



Your CPA Firm Name
Organization Evaluation Process

BLUEPRINT
for EXCELLENCE

Marketing and Sales

Rating

Marketing Plan	
-----------------------	--

We have a written plan and are following it.
The plan was developed as part of a group effort and we have buy-in from all stake holders.
The plan is tied to action items with tasks, assignments and target dates.
We are able to measure the success of the individual plan components.

Marketing Message	
--------------------------	--

Our firm has a written marketing message that is well thought out and strategic in nature.
Everyone in the firm can recite the message and understands its purpose.

Image	
--------------	--

Our printed literature is viewed as being high quality and professional.
We are seen as team players within our community.

Web Site	
-----------------	--

Our site is professional in appearance and loads graphics and text in a reasonable amount of time.
Our site offers something of value to visitors and is updated frequently.
Our site is tied to our marketing plan and delivers a message consistent with the plan.

Sales Process	
----------------------	--

Our sales process allows us to consistently meet or exceed expectations.
We have a process to nurture long-term prospects with pre-planned "touch points".
We have a formal process for maintaining long-term relationships with clients and for mining future revenue opportunities from our existing client base.

Referral Sources	
-------------------------	--

We strategically identify and meet with referral sources on a regular basis.
We are good about sending business back to referral sources.
We keep referral sources informed of our progress with prospects and properly thank them for their referrals.

Customer Selection	
---------------------------	--

We have a customer screening process that helps identify the clients we want to serve.
Customer screening and selection is strictly followed and enforced.

Proposals	
------------------	--

Our proposals look professional and instill confidence in our ability to perform.
Our proposals focus on benefits to be received by the client and are specifically tailored to each project.
Our proposal formats are reviewed and updated on a regular basis.

Internal Training	
--------------------------	--

We provide quality marketing training for all staff.
Our training distinguishes the marketing process from the sales process.
Our training identifies all company services so staff have a good understanding of our services and are able to identify leads for a variety of services/products.

Rating Key: ⓪ - N/A ① - Very Poor ③ - Unsatisfactory ⑤ - Marginal ⑦ - Satisfactory ⑩ - World Class



Your CPA Firm Name
Organization Evaluation Process

BLUEPRINT
for EXCELLENCE

Services/Operations

Rating

Service Quality	
------------------------	--

We are committed to delivering the highest customer service possible.
We have quality control standards that are strictly adhered to. We do not tolerate noncomformance.
Everybody in our firm is empowered to do "whatever it takes to get the job done".
We perform internal inspections to review the quality of our work/service/products and look for ways to improve.

Customer Satisfaction	
------------------------------	--

We are absolutely committed to exceeding our client's expectations and turning them into raving fans.
Our firm has zero tolerance for employees who aren't committed to exceptional client service.
Our clients feel that we act with their best interests in mind and know that we are committed to providing exceptional service.
We have an effective survey process in place to measure customer satisfaction.

Standardized Tools/Processes	
-------------------------------------	--

We have developed or acquired standardized tools and processes to aid employees in delivering quality services.
We have a process in place to review and improve existing tools and processes.
We use our standardized tools and processes to train our employees on proper service delivery techniques.
We outsource customer needs for services we cannot perform and we constantly seek to increase our skill levels.

Project Management	
---------------------------	--

Each Engagement/client/project has one individual who is responsible to plan and manage for success.
We have good reporting tools available to monitor each project or engagement as it progresses.
We provide clients with written progress reports throughout the engagement and proactively communicate with the client.
We have a meeting with the client to bring formal close to the engagement/project.

Training Program	
-------------------------	--

Our firm is committed to high-quality training and has a formal training program.
I have input into the type and level of training I need to be successful in my assigned roles.
Management shows by their actions that training is a priority within this firm.

Customer Retention	
---------------------------	--

Our firm is committed to developing long-term relationships with quality clients.
We have a formal process of reviewing clients to determine if they should remain as a client.
We have a formal process of dismissing those clients who do not measure up to the firm's standards.

Teamwork	
-----------------	--

We consistently work well as a team in meeting our client's needs and in finding creative solutions to their problems.
We do a good job of delegating work to the appropriate levels and providing supervision to ensure growth and success.
The firm consistently emphasizes teamwork over individual accomplishments.

Knowledge Base	
-----------------------	--

We have a good process to catalog shared data that can be easily accessed by everyone.
We have an established process to gather knowledge/data into a shared library.

Rating Key: ⓪ - N/A ① - Very Poor ③ - Unsatisfactory ⑤ - Marginal ⑦ - Satisfactory ⑩ - World Class



Your CPA Firm Name
Organization Evaluation Process

BLUEPRINT
for **EXCELLENCE**

Administration

Rating

Recruitment	
--------------------	--

We have an effective written recruitment plan.
 We have identified features of our company to attractively position the company to prospective employees.
 We have standardized the interview process and those involved know their roles and responsibilities.
 Our firm is committed to finding and hiring the best people for every job.

Compensation	
---------------------	--

Our compensation plan is clear and easily understood.
 Our compensation plan encourages and rewards desired performance.
 Our compensation plan is very competitive in our market place.
 Our compensation plan places the biggest rewards with those who contribute the most to the overall success of the firm.

Customer Billing	
-------------------------	--

We have billing policies that are strictly followed and monitored.
 We pay close attention to accounts receivable agings and initiate timely collection activities.
 Our billing and collection policies are clearly communicated to new clients prior to performing services.

Risk Management	
------------------------	--

Our firm provides risk management training for all employees on a periodic basis.
 We have a process in place to evaluate risk on each new engagement or project prior to accepting the work.
 We evaluate professional liability insurance coverage prior to each renewal period.
 Every employee has access to the personnel policy manual and has signed off that they have read it and agree to follow it.

Budgets	
----------------	--

Our firm has a process for developing budgets every year.
 We analyze budget variances and address systematic issues.

Performance Appraisals	
-------------------------------	--

We conduct regularly scheduled formal performance appraisals.
 Our performance appraisals address future development and performance goals as well as evaluation of past performances.
 We update and review each individual's skills inventory as part of the process.

Telephone/Reception	
----------------------------	--

We have a professional phone system that is easy for clients and others outside the firm to use.
 Clients and others have a consistently positive experience when they are greeted at our office(s).
 Our employees regularly update their voice mail greetings.

Administrative Assistance	
----------------------------------	--

Our firm has exceptional administrative assistance available for all employees.
 Our administrative people are well trained and very efficient in all their duties.
 Our administrative people work exceptionally well together as a team in serving the needs of staff and clients alike.

<p>Rating Key: ① - N/A ① - Very Poor ③ - Unsatisfactory ⑤ - Marginal ⑦ - Satisfactory ⑩ - World Class</p>



Your CPA Firm Name
Organization Evaluation Process

BLUEPRINT
for EXCELLENCE

Leadership

Rating

Vision	
---------------	--

We have a vision for our company that has been communicated to our staff that we all find stimulating and worthy of our best effort
Our vision statement like our mission statement is the guide to our strategic plan.
Management regularly communicates our firm's progress towards our long-term goals.

Mentoring	
------------------	--

Leadership within the firm sets a good example and provides a mentoring role for company employees.
Our leaders help others within the firm grow and develop.
Our leaders cause others in the firm to stretch for performance goals.
Our leaders consistently get the best work out of everybody in the firm.

Management	
-------------------	--

Management provides constructive feedback that helps all employees improve their performance.
Management is trusted. They consistently do things that foster commitment and loyalty.
Management encourages teamwork and cooperation within the firm.
Management conducts company meetings in a manner that encourages involvement and commitment.

Strategic Planning	
---------------------------	--

We have a written strategic plan that is communicated to all appropriate employees.
We have an effective system for gathering input for the development of our plan.
Our other written plans (i.e. Marketing, Recruitment, etc.) are consistent with our strategic plan.
Employees know exactly what their office/department is trying to achieve strategically.

Strategic Alliances	
----------------------------	--

We have developed a process for evaluating strategic alliances.
We have identified and developed relationships with individuals and organizations who can help fill voids in our skill sets.
We are effective at developing win-win relationships with our alliances.

Research & Development	
-----------------------------------	--

We have an effective process in place to gather data on new products/services/solutions and market direction.
We invest a significant amount of resources in things that will pay off in the future.
We are skilled at evaluating, selecting and implementing new products/services/solutions.

Industry Position	
--------------------------	--

Our firm is viewed as a leader in our industry.
Individuals within our firm are regularly invited to speak at industry conferences, meetings and events.

Rating Key: ⓪ - N/A ① - Very Poor ③ - Unsatisfactory ⑤ - Marginal ⑦ - Satisfactory ⑩ - World Class



Your CPA Firm Name
Organization Evaluation Process

BLUEPRINT
for EXCELLENCE

Culture

Rating

Retreats	
-----------------	--

We hold successful company retreats as a tool to obtain information and energize employees.
Our retreats include time for informational conversation and relaxation.
Company retreats and meetings are well planned and make efficient use of everyone's time.

Mission Statement	
--------------------------	--

Our firm has a clearly defined mission statement and core values.
There is zero tolerance for employee violation of the firm's core values.
We use our mission statement as a pilot to guide our strategic thinking.

Organization Communication	
-----------------------------------	--

Our employees understand the firm's goals and receive regular updates on progress towards those goals.
Communication between management and employees is very good.
There is an effective communication system in place to allow and encourage employees to communicate with management.

Quality of Life	
------------------------	--

Employees are kept challenged but are not overwhelmed with their work.
The firm specifically addresses ways to enhance quality of life for all employees.
Management encourages employees to properly balance work and home life.

Morale	
---------------	--

Employees are happy with their job and the career decision they have made.
Employees treat each other with respect.
This is a fun place to work and employees enjoy coming to work.

Logo and Image	
-----------------------	--

Our company logo is consistent with the vision we have for our firm.
We are proud of our logo and try to include it on everything we can.
Management is careful to put the company logo only on quality things.
We have created traditions that everyone looks forward to continuing.

Company Traditions	
---------------------------	--

We encourage family participation in our company traditions.
Our company traditions are consistently planned and carried out in a quality way.

Teamwork	
-----------------	--

There is a strong attitude of teamwork in our firm.
Individuals within the firm derive great satisfaction from helping others succeed.

Rating Key: ⓪ - N/A ① - Very Poor ③ - Unsatisfactory ⑤ - Marginal ⑦ - Satisfactory ⑩ - World Class
