TOOHEY REID

chartered accountants | business, taxation and financial advisers

EMPLOYEE PACK

WHY TOOHEY REID

What sort of business do you want to work in? Clearly the choice is important, as it will determine the type of work you are involved in and the culture you are exposed to. Often it is difficult to clearly determine these matters during an interview. This employment pack is designed to help you understand a little better who we are and what we do.

The Partners of Toohey Reid are not your typical Accountants. We are young go getters making it happen in business and having fun in life at the same time. You just need to step into the car park to see we are not part of the brown cardigan brigade.

We want our people to share our philosophy, which is that while work is an integral part of life it is not the only aspect of our life. It is however important that our work and life values are congruent. Stephen says, “the only work we want to do on weekends is networking or as I call it socialising, and we encourage all our people to take the same approach”.

We have developed our core values to ensure that our people fit our culture and aspire to the same level of success as us or beyond. If our firm reflects on our core values at all times then it ensures our people clearly understand that our work should be results based, interesting, challenging and fun.

Checklist - Why Toohey Reid

- Professional, exciting and fun place to work.
- Diverse range of client industries with average fee size of $10 - $15k
- Diverse range of projects in taxation, business advice, business development, and retirement planning
- Above market remuneration with excellent packaging options, incentives and RDO’s
- Comprehensive feedback via formal and informal reviews
- Professional development via training, study assistance and mentoring program
- The latest technology, software and systems
- Social events including Go-Carting, Lawn bowls, Fishing Charter, Skirmish, Karaoke

We recognise every action by our people is a marketing action and needs to be completed in accordance with our purpose and core values.

CORE VALUES

Our Purpose

"Delivering results, guaranteed"

Our purpose is to deliver results to clients in the following areas:

- improved bottom line
- improved financial control
- exceptional service

To be sure that we have delivered on our purpose, results need to be measurable and communicated to our clients.

Our People

We believe that our business is our people. We look after our own by caring for their health and well-being and helping them to set and achieve their personal and business goals.

The Client is Number One

We recognise that our clients always have a choice. By building strong relationships, providing exceptional service, being passionate and always looking to add value, we will experience ongoing client loyalty.

Profit

Everyone is responsible for profit and profit is the identifiable measure of our success. We believe that the only measure as to whether we are offering something of value to our clients is medium and long-term individual, team and firm profitability.

We believe a “Standard Way” to do things is the “Best Way”

In our firm there is a best way and everybody operates that way. This does not mean that we are not open to continuous improvement. If it can be demonstrated that there is a clearly superior way to do something then that standard will be implemented.

Innovation

Innovation is the key to delivering on our purpose. The fast pace of the world presents us with many new challenges (we have challenges not problems). We welcome these challenges as they present new opportunities to innovate. In dealing with challenges we will not be confined to conventional wisdom, but look beyond it for appropriate solutions. By valuing and rewarding innovation, we create an exciting and challenging environment.

Expand our Horizons

We encourage our people to expand their horizons through new experiences and meeting new people. By adding to our library of experiences we will create a vast resource to draw upon to deal with opportunities and challenges that may present themselves, allowing us to think outside the square where required. Increasing our social network increases exponentially the number of people we can have a positive influence on and the opportunities that will befall us.

Our Structure

Our structure is simple, lean and flat, which keeps all team members close to our clients and their mentors. We believe our people should be treated equally and have equal privileges. Promotion from within will always be our first choice. We believe that work should be challenging and fun for everyone.

Incentives - “ *What gets rewarded gets done*”

Incentives are based on quantitative outcomes. Profit increases, new client fees and innovations that create additional value will be rewarded.

Responsibility and Discipline

We do not make excuses or blame others. Our success or failure is our own responsibility. Discipline in life and work allows our people to accept responsibility and rise to the challenges they set themselves.

Passion, Fun and Future

We believe our people must be passionate about Toohey Reid and our clients. Passion for our clients and our people ensure our future will be an exciting one. It means we can in turn provide our people with a clear pathway to achieving their hopes, aspirations and dreams.

OUR CLIENTS

Our clients cover a wide diversity of industries and sizes however we predominately provide services to clients who are classed in the market as small to medium enterprises. In order to understand our client base we have provided a small example of them below.

Chemical and Fertiliser Manufacturer
- Turnover - $19mil
- Employees – 70+
- Our fees invoiced - $14k

Retirement Village Developer and Operator
- Turnover - $5.5mil
- Employees – 2 fulltime (uses subcontractors)
- Our fees invoiced - $25k

Solicitors Practice
- Turnover - $4.5mil
- Employees – 28 fulltime
- Our fees invoiced - $13k

Caravan Retailer
- Turnover - $13mil
- Employees – 20 fulltime
- Our fees invoiced - $65k

Hotel
- Turnover - $5mil
- Employees – 20 fulltime and casual
- Our fees invoiced - $25k

Glass Manufacturer
- Turnover - $13.5mil
- Employees – 70+ fulltime
- Our fees invoiced - $46k

Builder and Developer
- Turnover - $8.5mil
- Employees – 4 fulltime (uses subcontractors)
- Our fees invoiced - $20k

Medical Centre
- Turnover - $1.5mil
- Employees – 3 fulltime (uses locum doctors)
- Our fees invoiced - $25k

Coffee and Tea Wholesaler and Retailer
- Turnover - $3mil
- Employees – 25 fulltime and 15 casuals
- Our fees invoiced - $35k

OUR SERVICES

Our firm's purpose of delivering identifiable results to our clients means our client projects are often exciting and rewarding. We try work with clients where there is a good cultural match and we can leverage our skills and knowledge to the client's advantage. Below is a summary of some recent client projects.

Recent Projects – Taxation

1. Hotel – proposed sale for $7m. Provide advice to minimise CGT. As well as advising on CGT we proposed an alternate option for comparison where the son was introduced as part of a succession plan.

2. Client wanting to buy $2.5m building using Super Fund dollars and borrowing remainder. Structure designed and successful tax ruling obtained.

3. Asset Protection and Tax Planning for client owning multi-million dollar assets with large un-realised gains individually – without triggering CGT and stamp duty.

4. New client, an owner and developer of retirement villages, in the middle of ATO GST audit. Advise client and handle dealings with the ATO.

5. Advice on acquisition and sale of several businesses and significant assets.

6. Advice on minimising tax on significant gains on sale of shares and dividends from public companies.

7. Advice related to retirement funds and retirement planning to minimise tax and maximise social security benefits.

Recent Projects - Business Advice

1. Due diligence investigation and report on business acquisition. This report led to the client negotiating a significant reduction in the purchase price.

2. Negotiating the sale of an interest in a business on behalf of a client, achieving 50% more than the client had previously been offered.

3. Client in financial difficulty, bank relationship deteriorates and is referred to credit who commission insolvency practice to report on ongoing viability. This report extremely negative. We worked with client to restructure business, working capital, reporting, cashflow, pricing and margins, etc. We prepared a detailed response to insolvency report outlining the turnaround plan. Within 18 months the client is achieving monthly profits exceeding $100,000 and has been refinanced with a new bank.

4. Client who had acquired a new business asked us to report on the accounting function’s adequacy and provide recommendations.

5. Substantial ongoing review of a clients operations including strategic review, sourcing market research, structure review and design, systems design and scorekeeping design.

6. Business valuation and report for a matrimonial settlement in court approved format.

7. Graphs - provide graphical representation of our clients profitability, break-even and cashflow generated from their financial accounts.

8. Strategic reports.

REMUNERATION STRUCTURE

We can provide the flexibility to pay and package higher salaries for our people, dependent upon their profitability. We reward our people when they contribute to our profitability above budgeted targets. We know from our own experience with large firms that they find this difficult to offer because of the ramifications it can cause when one “Senior” is rewarded more than the other “Seniors” – it causes dissention amongst the ranks.

1. Base Salary – we pay above market base salary. We offer flexible packaging including, Motor Vehicle, Car Park, Laptop, and other minor exempt benefits. You may also consider a higher level of paid annual leave eg 6 weeks.

2. Budget Incentive – we pay bonuses to our people when they exceed their budgeted fee target. A number of our people earn these bonuses and it is dependent upon you, as to how much you can earn in addition to your base. A working example of the budget bonus system will be provided at the interview.

3. Rostered Day Off (RDO) – we have a RDO policy whereby each employee receives one Monday off per month. This RDO must be taken each month otherwise it is lost, you cannot accrue it like annual leave.

4. New Clients Incentive – we pay bonuses to our people when they introduce new clients to our firm. This bonus is paid as 20% of fees invoiced in the first year and 10% in the years following. We provide assistance through use of our firm marketing material and tapping the skills of our people. The clients will remain your property should you leave.

5. CA / CPA – we provide our people with assistance by paying for each subject upon successful completion. One days paid study leave and one days paid exam leave is allowed per subject.

6. Home Buyers Deposit Loan – we provide an interest free homebuyers loan to our people to assist them with their initial deposit or maybe furniture for their house. In order to qualify for this you must have worked with our firm for 12 months and meet various targets over a period of time. If you continue with our firm for 5 years and meet the various targets the Directors may agree to write off the loan and not seek repayment.

7. Other Study – Study and exam leave for other study (eg Master of Tax) may be offered.

8. Amenities – we have an excellent cappuccino machine, biscuits, spring water fountain and provide fruit platters for our employees.

FEEDBACK & PROFESSIONAL DEVELOPMENT

Our firm is aware that feedback is extremely important to our people so that they can monitor their progress against their objectives and goals. We provide feedback via a number of forums, including;

- Day to day comments and job reviews
- Weekly job flow meetings
- Monthly Firm Meetings
- Formal Trimester Reviews and Annual Salary Review
- Mentoring Program

Mentoring Program - as part of our review process, each of our people is assigned a mentor. The mentoring program is designed as a complete process to set and achieve your own personal and business goals. These goals are reviewed with your mentor and then you create a detailed plan to achieve them. This plan is reviewed and updated as part of the trimester review. This allows each of our people to deeply identify and focus on what their real goals are. In this way your real goals can be achieved.

To assist our people in their professional and personal development and their contribution to our firm we provide assistance in a number of ways, including;

- Structured fortnightly in-house training program conducted together with another firm of Chartered Accountants – we run both technical and non-technical sessions
- External seminars run by the ICAA, CPA, NTAA, TIA and other training bodies.
- Committed support during the CA Program (as outlined in the remuneration section)
- Supplying Weekly Tax Bulletins, and Tax Magazines
- On the job instruction and assistance from the Directors

TECHNOLOGY AND SYSTEMS

In order to provide an exceptional service to our clients our firm requires the appropriate tools and technology to deliver.

Software includes

- Handisoft (our integrated taxation, practice management, company secretarial and ledger system).
- Simplefund – our taxation and accounting package for SMSF.
- BOS – this is our firm procedures manual, which includes checklists, standard letters and forms on all matters including administration, accounting, taxation, company secretarial, HR, and all other firm policies. This package will be demonstrated during your interview.
- Microsoft Suite of products.
- Cashfocus – a cash flow projection and budgeting package allowing what ifs and many other variables.
- MAUS Consultants Pack – a business development package.
- ATP Subscription – this is our tax library, which is online via the Internet.
- Various financial planning tools.
- MYOB and Quicken.
- Full Internet access.
- Full email access.

Hardware includes

- Latest technology computers, printers and photocopier.

Other

- Hard copies of tax handbook and legislation, trust structure guide, company wind up procedures manual, and many seminar and training papers.

SOCIAL ACTIVITIES

- Friday Arvo Wind-down – starts at 4.00pm each Friday when we simply grab a drink from our bar fridge to have at our desks.

- The Session – We have a monthly gathering for drinks, which are paid for by our firm, when we achieve our monthly fee budget.

- Quarterly Activity – once a quarter our firm puts on a social activity for our people including a Christmas Function and End of Financial Year Function. The other 2 quarters will be some form of activity including Go-Carting, Lawn Bowls, Skirmish, Lions Football game, Fishing charter or whatever else sounds like fun.