions. **If less than 1.0 FTE, please annualize total compensation.**

Rows 205-218: This section helps identify the components of the partner compensation formula used in your firm. Please select YES if your current partner compensation formula provides / allows for greater compensation credits in the areas identified in rows 207-218.

Rows 220-228: This section is exclusive to EQUITY partners. If you are not tracking some of this information, you should consider the potential value of doing so.

Row 228: Please provide the total number of EQUITY partners **who are NOT licensed CPAs**. This is NOT the total of non-equity partners.

SECTION 13: FIRM OWNERSHIP [equity partners] (continued)

This data collection section includes **rows 230-251**. This section includes information on the managing partner(s), newly admitted partners and equity partner retirement.

229	MANAGING PARTNER / CEO	
230		What is the age of the managing partner(s) / CEO(s)?
231		How many years has the current individual(s) held the position of managing partner / CEO?
232		Do you have a term limit on how long a managing partner(s) / CEO(s) may serve?
233		If yes, what is the limit? (e.g., No more than 10 years, or to age 65)
234		Did you name a new managing partner / CEO during the fiscal year?
235		If yes, what is the effective date? mm/dd/yyyy
236	\$	What dollar (\$) amount of client business does the managing partner(s) / CEO(s) personally manage?
237		Managing partner(s) / CEO(s) CHARGEABLE HOURS per year?
238	NEWLY ADMITTED PARTNERS	Please USE Total Headcount
239		Number of equity partners admitted during your fiscal year
240		Of the equity partners admitted, how many were lateral hires (brought in from another firm)?
241		Number of non-equity partners admitted during the fiscal year
242		Of the non-equity partners admitted, how many were lateral hires (brought in from another firm)?
243		What is the average number of years from entry-level staff to being admitted / named to equity partner ?
244	\$	What is the capital requirement (buy-in \$ amount) for a new equity partner? If none, put \$0.
245	EQUITY PARTNER RETIREMENT	
246		Does your firm have a retirement plan for equity partners? (Do partner agreements define terms of a retirement plan? Exclude 401(k))
247		If yes, is the plan Fully Funded, Partially Funded, or Unfunded?
248		What is the plan's funding instrument(s)? Exclude 401(k)
249	\$	Total dollar (\$) amount paid to retired equity partners (net of the capital payout) during the firm's FY
250		How does the firm compute equity partner retirement payments?
251		If "Other" please enter in Column B

Rows 230-237: This section is specific to the managing partner(s) of the firm. If you don't have an MP or if you have several, please provide an average for rows 230, 231, 236 and 237.

Row 236: This question asks for the dollar amount of client business the MP personally

manages. This is the MPs **book of business**, not the firm's total revenues. If the MP is focused 100% on firm management, indicate \$0.

Rows 239-244: Newly Admitted Partners / Lateral Hires: This section addresses both equity and non-equity partners.

Rows 240 and 242: Lateral Hires: Please indicate how many equity or non-equity partners were hired in from another firm or **industry** and brought into your firm as a partner.

Row 244: Newly Admitted Equity Partners: What is the firm's current buy-in (Capital Requirement) amount for newly admitted equity partners?

Rows 246-251: Partner Retirement Plan: This section identifies specifics of your firm’s partner retirement plan. Indicate if the firm’s partnership agreement defines terms for a retirement plan for equity partners. A traditional 401(k) **would not qualify** as a partner retirement plan. If you do not have a retirement plan defined by the terms of your partnership agreement, indicate “No” on row 246.

Row 249: Payments to Retired Equity Partners: Please indicate the total amount paid to retired partners during the firm’s fiscal year.

SECTION 14: FIRM PLANNING & GOVERNANCE

This data collection section includes **rows 254-276**. This section provides a snapshot of the tools of planning and governance used within the firm.

Rows 254-276: Please select “Yes” if you have any of these tools in place in the firm. If you are unsure if you have them, leave it blank.

252 FIRM PLANNING / GOVERNANCE	
253 DO YOU HAVE THE FOLLOWING FORMALIZED (defined, written, partner approved)? Please answer YES to all that apply.	
254	360-degree performance review program?
255	Advisory board that includes non-firm personnel?
256	Department strategic plan(s)?
257	Disaster recovery plan?
258	Diversity recruiting plan?
259	Firmwide strategic plan?
260	Client acceptance guidelines?
261	Marketing plan?
262	Mentoring program in place for ALL professional staff?
263	Requirements for becoming an <u>equity</u> partner?
264	Requirements for becoming a <u>non-equity</u> partner?
265	Training program(s) for <u>current</u> partners?
266	Training program(s) for <u>emerging</u> leaders/partners?
267	Training program(s) for ALL professional staff?
268	Mandatory partner retirement age?
269	If yes, at what age?
270	Signed partnership agreements?
271	Upward evaluation process (review of partners by staff)?
272	Written core values?
273	Written firm vision?
274	Written partner code of conduct?
275	Written partner performance reviews?
276	Written succession plan?

SECTION 16: YOUR FEEDBACK

This data collection section includes **rows 392-404**. This section identifies your firm's opinion on several issues and provides an opportunity to opt-out of IPA accolades if so desired.

Rows 392-394: Firm Challenges: Please select from the drop-down menu. If your selection is not listed, select "other" and type in your issue in column C.

Rows 396-397: Most Admired Peer: Please identify one peer in the profession that you admire. This should not be a consultant. Please include the peer's name and firm name.

Rows 399-401: Most Recommended Consultant(s): Please identify three consultants or companies in the profession that your firm has utilized in the past year that you would recommend.

Row 403: Opt-Out: IPA uses the results of this survey to identify firms for accolades such as Best of the Best, IPA 100, IPA 200 and IPA 300 firms. Most firms would like to be considered for these accolades, but if for some reason you don't want your firm to receive the recognition from IPA, you may OPT OUT of accolades.

Row 404: Approval of Submission: To help ensure that all data submitted is correct and has been approved by the managing partner(s) and/or board and to reduce the need for clarifications, please have the managing partner(s) and/or board review this survey prior to submission.

