



LEGISLATIVE & WORKING GROUPS SUMMIT | WASHINGTON, DC FEBRUARY 8-11, 2016

CFO Working Group

EXECUTIVE SUMMARY

The CFO Working Group started with brief overviews from the heads of The Council's Membership team, the Leadership Academy and the Government Affairs department, each describing their program successes in 2015 and where their focus will be in 2016. The heads of each area described in detail the services available through The Council and how to find more information on ciab.com. Each attendee had materials in their handouts that described upcoming trainings and meetings with a Council calendar for the year.

PARTICIPANTS

Assurance Agency, Ltd.
BB&T Insurance
BMS Intermediaries inc.
Brown & Brown Insurance
Corporate Synergies
Crawford Advisors
Crystal & Company
Engle-Hambright & Davies,
Inc.

Flood and Peterson
Gehring Group, Inc.
Hylant
Jones Brown Inc.
Kelly & Associates Insurance
Group Inc.
Kraus-Anderson Insurance
Lovitt & Touche, Inc.
Murray Securus

Oswald Companies
Regions Insurance Group
Rose and Kiernan, Inc.
Snellings Walters Insurance
York International Agency

MANAGEMENT REPORTING TOOLS

SPEAKER: JACQUELYN GOULD, ASSURANCE AGENCY

Jacquelyn Gould, COO of Assurance Agency, reported on Assurance's recent implementation of a management reporting tool that the organization has been developing since 2013. Ms. Gould described how Assurance converted their AMS to Applied's Epic system and then used internal logic and knowledge of workflows to create reports and dashboards that are used by their producers, managers and servicers. The presentation included the actual dashboard reports in use and a description of how each report was developed and is currently used.

Following the presentation, the group discussed reporting tools in place or in development at their own firms. The group then had a general roundtable discussion where attendees talked about financial and accounting challenges and successes in their respective firms. Issues discussed included leadership development, recruiting, and various ways to track and report new business.

The second day these discussions were completed and included additional topics on new business tracking methods and programs in use by attendees, development programs for producers, telecommuting best practices and building a narrative report to supplement the working group's accounting survey that was completed in late 2014.

DISCUSSION HIGHLIGHTS

PAYROLL

- Discussion on how companies transmit information from payroll to reporting
- Some members use CRM – one defined source and then payroll management can do reporting
- Can be expensive to buy licenses for all purposes

PREMIUM FINANCE

- Some financial clients can be bank affiliated so they may be able to procure their own financing
- Generally most attendees did not offer incentives to employees for this

PRODUCER TRAINING & DEVELOPMENT PROGRAMS

- Discussion on various approaches for producers with various selling backgrounds
- Some require travel with experienced producers to develop a book of business of 300K within a year
- Some include everything from calls to transitioning people to account management roles
- Some agencies pay producers a commission for mentoring
- Mentorship opportunities also change the ways producers hold themselves at work
- Some agencies have strong internship programs in place to assist with producer development
- Publications
 - Critical for job knowledge and industry news - popular publications include – Leader's Edge, CPA alumni publications (e.g. past employers such as Deloitte), AICPA Journal

REMOTE WORKPLACE/TELECOMMUTING

- A matter of convenience to allow people to work close to clients/legacy issues
- Must have trust and open mindedness to allow telecommuting

HOW TO DEFINE & TRACK NEW BUSINESS

- First must define what new business is – Net new vs. True new
 - Create incentives for producers to hit targets and margins for new business
- Do CFO's accrue contingencies?
 - Yes, some do but it requires a lot of data gathering and follow up work
 - Some use it for forecasting
- Exempt vs non-exempt – implementing new DOL guidelines
 - Not many people moving on this yet and most are waiting to see how it plays out
 - This will have a critical effect on employee's overtime and salary arrangements
 - Issues with independent contractors and them opting out as well as exposure to contractors not meeting DOL requirements
 - Want to see a discussion of this at the June Conference

RECRUITING NEW TALENT

- Where do you recruit?
 - Internal connections
 - Recruiting from temp positions
 - Create incentives for millennials
 - Tuition Payment programs for continued education
 - Keep them learning and engaged vs being a paper pusher

NEXT MEETING & FUTURE TOPICS

Participants then focused on timing and content of future meetings. There was a discussion on how to maximize the time spent in the CFO group with a general consensus by the group that smaller breakouts

be routinely included to tackle niche issues, as well as the desire to have cross over sessions with other working groups.

Because most CFOs have oversight of other areas that also have working groups, namely CIO and HR, attendees expressed the desire to participate in those other working groups once a year, and in particular, at the Legislative & Working Group's Summit since CFOs met already several times a year, and did not want to miss the opportunity at the Summit to attend another working group.

The consensus of the group was that they continue to make the June Conference the flagship event for the group, and then the group will offer a meeting (as is the current practice) in the fall as a conference call meeting.

The CFO & Finance Managers' Conference will be held June 15-17, in Miami. Continuing Education credits for CPAs available. Topics for the June meeting will include the new revenue recognition pronouncement, negotiating skills, data reporting tools and AMS systems.

Other requested topics include:

- Exempt vs. Non-Exempt job classification criteria to meet the new DOL guidelines
- Recruiting, leadership development/working with the CEO
- State of the industry including macroeconomic issues effecting the market
- Outside compliance and regulatory issues driving the industry
- Controller to CFO
- Tracking contingent commissions/profits
- Technological issues and opportunities for CFOs
- Big data
- Cyber
- Vendor/payroll risk
- Non-cash incentive programs
- New business tracking and reporting tools
- Budgeting and forecasting techniques and investment decision-making

Ce Harrison will be following up with the working group heads and all members of the group to coordinate topics and presenters by the end of March when conference registration will open.

QUESTIONS?

Contact Ce Harrison at ce.harrison@ciab.com.