Updated 11/20/12

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This information and much more is available at the HROBVSS's Training Website at:
http://www.peoconsulting.com/hrobvss_training.html

Overview of Applicability

This tool was specially designed to help the vast majority of HROs (PEOs, ASOs, etc.) that occasionally (or frequently) find themselves in one or more of the following situations…

- They are unable to get effective buy-in from prospects on HR Time Savings, Time Cost, and Time Value that their services provide
- At the end of initial meetings, the total business-impact value buy-in from prospective clients is lower than desired (even though the prospect may have agreed to look at a proposal)
- They feel pressed for time by prospects on initial sales calls and need to get their total value proposition communicated more quickly, and with increased effectiveness
- They may offer “solid” HR to protect clients, but possibly not extensive, high-end, strategic, proactive HR (because their client base doesn’t need or want this), and
- They feel their almost boilerplate proposal is not very effective or compelling in the prospect’s eyes

The HRO Business Value Sales Software addresses these challenges by:

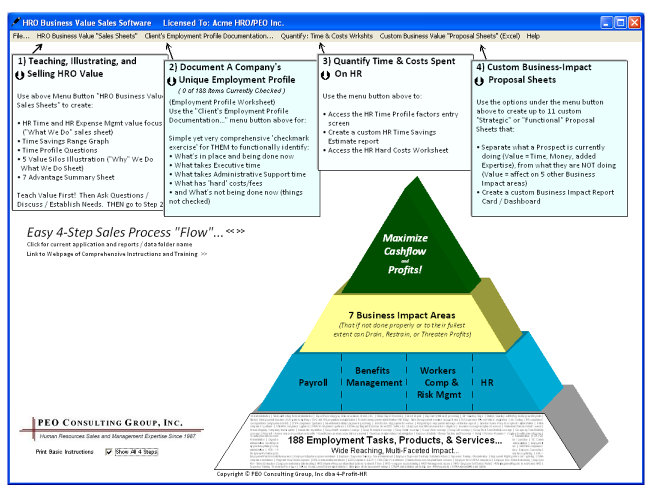
- Offering credible, ***quantified*** HR Time Savings Estimates (hours, cost, and value) to prospects
- Visually showing and teaching Business Value more effectively and quickly, using several “Sales Sheets”
- More easily documenting a prospect’s current, comprehensive Employment Profile using 2 “Worksheets”
- Having access to numerous custom, prospect-specific, value-focused “Proposal Sheet” options

This software is an internal desktop application. (It’s not a “web ap”, nor intended to use with a prospect on a laptop.) It creates numerous hard copy sheets (in Microsoft Excel) that can assist our complex sales process, and they include:

- “**Sales Sheets**” – which are visual tools for high impact at initial meetings
- “**Worksheets**” - for getting HR time / soft costs, and to allow for ***custom***…
- “**Proposal Sheets**” – which are prospect-specific pages that reflect your value, uniquely in each different company

See detailed description of each, along with “talk tracks” starting on page 7.

The illustration on the right shows the main “Home Screen” of the HROBVSS. The four blue boxes remind the sales person User (with the arrows above each box) where in the program they can access the tools to support each part of the sales process.



"Functional" Program Usage

The HRO Business Value Sales Software (HROBVSS) is a Windows based desktop application designed to immediately run on PCs without an actual "installation" process. (It will _not_ run on a Mac or Android based operating system.)

System Requirements

Windows Operating System (XP, Vista, 7)
Microsoft Excel (2003, 2007, 2010) for creating all Sales Sheets, Worksheets, and Proposal Sheets
Disk Space – ~5 MB per client folder, if every Excel report were created/saved for each client
RAM requirements – insignificant

Downloading / Installing

1. Click on the link you were provided in the download instructions email, to download the zipped folder named HROBVSS.zip
2. Choose 'Save'
3. Save it to your desktop
4. Right click on the zipped folder
5. Choose the option to Extract all the files
6. Accept or create the unzipped folder location of "HROBVSS" on your desktop
7. (If you want to, to eliminate confusion, you can now delete the zipped folder named HROBVSS.zip.)
8. In the folder named HROBVSS, double click on the application file named "HROBVSS.exe", with the pen icon, and the application will run

Passwords

Initial Password

1. The program will ask your permission to get your password (3 letters and 1 number) via the internet, and it will populate the password box on the opening screen
2. Click the ➔ button
3. Choosing to save the password on your computer will make subsequent openings easier and faster

Subscription Renewal Password

When each subscription period ends, the program will ask your permission to reach back out on the internet for a renewal password. If you have made your payment for the upcoming subscription period, a new password will be populated in the box on the opening screen.

Forgot Your Password?

1. Click the 'Forgot Your Password?' link in the lower right hand corner of the opening screen. The site that stores your current HROBVSS program password, assuming your subscription payments are current, will be copied to the clipboard for you to paste into a browser.
2. For any other password problems, call PEO Consulting Group during normal business hours (Eastern Time) at 866-868-5885.

Excel Worksheets / Reports Password

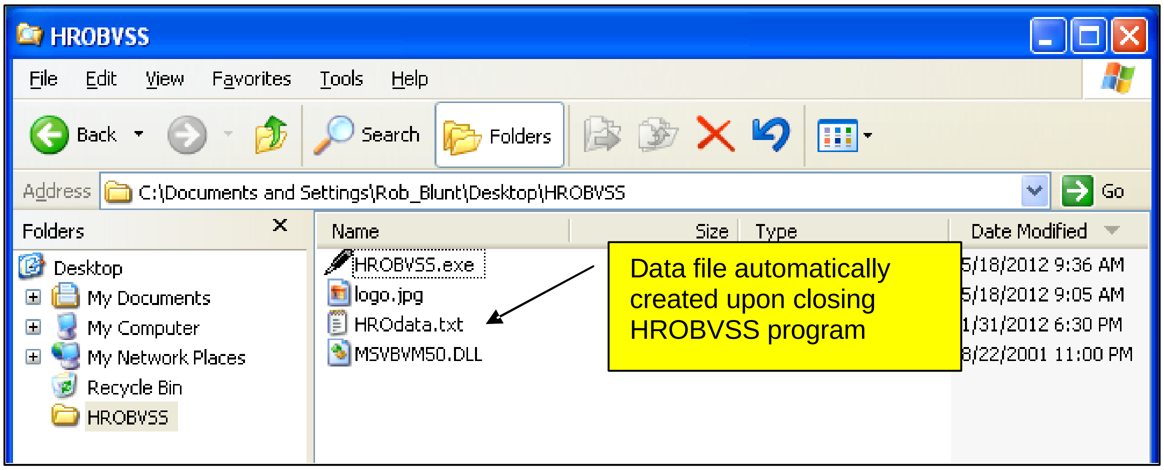
Several worksheets created by the HROBVSS have password protected sheets simply to prevent a client from changing them and/or breaking formula integrity. The password of "hr" will allow for unprotecting any protected sheet.

File Management

In order for the HROBVSS to run on Windows operating systems that occasionally may not already have a Microsoft file ("msvbvm50.dll") necessary for proper program operation installed, *always* keep the "msvbvm50.dll" file and the "HROBVSS.exe" file in a folder together.

Each separate prospect/client you use the HROBVSS with should have a separate folder with its own unique name (probably the client's company name). See '**Creating New Client Folders**' below.

Any User input to the HROBVSS (checkmarks, comments, etc.) is saved to a small data file (named "HROdata.txt") upon closing the program. This file is saved in the same folder as the HROBVSS application that is running. See below. Anytime the HROBVSS program ("HROBVSS.exe") is run, it will look for a pre-existing data file ***in its same folder*** and call up the information saved in that file. If you change User input on the HROBVSS and do not want the information saved, click on '*File…*', then '*Exit / Don't Save Changes*' in the upper left main menu bar.



By default, any Excel files created by the HROBVSS will automatically save with a report-appropriate file name, in the folder in which the HROBVSS is currently running (for example, HR_Time_Worksheet.xls, Turnover_Reduction.xls, etc.). Since the program's file names assigned to each chosen report are pre-determined, this is why each client needs to have a unique folder name.

Creating New Client Folders

Run the "HROBVSS.exe" file (pen icon) in your template HROBVSS folder on your desktop. Go to '*File…*' on the main menu bar, and click on '*Create New Client Folder/Files*'. This will let you create a new folder under the main HROBVSS template folder, named as you choose for the new Client. The necessary program files - "HROBVSS.exe" and "msvbvm50.dll" and "logo" will be copied into the new folder. To work immediately with the new Client's information, close the HROBVSS template file when prompted, and the HROBVSS.exe file in the newly created client folder will have started on your screen. This folder can also be moved to any other location of your choice. Any data saved and any reports created will be specific to that client, because of the unique folder name/location.

Customization of Services, Activities, and Products listed

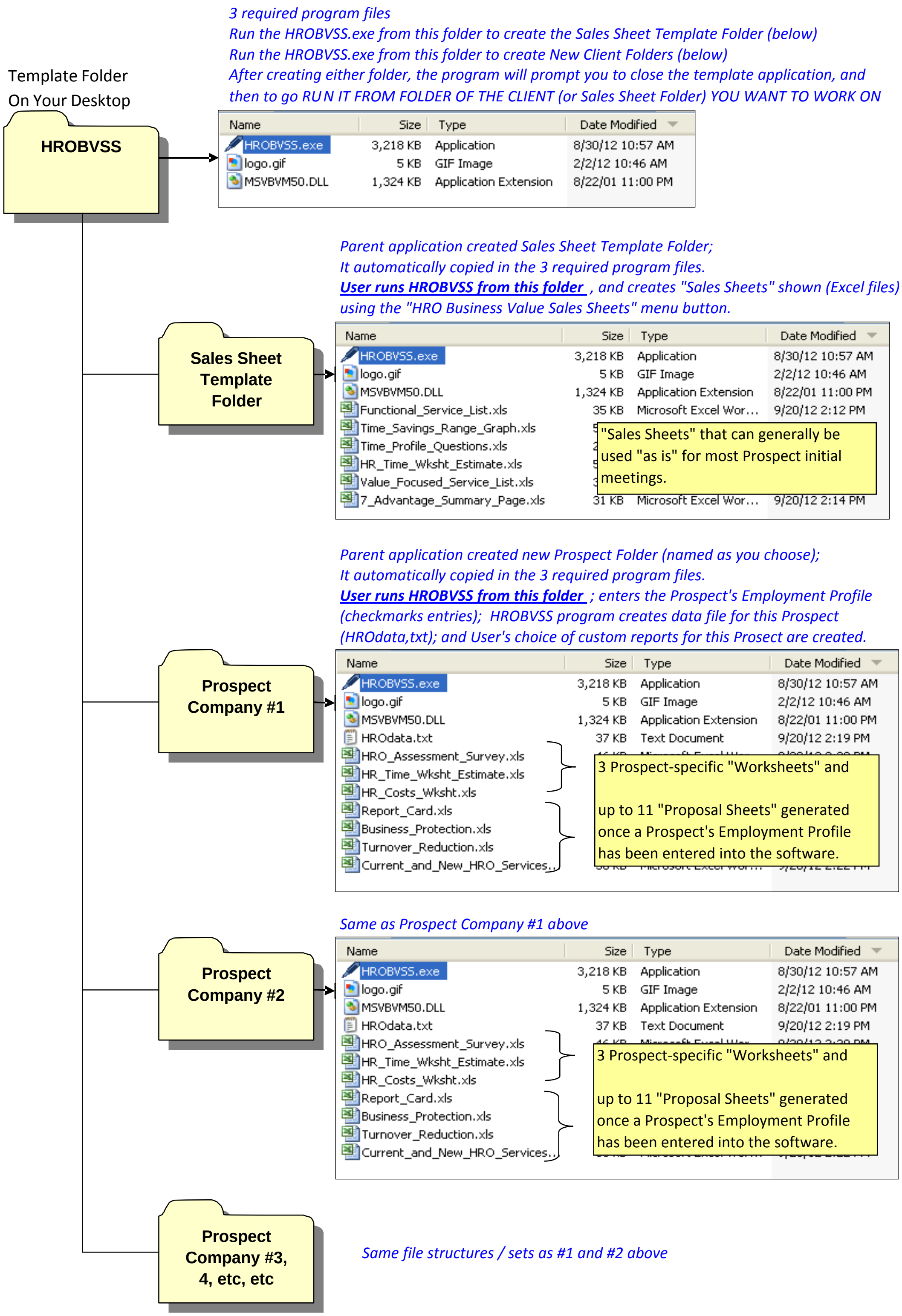
Your HROBVSS will come pre-loaded with a list many things that most HROs provide or offer (about 95 things). However, every HRO is different, and no two will have the exact same offering. So to have the HROBVSS customized to reflect your exact and unique offering, you will be sent a separate list (Excel) of 188 things that fall under the total umbrella of HR, and you should use that list as a guide to indicate how you want your services shown.

Send your customized offering list (in Excel) back to PEO Consulting Group, and your information will be "hard written" into the HROBVSS, and a revised, custom application file will be posted for you to download. This initial customization is included with the program's setup fee. Subsequent service list customizations will incur a nominal fee ($35). When you download this customized file, REPLACE the existing "HROBVSS.exe" file in the HROBVSS template folder on the desktop on your computer.

Creating a “Sales Sheet Template Folder” and “Sales Sheet” templates

The following diagram is a suggestion of folder/file structure for using the HROBVSS:

ALWAYS "RUN" THE HROBVSS APPLICATION FILE (HROBVSS.exe) FROM WITHIN THE FOLDER OF THE PROSPECT YOU WANT TO WORK ON!



In the Sales Sheet Template Folder, the following Sales Sheets can be generated as soon as you receive your customized application file, reflecting your unique service offering. See page 4 in these instructions on fee-inclusive customization.

Functional_Service_List.xls
Time_Profile_Questions.xls
Value_Focused_Service_List.xls
7_Advantage_Summary.xls

Sales Sheet “Time_Savings_Range_Graph.xls” will reflect an HR Time Savings Range Estimate based on an example profile you create, in which you’ve checked the Administrative Time column for all the parts of your service offering that most of your clients were doing before they joined you. Click the ‘Create Instructions File’ menu button for details on how to create that sheet.

Sales Sheet “HR_Time_Wksht_Estimate.xls” should reflect an “example-specific” HR Time Savings Estimate for a profile you create, that’s intended to be a good business report example (case study), so you can show your prospect what they could receive, specific to their unique profile, if they do the easy, 15 to 20 minute, checkmark Employment Profile survey.

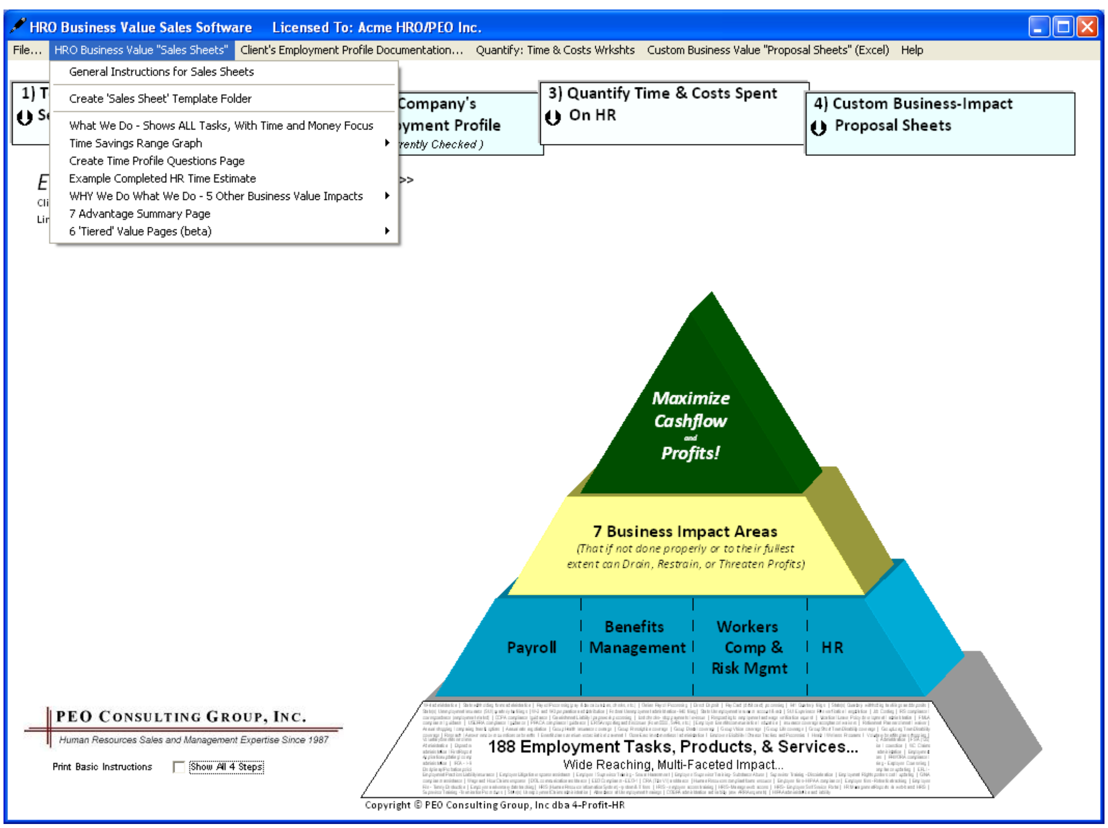
Sales Sheet ”Report_Card.xls” should reflect a “example-specific” Business Impact Report Card for a profile you create (the profile for the Time Savings Estimate case study should work well), that’s intended to be a good business report example, so you can show your prospect what else they could receive, specific to their unique profile, if they do the easy, 15 to 20 minute, checkmark Employment Profile survey.

“Sales Sheets”
(For Initial Meeting Value Overview and Prospect Diagnosis)

Purpose and Goal:

1. For maximum impact on the prospective client
    a. To effectively and quickly (in 8 minutes) teach and show new prospective clients the business problems and issues your services have fixed or improved in your other client companies. (The initial overview is not about “them” yet. It carefully sets the stage for discussing “them”.)
    b. To earn the right to ask higher level business impact questions, rather than just functional or product questions
    c. To stimulate the prospective client’s interest in what you can do for them, and get them to ask “how can you do that for me?”
    d. To offer valuable “business reports” in return for a few minutes of the prospective client’s time completing their Employment Profile documentation
2. For yourself as the business development person
    a. To visually put your WHOLE value proposition in front of a prospective client in several concise pages
    b. Visual teaching/selling is up to 6 times more effective than just a verbal presentation, especially with a many-faceted offering
    c. To facilitate holding initial focus on ‘benefits’ (advantages, that is) rather than ‘features’
    d. To have the option of showing benefit-specific features in a compelling manner
    e. To facilitate the positioning of a proposal as a “solution document” rather than just a “price document”
    f. To help quickly access what prospect criteria will drive the sale
    g. To help quickly access when the prospect is not a viable one

Let’s examine the “Sales Sheets” in detail on the following pages. They are accessible under the main menu button labeled HRO Business Value “Sales Sheets” as shown below…



The 1st Sales Sheet is what's called a **What We Do** sheet, with it's value focus on the top of the page being **Save Time** and **Manage Expenses** (Money).

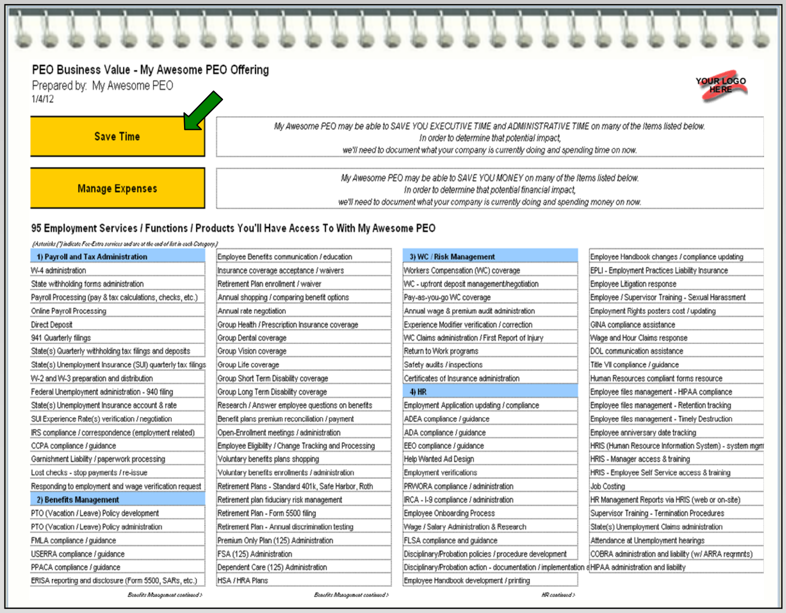
Purpose(s):

- Show the Time Savings and Expense Management (Saving Money, if you can) aspects of your offering in a compelling manner
- Proactively prevent the prospect objection of "It doesn't take me any time to do that."

Technique(s):

- The sheet is laid out as a "controlled overwhelm" of the prospect, in that ALL you do is on one single page to stop them from saying it doesn't take them any time
- Do not get in the weeds at the bottom, and focus ONLY on the top two gold boxes

PEO Business Value Sales Software – custom "Sales Sheets"



Training example only. Your firm 's list of services and products will be different.

How to Create:

- Once your HROBVSS program is customized with your HRO firm's unique offering list, and using the HROBVSS in your Sales Sheet Template folder, simply click on HRO Business Value "Sales Sheets" > What We Do - Shows ALL We Offer, with Time and Money Focus (Excel), and this sheet will be created

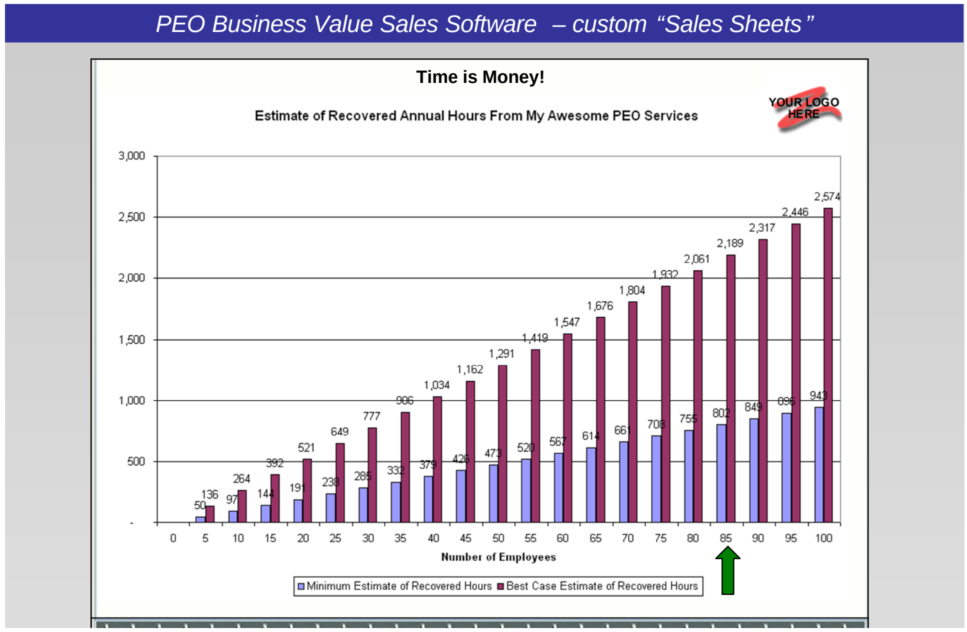
The suggested sales talk track would sound like:

"Mr. Prospect, we bring a very wide range of employment related services to our clients that just happen to initially fall under the service categories you see here highlighted in blue. Every time I look at this page, I get a bit overwhelmed, as do most Business Owners. But the reason I'm showing it to you is not to suggest we get down in weeds of all this, but simply to let you know that ***every single one of our clients was spending time and or money on some portion of these things before they joined us****, so the first value they received was Recovered Time from the relief of letting us take care of most of what they were doing before, and secondly because they were able to eliminate and/or reduce some of the fees or costs of things they were already spending money on, they got the Expense Management aspect of our offering.*

Now I've had people like yourself tell me, "Yeah, sure. Everyone's telling me they can save me time with different services, but it's usually a pretty vague suggestion." We can actually drill down on that a bit to get much more specific for you.

Let me show you what I mean."

Next, turn the page of your presentation book and continue with the 2nd Sales Sheet, the **Time Savings Range Graph**…



Purpose(s):

- Show the actual annual Time Savings range you've been able to give to different size clients
- Impress the prospect with the "substantive" amounts shown
- Explain (teach) that there are additional factors that drive where any one company will fall within the shown range (for the same size)

Technique(s):

- The sheet is visual, with the amounts of time showing usually being quite impressive
- As you point to the different sizes along the bottom, stop at the size of the prospect company you're talking to

How to Create:

- In your Sales Sheet Template folder, first document an example prospect profile, putting a checkmark in the Administrative Time column (only!) for every single thing MOST of your current clients were doing before they joined you. Then simply click on HRO Business Value "Sales Sheets" > Time Savings Range Graph > Create Time Savings Range Graph, and this sheet will be created. You will have option of creating it showing saved hours or saved weeks.

The suggested sales talk track would sound like:

"This graph shows the actual annual time saving range estimates we've been able to give to different sized companies, along the bottom, and then also for the same sized companies, as shown by the different vertical bar colors. As you might imagine, even companies with the same number of employees can have totally different profiles that make the time they spend on employment very different. I mean it makes sense that a 25 employee CPA firm, when in comes to time spent on employment, is very different from a 25 employee restaurant, which is different from a 25 employee manufacturing company."

FAQ - Where is the Time Savings Range graph in the program?

The menu button to generate the graph above is under 'HRO Business Value Sales Sheets'. After your offering list has been customized, you should complete an Employment Profile Survey in a manner reflecting what pretty much every single of your clients would have checked off that they were already doing. Then, when you generate this graph as a Sales Tool, you can be confident that it will be realistic for all your new prospects. THIS GRAPH REFLECTS TIME EXPENDITURE RANGES ***ONLY*** FOR THOSE ITEMS CHECKED AS TAKING "ADMINISTRATIVE TIME" (COL 3 OF SURVEY)! It does not differentiate between Executive Time and Administrative Time.

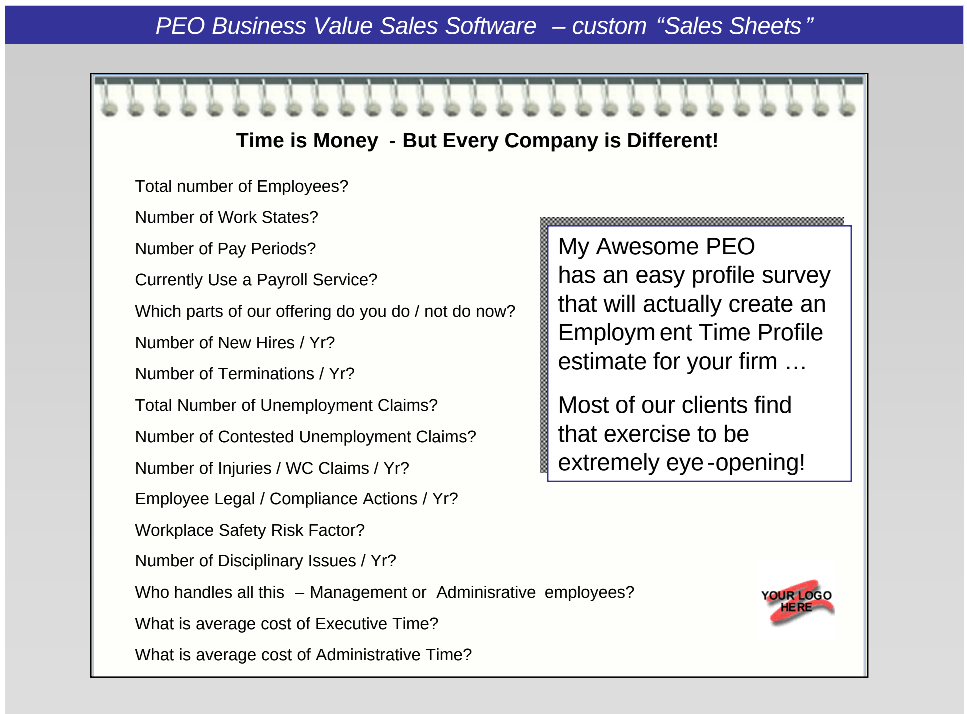
Then turn to the 3rd Sales Sheet in your presentation book, the **Time Profile Questions Page**.

Purpose(s):
- Show the basic, "make sense" issues that further impact how much time a company might spend on Employment issues
- Create a compelling case supporting why NO businesses know how much time they spend on it
- Offer a valuable "business report" (an Employment Time Analysis) to the prospect (something they can get value from even if they don't use your services)

Technique(s):
- Give examples of why businesses don't know how much time they spend on Employment issues

How to Create:
- From the HROBVSS run from your Sales Sheet Template folder, simply click on HRO Business Value "Sales Sheets" > Create Time Profile Questions Page, and this sheet will be created.

The suggested sales talk track would sound like:



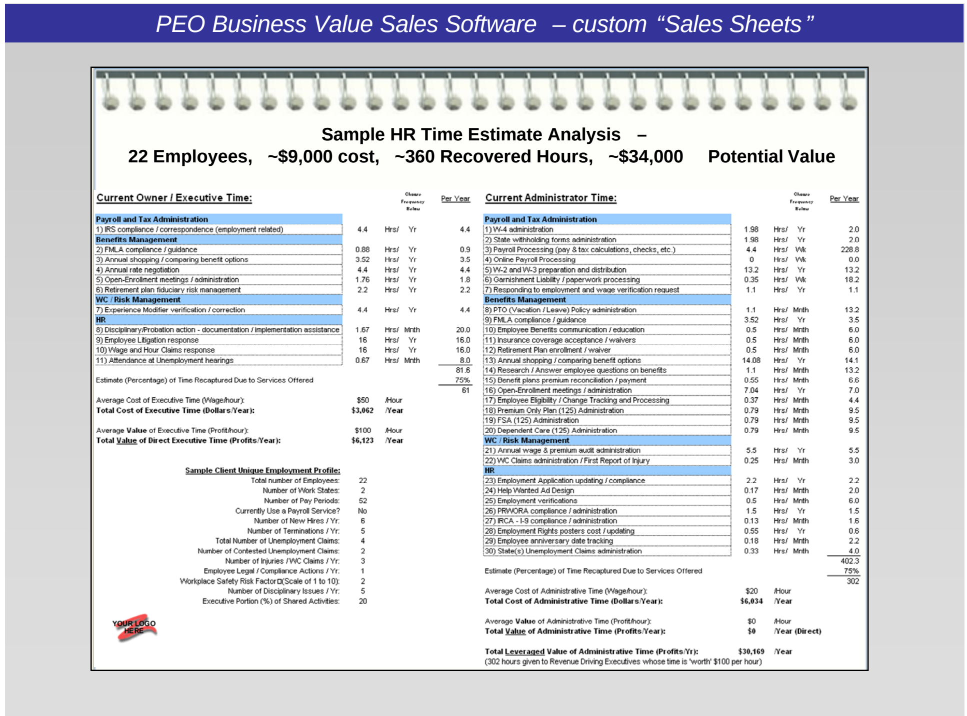
"And… the questions we'd need to discuss and understand about your company in order to hone in on your specific estimate are relatively simple. How many states do employees work in? Some payroll related questions. How many people are hired and let go each year? Unemployment issues... Workplace safety…

*In fact we actually have a software program that has a database of what small and mid sized business typically spend time-wise on granular Employment matters, depending on **what** they actually do.*

It was quite an eye-opener for a lot of our clients that saw that before they joined us. 'Cause here's the thing: NO BUSINESSES TRACK THAT on a day-to-day basis! But employees are constant! They're there 100% of the time! But no one starts a stopwatch when
- *Mary walks in and says "I just got married. I need to add my step kids to my benefits plan."*
- *Or the controller or CFO decides to find a different 401k plan because the fees in the current one are killing returns.*
- *Or worse yet, an employee threatens to sue because they got fired, or maybe for sexual harassment."*

In fact I've got a copy of the business report here, so you can see an example."

Next, turn the page of your presentation book and continue with the 4th Sales Sheet, the **HR Time Savings Estimate Report**.



Purpose(s):

- Show the prospect an example Time Savings business report they could receive for their own unique profile
- Show a substantive amount of Saved Time, relative to the number of employees in the example
- Show an internal cost of that time (wages)
- Show a potential profit impacting value of that time, and strategically stage that for further discussion

Technique(s):

- Let the prospect "see" the weeds, but don't get down in them
- Only focus on the bold summary on the top of the page (at this time)

How to Create:

- See blue insert box below

The suggested sales talk track would sound like:

*This one's obviously not your profile, but it's a sample one with XX employees that, when they did the analysis discovered they could recover about XXX hours per year that was an internal cost to them of about $X,XXX, and they placed a **value** on what that time could mean to their company of $XX,XXX. Let me just say right upfront that that last number doesn't come from us. We can't assign a value to the time of revenue generators in a company. But our clients that get the most out of this aspect of our service – in this case a XX employee company getting X weeks back to focus on their company – they know what they can do with that time to drive the bottom line.*

Again, every singe analysis is different, but lots of folks I talk to appreciate seeing the report content early on, as they weigh out our value proposition.

If I could just show you a couple more pages…"

FAQ - How is an HR Time Estimate Worksheet created?

1. Click the menu button 'Client's Employment Profile Documentation' and complete an example profile that would be appropriate to show to a prospect. (It's recommended that you use the same Employment Profile Survey that you used to create the Time Savings Range Graph (Sales Sheet #2), but now more thoughtfully go thru that profile and more accurately indicate which functions would be done at the Executive level, Admin support level, or some of both.)
2. Click the menu button 'Quantify: Time & Costs Wkshts (Excel)' > 'HR Time Profile Estimate Factors' and further fill in the requested information that's necessary to create a reasonable initial estimate.
3. On the bottom of that screen, click 'Create HR Time Estimate Worksheet' to create an Excel sheet similar to the one above that can be further edited to your liking to be an effective Sales Sheet example. (password to unprotect the sheet is 'hr')

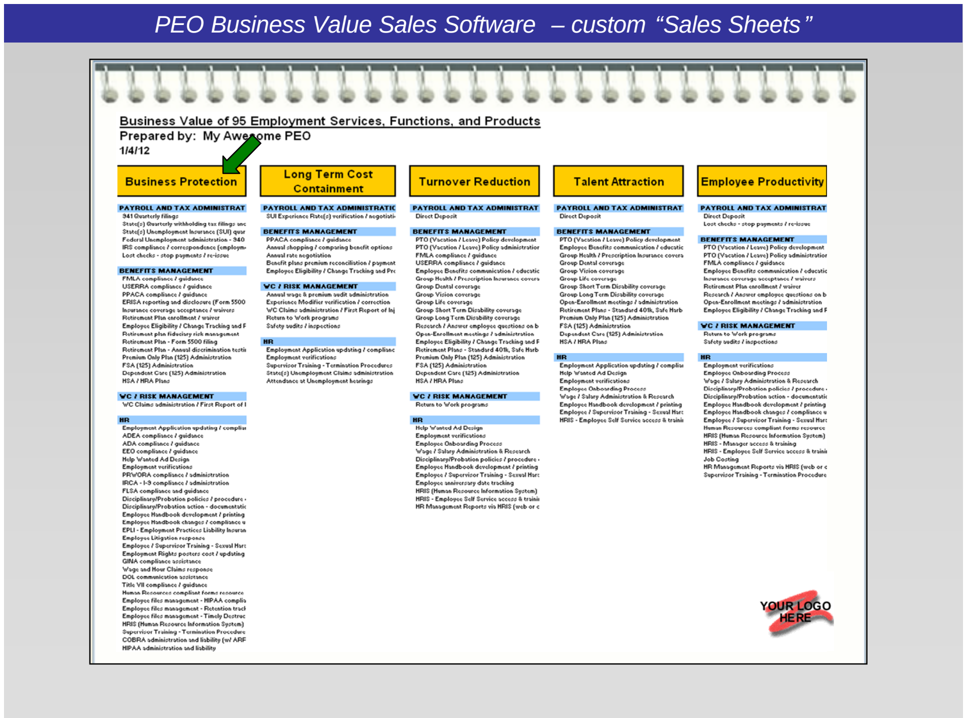
Then turn the page and show them a 5th Sales Sheet – a "***Why We Do*** **What We Do**" sheet.

Purpose(s):

- Minimizes the visual focus on our internal departments that deliver their services, and maximizes the visual focus on the business impact value to the client.
- Let the prospect "see" that there are many things that they may or may not be doing under each important area (even though we will not discuss them at this point)

Technique(s):

- Let the prospect "see" the weeds, but don't get down in them
- Only focus on the bold summary on the top of the page (at this time)



How to Create:

- In your Sales Sheet Template folder, simply click on HRO Business Value "Sales Sheets" > Why We Do What We Do – 5 Other Business Value Impacts, and this sheet will be created (portrait, or 2-page landscape choice).

The suggested sales talk track would sound like:

*"In addition to the valuable Time Savings and Expense Management aspects of our program, **every single thing** we bring to the table for our clients has a Business Value impact in one or more of the 5 areas shown at the top here in gold. These are 5 areas of focus that, if they're not done properly or to their fullest extent, can really hurt a small business – cash flow-wise, profit-wise, even the ultimate success of a company.*

Just real briefly on each…

1. *Employment is one of the most regulated and potentially litigious parts of running a business. We tell our clients that there are three general risk impacting things under the Business Protection area*
   a. ***Mandatory risk** – meaning the many things an employer **has to do**, as soon as they hire a single employee. Don't do them and there are significant consequences.*
   b. *Then there's **voluntary risk -** things an employer **might** do, because they could benefit his or her business, but they're regulated too, so they bring risk. Simple example there is a 401k plan. Business owners put them in place to compete for top talent to drive their business, but then they take on personal fiduciary risk of managing the plan properly on behalf of their staff.*
   c. *And lastly there's **proactive risk reduction,** which may sound a bit weird. It's actually where most of our clients were lacking the most before they joined us, simple because they didn't have the internal expertise to address it. These are things a company can do, that **do not bring risk with them**, and are **specifically done to reduce and mitigate employment risk**. There's lots of example we could discuss, but a simple one is a comprehensive and always-up-to-date employee handbook.*

2. *Long Term Cost Containment addresses costs that are always going to exist in a business, but the **internal experience** of the company can lower the cost or mitigate increases. Things like WC, state unemployment rate, and certainly the spiraling increases of health insurance.*

3. *Turnover is a **huge drain** on expenses, time, and productivity in a company, and can increase its exposure to employee litigation, 'cause the point of separation is the riskiest in the employment relationship.*

4. *The inability to compete with better or bigger employers to attract the best and brightest employees can hold back a company's success.*

5. *And certainly, last but not least, especially in today's still lousy economy, most employers I talk to are trying hard to get more out of their staff, which is often a smaller number than in the past.*

Then turn the page and show them a 6th "Sales Sheet" - an example "**Business Value Report Card**" sheet.

Purpose(s):

- Everyone "gets" the Red/Yellow/Green dashboard type visual
- This lets the prospect see another "business report" they could receive if they document their Employment Profile
- The reports lets them quickly see, in the impact areas that are important to them, how many things they are doing, compared to how many things they <u>could be doing</u> if they were using your service

Technique(s):

- Briefly explain the report
- Offer them one of their own

How to Create:

- See blue insert box below

The suggested sales talk track would sound like:

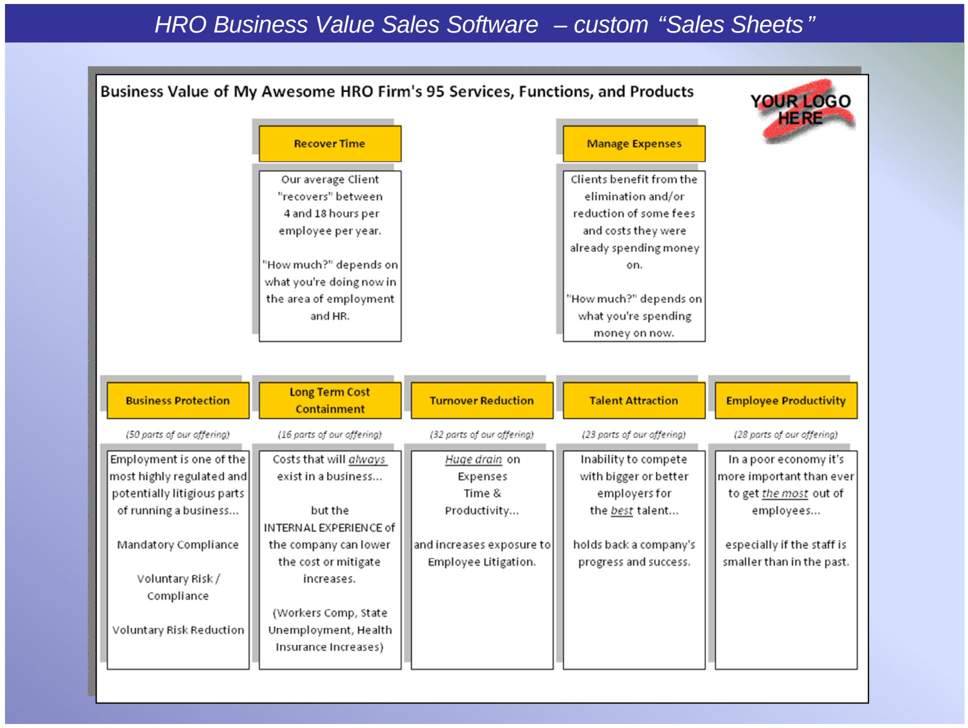
"In fact, the same assessment exercise that would create a company-specific Time Savings Estimate for you would also create this Business Impact Report Card / Dashboard.

*Where (pointing to the bottom) once you document WHAT you're doing in each of these areas – you don't do them just for the fun of it; you do them for the reasons here on top – you can then see in each area that's important to you how many things you're actually doing, compared to what we **could be** doing for you to shore up these business impact areas."*

FAQ - How is a Business Value Report Card created?

1. Click the menu button 'Client's Employment Profile Documentation' and complete an example profile that would be appropriate to show to a prospect. (It's recommended that you use the same Employment Profile Survey that you used to create the Time Savings Range Graph (Sales Sheet #2)
2. Click the menu button 'Custom Business Value – Proposal Sheets' > 'Business Value Impact Sheets' > 'Business Value Report Card', and this report will be created.

And finally, turn the page and show them a 7th “Sales Sheet” – the **“7 Advantage Summary”** sheet.



Purpose(s):
- Summarizes the prior 8 minutes in one visual
- Stages the subsequent discussion and questions about the prospect’s specific business.

Technique(s):
- Lists how many things you do that impact each area, but does not list them out here so that you can attempt to keep the focus on “high benefits & advantages” rather than “low weeds solutions”

How to Create:
- From the HROBVSS run from your Sales Sheet Template folder, simply click on HRO Business Value "Sales Sheets" > 7 Advantage Summary Page, and this sheet will be created.

The suggested sales talk track would sound like:

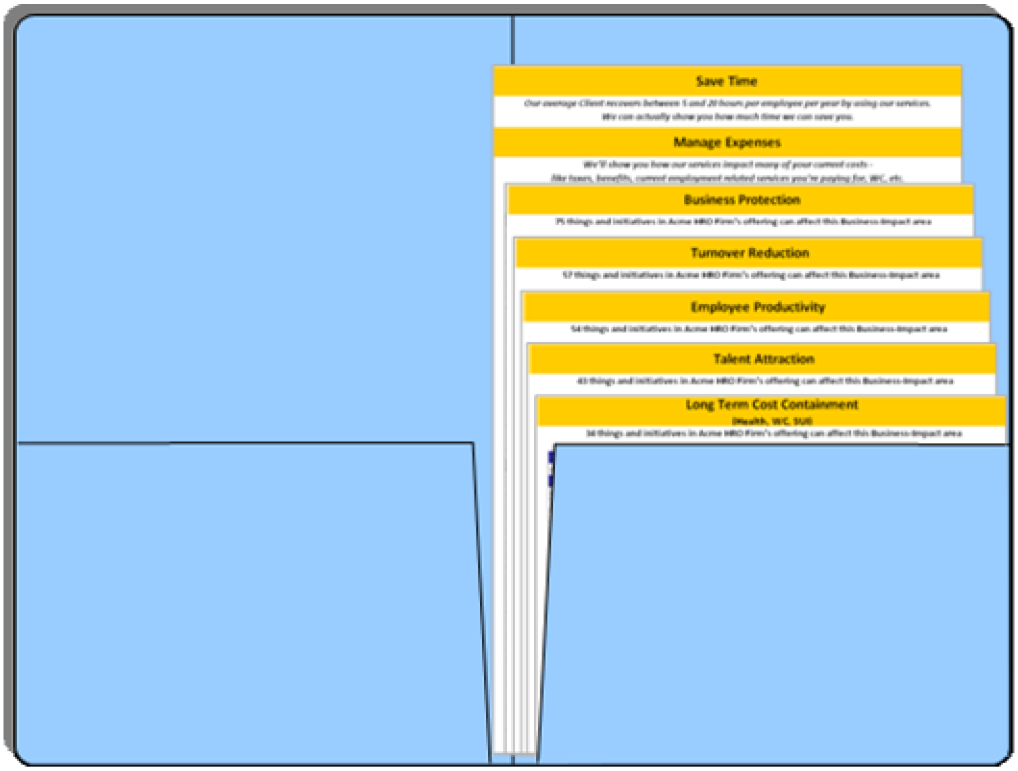
“So that’s it in a nutshell. What we’ve done for all our other clients.

If you were to look at your business priorities at this point in time, how would you rank each of these objectives in terms of their importance to you and your company?”

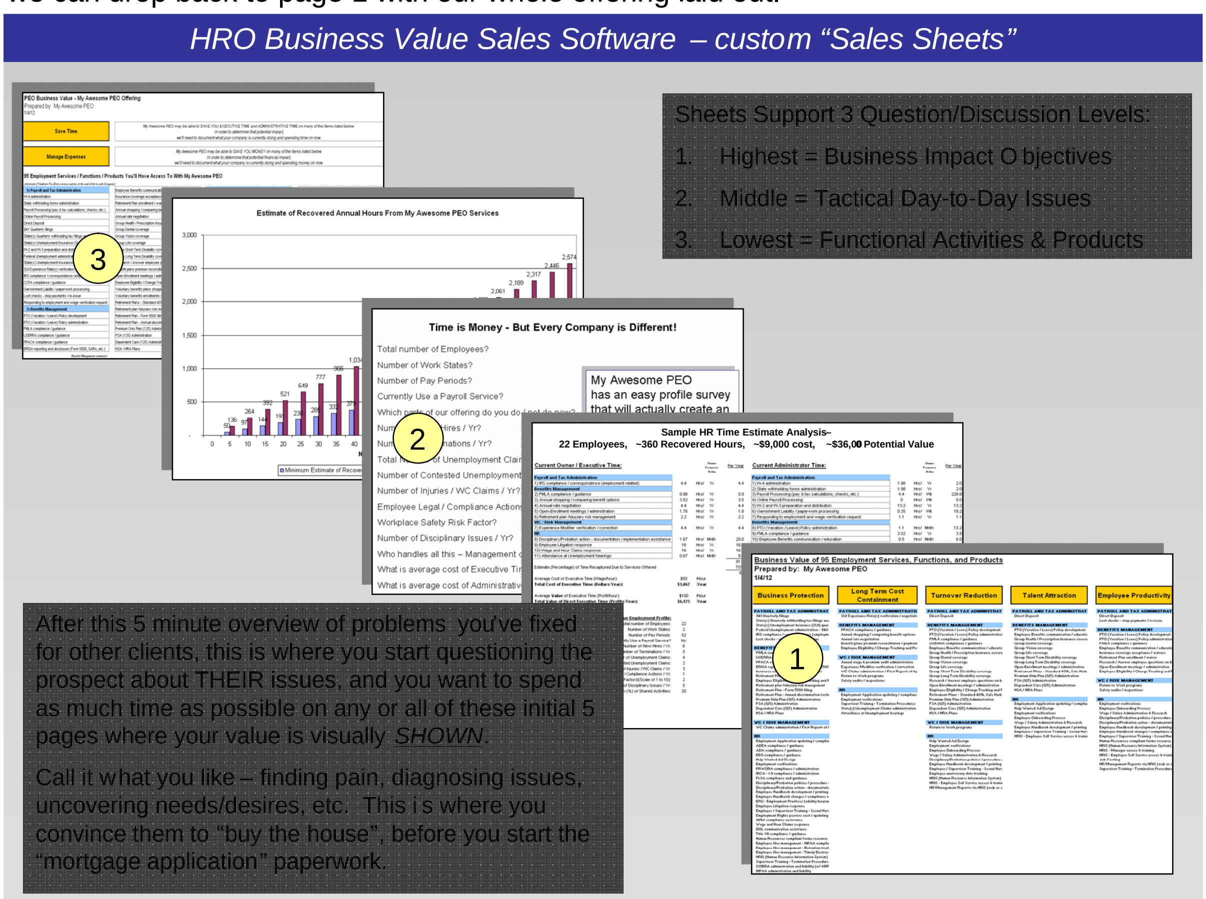
After this ~8 minute overview of problems you’ve fixed for other clients, this is where you start questioning the prospect about THEIR issues, and you want to spend as much time as possible on any or all of these initial pages **where your value is *visually* SHOWN**.

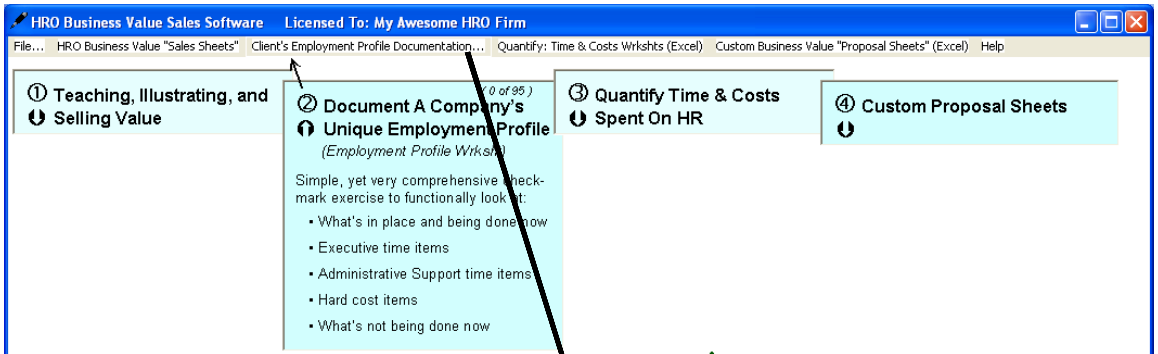
Call it what you like – finding pain, diagnosing issues, uncovering needs/desires, etc. This is where you convince them to “buy the house”, before you start the “mortgage application” paperwork.

The final tool option under “HRO Business Value Sales Sheets” is the “6 ‘Tiered’ Value Pages”. This will create individual pages for each Business Impact Value area (Time and Money areas combined), and they are intended to be used in a tiered folder type format, as illustrated on the following page. Since each User’s Offering list length is unique, a User must further tweak the formatting of these pages and also cut them to proper lengths in order to achieve the tiered format shown.



And note that we’ve given ourselves three questioning avenues, so that we can run the play different ways, depending on how our prospect reacts. If they don’t initially gravitate towards discussing the 5 higher level values, we can backtrack to more simple tactical questions, and very often that can actually lead to the bigger issues we really wanted to find out about. Or if they won’t discuss the tactical questions, and just want to discuss “product” (not recommended unless your offering is typically a hard savings to prospects right off the bat), then we can drop back to page 1 with our whole offering laid out.

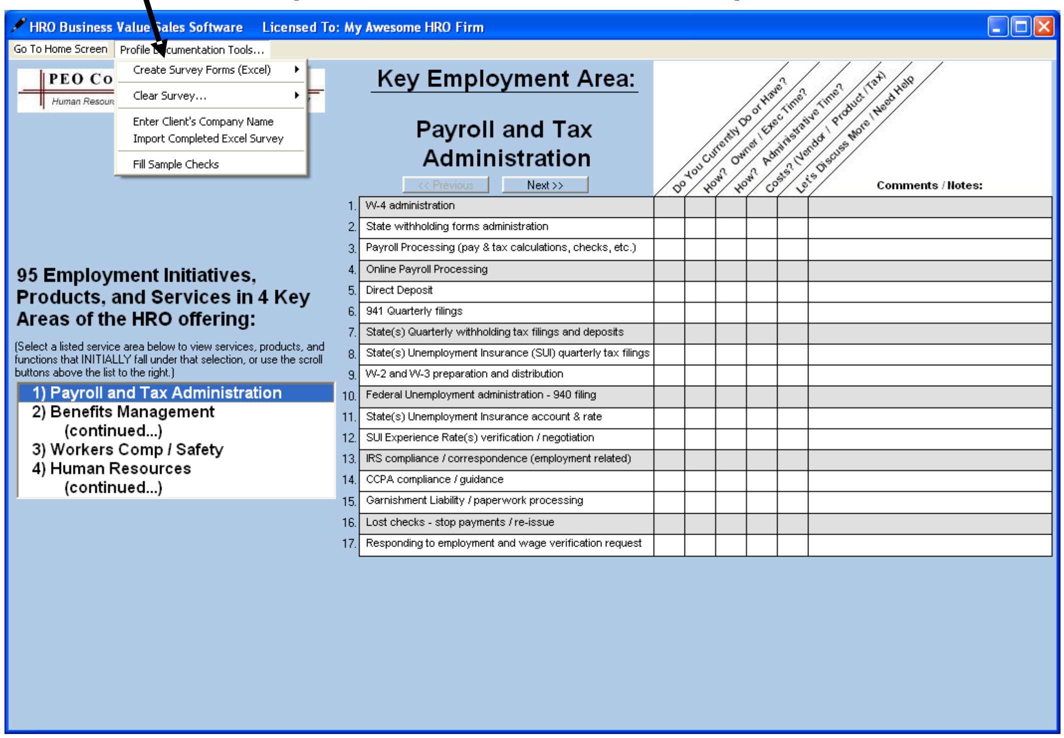




After you get a prospective client’s interest in receiving your assistance in one or more of your 7 Business Impact Value areas, you can take two different paths:

If their interest is high, and they’re ready to go, then get your typical HRO RFP / underwriting data from them; show them what their pricing will look like; and sign them up.

However, if they’re interested, but not quite ready to signup on the spot, a couple more steps will probably be necessary.



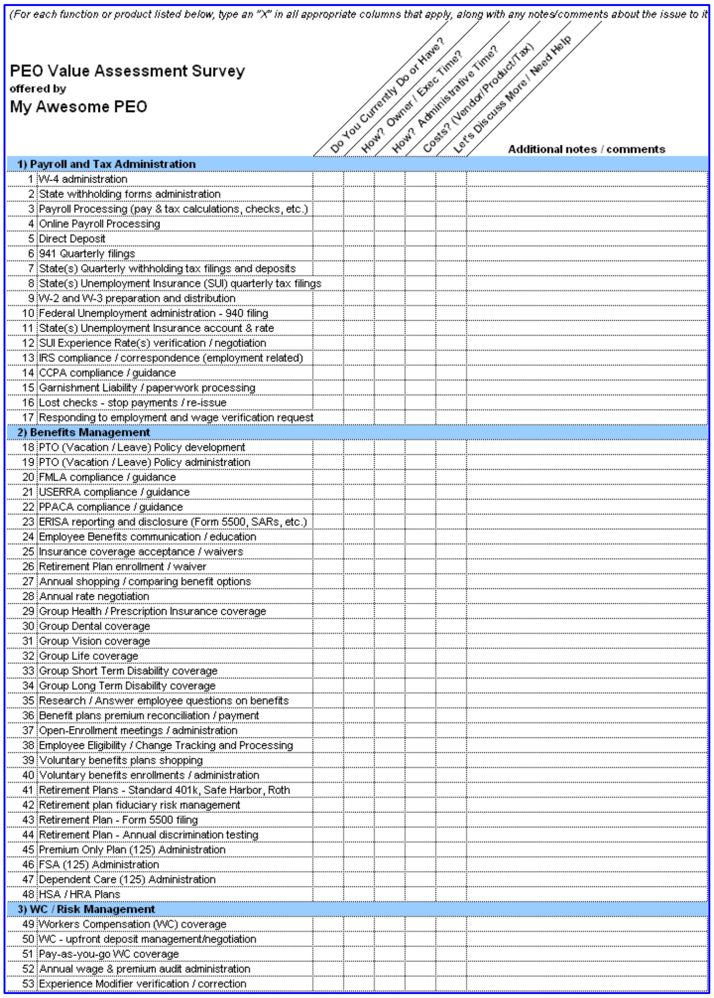
Remember this key point. *No business owner likes to be told that they’re average and just like everyone else, especially if we (quote / unquote) TELL them this by being unprofessional and giving them a boilerplate proposal.*

So tell them what you can offer them in the next steps process, and ask them what they’d like to receive so that they can make an informed business decision.

It might sound like…

"Ms. Prospect, I appreciate the discussion we've had about your business here for the past 40 minutes or so. Since you've expressed interest in the Business Protection, Time Savings, and Long Term Cost Control aspects of our offering, let's talk about next steps and what you'd like to receive from us."

Show them the Employment Profile Assessment Survey…
(Create from the blue screen shown on the prior page. Click on main menu button Client's Employment Profile Documentation, then on the blue screen click on Profile Documentation Tools… > Create Survey Forms (Excel) > Clean)


(For each function or product listed below, type an "X" in all appropriate columns that apply, along with any notes/comments about the issue to it

PEO Value Assessment Survey
offered by
My Awesome PEO

		Do You Currently Do or Have?	How? Owner / Exec Time?	How? Administrative Time?	Costs? (Vendor/Product/Tax)	Let's Discuss More / Need Help	Additional notes / comments
1) Payroll and Tax Administration							
1	W-4 administration						
2	State withholding forms administration						
3	Payroll Processing (pay & tax calculations, checks, etc.)						
4	Online Payroll Processing						
5	Direct Deposit						
6	941 Quarterly filings						
7	State(s) Quarterly withholding tax filings and deposits						
8	State(s) Unemployment Insurance (SUI) quarterly tax filings						
9	W-2 and W-3 preparation and distribution						
10	Federal Unemployment administration - 940 filing						
11	State(s) Unemployment Insurance account & rate						
12	SUI Experience Rate(s) verification / negotiation						
13	IRS compliance / correspondence (employment related)						
14	CCPA compliance / guidance						
15	Garnishment Liability / paperwork processing						
16	Lost checks - stop payments / re-issue						
17	Responding to employment and wage verification request						
2) Benefits Management							
18	PTO (Vacation / Leave) Policy development						
19	PTO (Vacation / Leave) Policy administration						
20	FMLA compliance / guidance						
21	USERRA compliance / guidance						
22	PPACA compliance / guidance						
23	ERISA reporting and disclosure (Form 5500, SARs, etc.)						
24	Employee Benefits communication / education						
25	Insurance coverage acceptance / waivers						
26	Retirement Plan enrollment / waiver						
27	Annual shopping / comparing benefit options						
28	Annual rate negotiation						
29	Group Health / Prescription Insurance coverage						
30	Group Dental coverage						
31	Group Vision coverage						
32	Group Life coverage						
33	Group Short Term Disability coverage						
34	Group Long Term Disability coverage						
35	Research / Answer employee questions on benefits						
36	Benefit plans premium reconciliation / payment						
37	Open-Enrollment meetings / administration						
38	Employee Eligibility / Change Tracking and Processing						
39	Voluntary benefits plans shopping						
40	Voluntary benefits enrollments / administration						
41	Retirement Plans - Standard 401k, Safe Harbor, Roth						
42	Retirement plan fiduciary risk management						
43	Retirement Plan - Form 5500 filing						
44	Retirement Plan - Annual discrimination testing						
45	Premium Only Plan (125) Administration						
46	FSA (125) Administration						
47	Dependent Care (125) Administration						
48	HSA / HRA Plans						
3) WC / Risk Management							
49	Workers Compensation (WC) coverage						
50	WC - upfront deposit management/negotiation						
51	Pay-as-you-go WC coverage						
52	Annual wage & premium audit administration						
53	Experience Modifier verification / correction						

\+

Your PEO's Existing RFP and Needed Information for Underwriting

"If you'd like us to create that HR Time Estimate report we talked about, specific for your company, and/or that Business Impact Report Card / Dashboard, we've got a very easy checkmark profile assessment you'd need to do, as a starting point to that exercise, that only takes about 15 minutes or so.

That profile will also let us give you a much more custom proposal, reflecting your specific company's profile in those other interest areas, instead of just giving you more boilerplate, general material.

Additionally, since this offering replaces many financial aspects of your current total employment picture, we'll need to gather some other underwriting information on this RFP form, so that you can receive the most accurate and competitive pricing in all those areas."

(Your HRO's RFP is not shown here. Each HRO has its own, based on what information they need to collect.)

If the prospect decides they want either of those two reports, simply have them complete the form.

(For each function or product listed below, type an "X" in all appropriate columns that apply, along with any notes/comments about the issue to it

PEO Value Assessment Survey
offered by
My Awesome PEO

		Do You Currently Do or Have?	How? Owner / Exec Time?	How? Administrative Time?	Costs? (Vendor/Product/Tax)	Let's Discuss More / Need Help	Additional notes / comments
1) Payroll and Tax Administration							
1	W-4 administration						
2	State withholding forms administration						
3	Payroll Processing (pay & tax calculations, checks, etc.)						
4	Online Payroll Processing						
5	Direct Deposit						

The questions are super simple. For each item in the list, they're asked

- Do you do or have this now?

And then, since absolutely nothing can happen without a time and/or money expenditure, they're asked

- Do they spend upper level Management or Executive time on it, **and/or**
- Administrative Support time on it, **and/or**
- Are there any fees or other hard costs spent on it?

Those things are not mutually exclusive. Some items may have only one thing checked, and other may have all three.

There's also a "need help / let's discuss more" column, and any item with a checkmark in that column will automatically be highlighted in yellow in all the subsequent reports the software generates for you.

This is NOT A "HOW MUCH?" exercise or a "Right or Wrong" audit! JUST a simple "YES" OR "NO" to keep the mental process simple and consistent. And you should emphatically tell the client this, to stress how simple the exercise should be.

Very important key additional point:
It is *__not__* advisable to use this survey as your pain hunting document. Pain hunting at such a granular level is much too laborious and time consuming. Value should be sold in prior discussions, using other sales material.

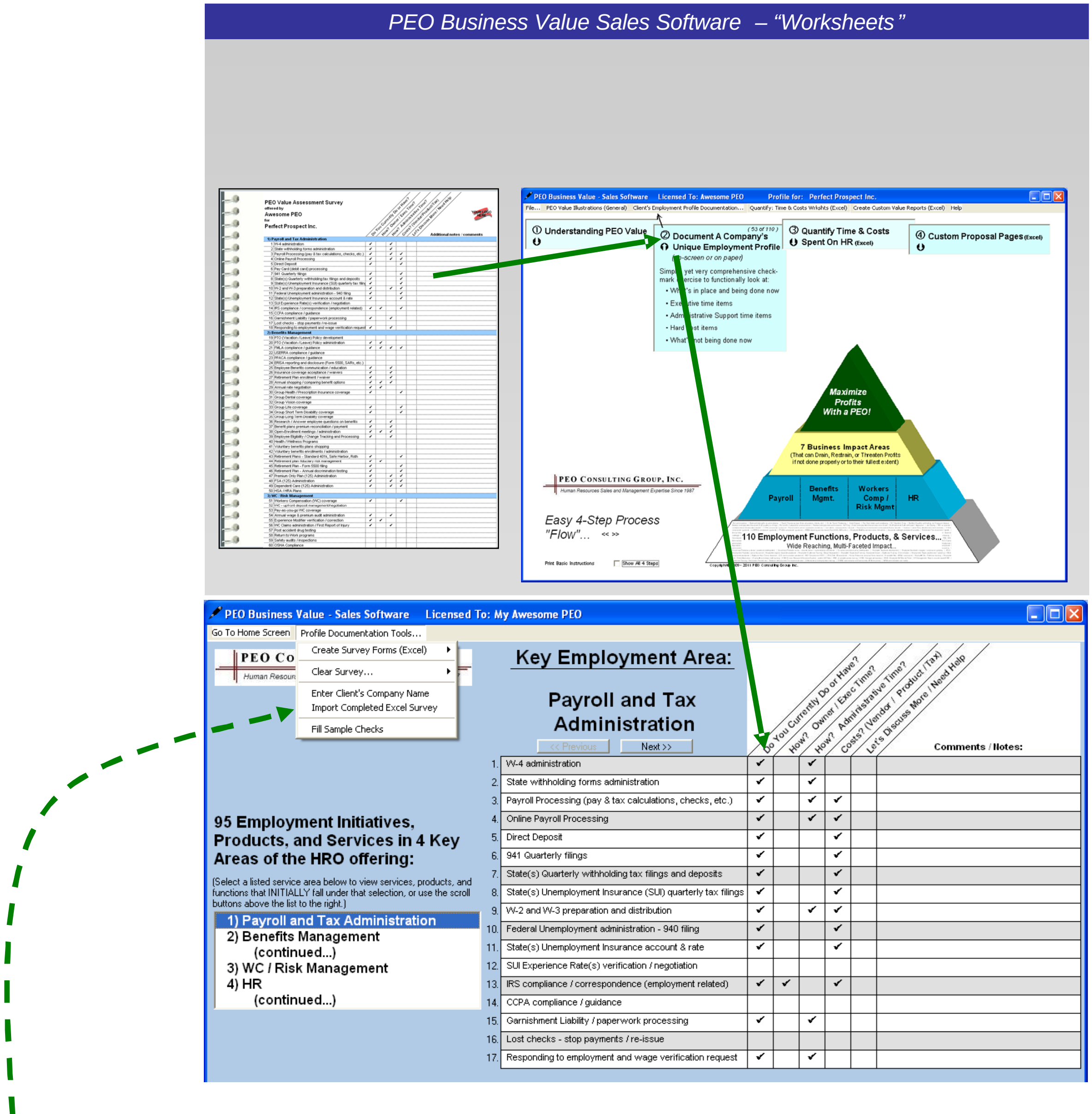
That said, there might be some exceptions to this rule. If **__the prospect__** wants to discuss lots of the things on the survey in detail, it's hard to say no, but just be very cautious not to let them get overwhelmed. And secondly, there will most certainly be a few items on the list that get questioned by the prospect, and you can use those opportunities to remind them of just how much of a pain being an employer is.

For example the prospect may say…
P P A C A – I don't even know what that is.

And you could say…
Yeah, that's Obama Care, or more formally the Patient Protection and Affordable Care Act. What are you doing now to prepare for that monstrous legislation?

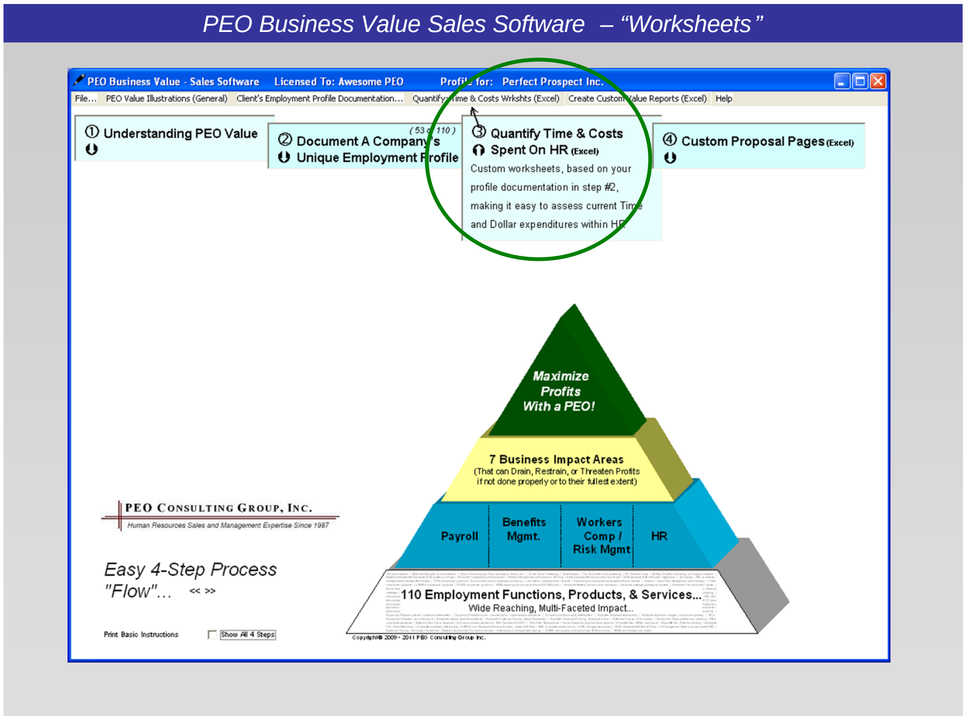
But again, the vast, vast majority of your value selling should be done *__before__* this survey or any other of your RFP data gathering takes place.

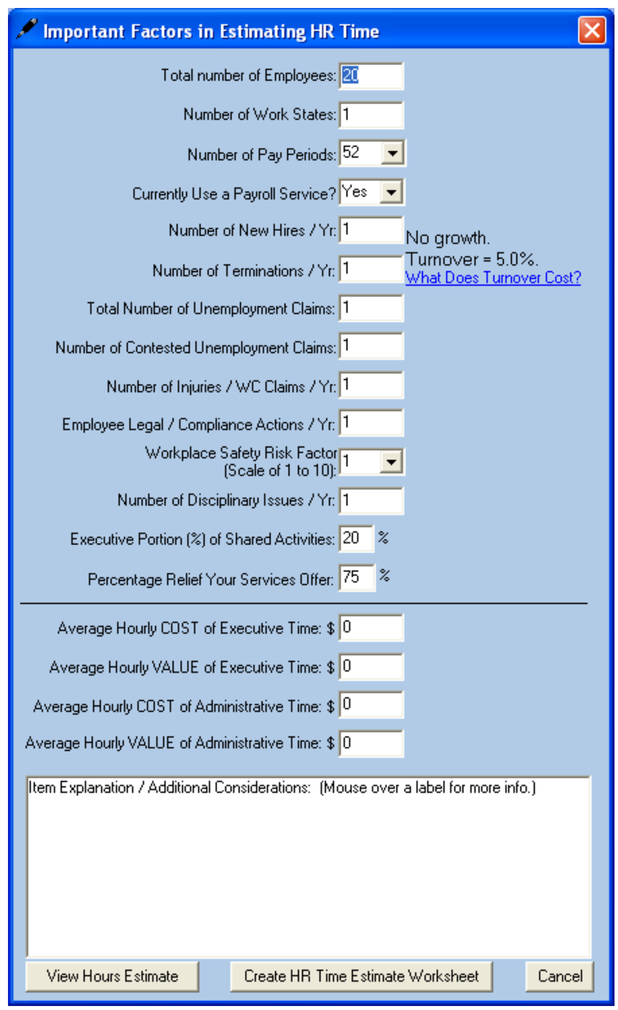
Next, you’ll take the Employment Profile Assessment and have someone in sales support at your office put the data into the Sales Software.



The Survey can be completed in Excel, instead of pen or pencil, and if it is, the data can be instantly imported into the Software. The file to import must reside in the client folder in which the HROBVSS application is running, and it must be named (exactly) “HRO_Assessment_Survey.xls(x)”.

Now that you have the prospect's unique profile, you can stop talking about generalities and start addressing their specifics. The first option is looking at HR Time costs, if they wanted to see that.





The answers you got to the simple functional profile questions are entered into the software here…

And a credible, quantified HR Time Savings ***Estimate*** worksheet can be created…

HR Administrative 'Time Cost' and 'Time Value' Worksheet: Current Activities In Your Company Where You Will See Relief

(Yellow highlights indicate where you expressed specific additional interest. Asterisk (*) indicate 'fee-extra' Acme HRO/PEO services.)

Prepared by: Acme HRO/PEO for Perfect Prospect, Inc.

~240 Recovered Hours, ~$6,390 Internal Cost, ~$18,022 Potential Value

Current Owner / Executive Time:

		Choose Frequency Below		Per Year
Payroll and Tax Administration				
1) 941 Quarterly filings	0.38	Hrs/	Qtr	1.5
2) State(s) Quarterly withholding tax filings and deposits	0.5	Hrs/	Qtr	2.0
3) State(s) Unemployment Insurance (SUI) quarterly tax filings	0.1	Hrs/	Qtr	0.4
4) Federal Unemployment administration - 940 filing	4.88	Hrs/	Yr	4.9
5) SUI Experience Rate(s) verification / negotiation	4	Hrs/	Yr	4.0
6) IRS compliance / correspondence (employment related)	6	Hrs/	Yr	6.0
Benefits Management				
7) Retirement plan fiduciary risk management	3	Hrs/	Yr	3.0
8) Retirement Plan - Form 5500 filing	1.5	Hrs/	Yr	1.5
9) Retirement Plan - Annual discrimination testing	0.3	Hrs/	Yr	0.3
Workers Comp / Safety				
10) Annual wage & premium audit administration	2.1	Hrs/	Yr	2.1
11) Experience Modifier verification / correction	9	Hrs/	Yr	9.0
12) WC Claims administration / First Report of Injury	0.08	Hrs/	Mnth	1.0
Human Resources				
13) Employment Application updating / compliance	0.6	Hrs/	Yr	0.6
14) EEO compliance / guidance	1.5	Hrs/	Yr	1.5
15) Employee Onboarding Process	0.67	Hrs/	Mnth	8.0
16) Disciplinary/Probation action - documentation / implementation assistance	1	Hrs/	Mnth	12.0
17) HR Management Reports via HRIS (web or on-site)	0.3	Hrs/	Mnth	3.6
18) State(s) Unemployment Claims administration	0.08	Hrs/	Mnth	1.0
19) Attendance at Unemployment hearings	0.67	Hrs/	Mnth	8.0
				70.4
Estimate (Percentage) of Time Recaptured Due to Services Offered				75%
				53
Average Cost of Executive Time (Wage/hour):	$50	/Hour		
Total Cost of Executive Time (Dollars/Year):	**$2,640**	**/Year**		
Average **Value** of Executive Time (Profit/hour):	$75	/Hour		
Total Value of Direct Executive Time (Profits/Year):	**$3,960**	**/Year**		

Perfect Prospect, Inc. Unique Employment Profile:

Total number of Employees:	30
Number of Work States:	2
Number of Pay Periods:	26
Currently Use a Payroll Service?	Yes
Number of New Hires / Yr:	10
Number of Terminations / Yr:	10
Total Number of Unemployment Claims:	5
Number of Contested Unemployment Claims:	2
Number of Injuries / WC Claims / Yr:	5
Employee Legal / Compliance Actions / Yr:	1
Workplace Safety Risk Factor (Scale of 1 to 10):	4
Number of Disciplinary Issues / Yr:	3
Executive Portion (%) of Shared Activities:	20

Current Administrator Time:

		Choose Frequency Below		Per Year
Payroll and Tax Administration				
1) W-4 administration	3.3	Hrs/	Yr	3.3
2) State withholding forms administration	3.3	Hrs/	Yr	3.3
3) Payroll Processing (pay & tax calculations, checks, etc.)	0	Hrs/	Wk	0.0
4) Direct Deposit	0.1	Hrs/	Wk	5.2
5) State(s) Unemployment Insurance (SUI) quarterly tax filings	0.4	Hrs/	Qtr	1.6
6) W-2 and W-3 preparation and distribution	6	Hrs/	Yr	6.0
7) Garnishment Liability / paperwork processing	0	Hrs/	Wk	0.0
8) Lost checks - stop payments / re-issue	0	Hrs/	Wk	0.0
9) Responding to employment and wage verification request	1.5	Hrs/	Yr	1.5
Benefits Management				
10) PTO (Vacation / Leave) Policy administration	1.5	Hrs/	Mnth	18.0
11) Employee Benefits communication / education	0.83	Hrs/	Mnth	10.0
12) Insurance coverage acceptance / waivers	0.83	Hrs/	Mnth	10.0
13) Retirement Plan enrollment / waiver	0.83	Hrs/	Mnth	10.0
14) Annual shopping / comparing benefit options	24	Hrs/	Yr	24.0
15) Annual rate negotiation	6	Hrs/	Yr	6.0
16) Research / Answer employee questions on benefits	1.5	Hrs/	Mnth	18.0
17) Benefit plans premium reconciliation / payment	0.75	Hrs/	Mnth	9.0
18) Open-Enrollment meetings / administration	12	Hrs/	Yr	12.0
19) Employee Eligibility / Change Tracking and Processing	0.5	Hrs/	Mnth	6.0
20) Retirement Plans - Standard 401k, Safe Harbor, Roth	0	Hrs/	Yr	0.0
21) Retirement Plan - Annual discrimination testing	1.2	Hrs/	Yr	1.2
22) Premium Only Plan (125) Administration	0.27	Hrs/	Mnth	3.2
Workers Comp / Safety				
23) Annual wage & premium audit administration	8.4	Hrs/	Yr	8.4
24) WC Claims administration / First Report of Injury	0.33	Hrs/	Mnth	4.0
Human Resources				
25) Employment Application updating / compliance	2.4	Hrs/	Yr	2.4
26) Help Wanted Ad Design	0.28	Hrs/	Mnth	3.4
27) Employment verifications	0.83	Hrs/	Mnth	10.0
28) PRWORA compliance / administration	2.5	Hrs/	Yr	2.5
29) IRCA - I-9 compliance / administration	0.21	Hrs/	Mnth	2.5
30) Employee Onboarding Process	2.67	Hrs/	Mnth	32.0
31) Employment Rights posters cost / updating	0.75	Hrs/	Yr	0.8
32) Employee files management - Retention tracking	0.38	Hrs/	Mnth	4.6
33) Employee anniversary date tracking	0.25	Hrs/	Mnth	3.0
34) HR Management Reports via HRIS (web or on-site)	1.2	Hrs/	Mnth	14.4
35) State(s) Unemployment Claims administration	0.33	Hrs/	Mnth	4.0
36) COBRA administration and liability (w/ ARRA reqrmnts)	0.83	Hrs/	Mnth	10.0
				250.0
Estimate (Percentage) of Time Recaptured Due to Services Offered				75%
				187
Average Cost of Administrative Time (Wage/hour):	$20	/Hour		
Total Cost of Administrative Time (Dollars/Year):	**$3,750**	**/Year**		
Average **Value** of Administrative Time (Profit/hour):	$0	/Hour		
Total Value of Administrative Time (Profits/Year):	**$0**	**/Year (Direct)**		
Total Leveraged Value of Administrative Time (Profits/Yr):	**$14,062**	**/Year**		

(187 hours given to Revenue Driving Executives whose time is 'worth' $75 per hour)

Use this first draft as a "pre-proposal discussion document" from which the prospect, with the detailed estimate calculated from the software, can either buy into the initial estimate, or they can tweak pieces of it up or down, which is **dramatically easier** than starting from scratch.

(Note, the program will create a version of this worksheet without populating a quantified estimate, but again, it's advised to "sell" it, even to the most detailed oriented prospect, as being much easier to start with a completed estimate.)

Either way, in the end, you have numbers that they've agreed to.

Additionally, the Employment Profile survey exercise serves to gather a more comprehensive list of employment issues the prospective client is spending money on. While most HRO RFP's do a pretty good job at gathering the information necessary to compare payroll taxes, WC, Benefits, and SUI, many miss out on documenting 'other' costs than can further offset the HRO fee, making your services look more financially advantageous from the very start.

Note that you should not only account for things/costs you will replace on a fee-inclusive basis, but also for things/costs you may reduce on a fee-extra basis. (ie, drug testing, background checks, legal fees, etc., etc.)

Below is an illustration of and HR Hard Cost Worksheet – a "pre-proposal discussion document" ready for completion by the prospect. The HROBVSS does not populate numbers into this form, as these hard costs vary from company to company too widely to create a credible estimate from just this basic Employment Profile.

HR Administration Costs Worksheet:

Prepared by: Acme HRO/PEO for Perfect Prospect, Inc.

7/16/12

(Yellow highlights indicate where you expressed specific additional interest.   Asterisk (*) indicate 'fee-extra' Acme HRO/PEO services.)

Current HR Costs Within Your Company Where You Will See Relief:

Current Fees and Transactional Costs:			Choose Frequency Below	Per Year
Payroll and Tax Administration				
1) Payroll Processing (pay & tax calculations, checks, etc.)	$________	per	______	$0
2) Direct Deposit	$________	per	______	$0
3) 941 Quarterly filings	$________	per	______	$0
4) State(s) Quarterly withholding tax filings and deposits	$________	per	______	$0
5) State(s) Unemployment Insurance (SUI) quarterly tax filings	$________	per	______	$0
6) W-2 and W-3 preparation and distribution	$________	per	______	$0
7) Federal Unemployment administration - 940 filing	$________	per	______	$0
8) State(s) Unemployment Insurance account & rate	$________	per	______	$0
9) IRS compliance / correspondence (employment related)	$________	per	______	$0
10) Garnishment Liability / paperwork processing	$________	per	______	$0
11) Lost checks - stop payments / re-issue	$________	per	______	$0
Benefits Management				
12) Group Health / Prescription Insurance coverage	$________	per	______	$0
13) Group Life coverage	$________	per	______	$0
14) Retirement Plans - Standard 401k, Safe Harbor, Roth	$________	per	______	$0
15) Retirement plan fiduciary risk management	$________	per	______	$0
16) Retirement Plan - Form 5500 filing	$________	per	______	$0
17) Retirement Plan - Annual discrimination testing	$________	per	______	$0
18) Premium Only Plan (125) Administration	$________	per	______	$0
Workers Comp / Safety				
19) Workers Compensation (WC) coverage	$________	per	______	$0
Human Resources				
20) Employment Application updating / compliance	$________	per	______	$0
21) Employment Rights posters cost / updating	$________	per	______	$0
22) HR Management Reports via HRIS (web or on-site)	$________	per	______	$0
	Total Annual Costs			$0

Once completed by the prospect, these numbers can be used by the HRO firm in the appropriate places in their own financial analysis included in their proposal.

“Proposal Sheets”

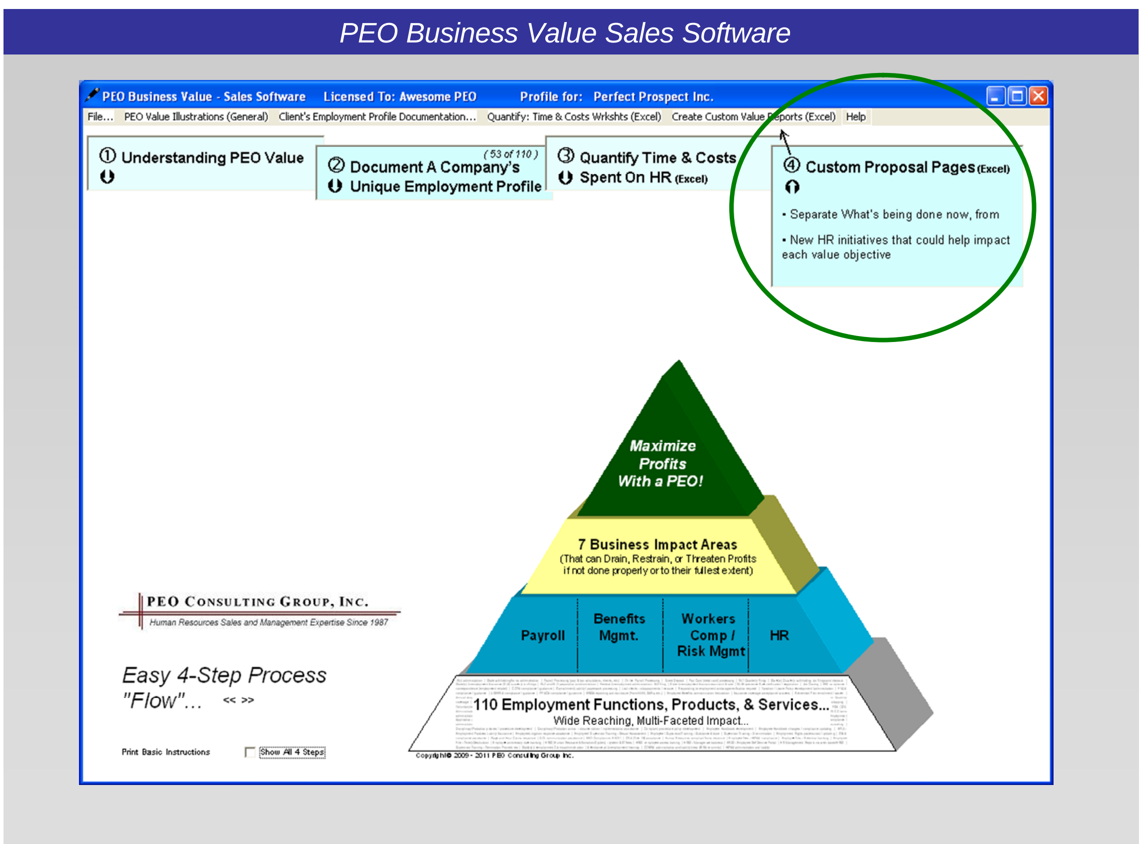
Custom proposals, that reflect the prospect’s profile in more areas than just the pricing page, are monumentally more effective than boilerplate documents that generally just repeat the same generic marketing materials the prospect was probably given when you first met.

An ideal custom proposal will include

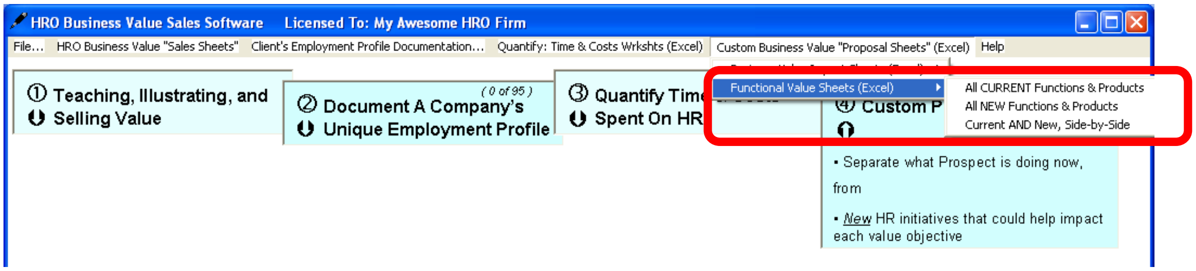
1. An executive summary, telling the prospect what you learned about their company; repeating back what they told you they’d like to receive from you; and a financial snapshot.
2. Then it should back up the summary by providing details that relate to each of the prospect’s buying reasons – one or more of:
    - Recovering Time
    - Expense Management
    - Business Protection
    - Long Term Cost Containment
    - Turnover Reduction
    - Talent Attraction, and
    - Employee Productivity

   (By the way, if you get a prospect that just wants to buy for one functional reason, say benefits for example, and not at least initially for other expressed reasons, make sure the highlights of your benefits offering is shown on pages that illustrate WHY Benefits are important – Talent attraction, and Turnover reduction. If you don’t, you’ll just be seen as a Benefits vendor and be subject to the price sensitivity that that vendor status warrants.)
3. Next you should back up the financial snapshot in the Executive Summary with supporting details.
4. And lastly you can have a section about you – reminding them of why they should do business with you as opposed to any one else, including status quo.

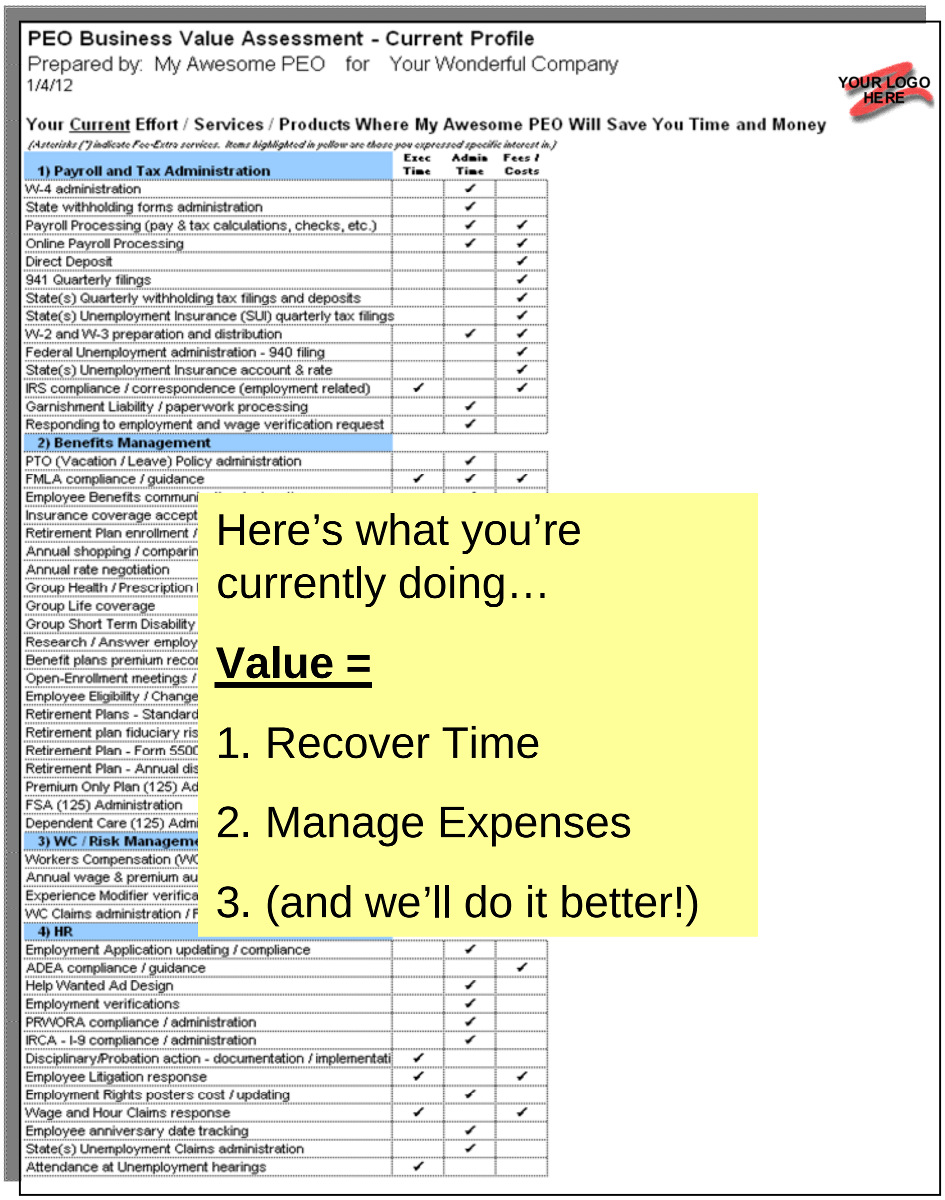
The HROBVSS supports Section 2 above, giving you options for including custom, prospect-specific Proposal pages. And they’re generated under the 4th and final menu bar button over at the right hand end of the sales process flow.



There are 3 options for “Functional” buyers and Proposal Sheet inserts. (These are prospects that aren’t too strategic and haven’t gravitated towards the higher Business Impact Values of your offering.)



Below is shown a Current Profile report, which shows what the prospect is currently doing, and next to each items there are checkmarks of where they said they spend Executive Time, Administrative Time, and Money.



PEO Business Value Assessment - Current Profile

Prepared by: My Awesome PEO for Your Wonderful Company

1/4/12

YOUR LOGO HERE

Your Current Effort / Services / Products Where My Awesome PEO Will Save You Time and Money

(Asterisks (*) indicate Fee-Extra services. Items highlighted in yellow are those you expressed specific interest in.)

1) Payroll and Tax Administration	Exec Time	Admin Time	Fees / Costs
W-4 administration		✓	
State withholding forms administration		✓	
Payroll Processing (pay & tax calculations, checks, etc.)		✓	✓
Online Payroll Processing		✓	✓
Direct Deposit			✓
941 Quarterly filings			✓
State(s) Quarterly withholding tax filings and deposits			✓
State(s) Unemployment Insurance (SUI) quarterly tax filings			✓
W-2 and W-3 preparation and distribution		✓	✓
Federal Unemployment administration - 940 filing			✓
State(s) Unemployment Insurance account & rate			✓
IRS compliance / correspondence (employment related)	✓		✓
Garnishment Liability / paperwork processing		✓	
Responding to employment and wage verification request		✓	
2) Benefits Management			
PTO (Vacation / Leave) Policy administration		✓	
FMLA compliance / guidance	✓	✓	✓
Employee Benefits communi			
Insurance coverage accept			
Retirement Plan enrollment /			
Annual shopping / comparin			
Annual rate negotiation			
Group Health / Prescription			
Group Life coverage			
Group Short Term Disability			
Research / Answer employ			
Benefit plans premium recor			
Open-Enrollment meetings /			
Employee Eligibility / Change			
Retirement Plans - Standard			
Retirement plan fiduciary ris			
Retirement Plan - Form 5500			
Retirement Plan - Annual dis			
Premium Only Plan (125) Ad			
FSA (125) Administration			
Dependent Care (125) Admi			
3) WC / Risk Manageme			
Workers Compensation (WC			
Annual wage & premium au			
Experience Modifier verifica			
WC Claims administration / F			
4) HR			
Employment Application updating / compliance		✓	
ADEA compliance / guidance			✓
Help Wanted Ad Design		✓	
Employment verifications		✓	
PRWORA compliance / administration		✓	
IRCA - I-9 compliance / administration		✓	
Disciplinary/Probation action - documentation / implementati	✓		
Employee Litigation response	✓		✓
Employment Rights posters cost / updating		✓	
Wage and Hour Claims response	✓		✓
Employee anniversary date tracking		✓	
State(s) Unemployment Claims administration		✓	
Attendance at Unemployment hearings	✓		

So the value talk track on this page is Recover Time, better Expense Management, and we’ll do these things better than you can do them, because we’re experts. (Obviously, that last point should be expressed diplomatically if necessary.)

The second “Functional” report lists all the things the Prospect is **not doing now**, but just in each of your 4 service areas, and NOT aligned with their value.

PEO Business Value Assessment - New Services/Products

Prepared by: My Awesome PEO

1/23/12

43 New Services / Initiatives / Products You'll Have Access To With My Awesome PEO

(Asterisks (*) indicate Fee-Extra services. Items highlighted in yellow are those you expressed specific interest in.)

1) Payroll and Tax Administration
SUI Experience Rate(s) verification / negotiation
CCPA compliance / guidance
Lost checks - stop payments / re-issue
2) Benefits Management
PTO (Vacation / Leave) Policy development
USERRA compliance / guidance
PPACA compliance / guidance
ERISA reporting and disclosure (Form 5500, SARs, etc.)
Group Dental coverage
Group Vision coverage
Group Long Term Disability coverage
Voluntary benefits plans shopping
Voluntary benefits enrollments / administration
HSA / HRA Plans
3) WC / Risk Management
WC - upfront deposit management/negotiation
Pay-as-you-go WC coverage
Return to Work programs
Safety audits / inspections
Certificates of Insurance administration
4) HR
ADA compliance / guidance
EEO compliance / guidance
Employee Onboarding Process
Wage / Salary Administration & Research
FLSA compliance and guidance
Disciplinary/Probation policies / procedure development
Employee Handbook development / printing
Employee Handbook changes / compliance updating
EPLI - Employment Practices Liability Insurance
Employee / Supervisor Training - Sexual Harassment
GINA compliance assistance
DOL communication assistance
Title VII compliance
Human Resources
Employee files mar
Employee files mar
Employee files mar
HRIS (Human Reso
HRIS - Manager ac
HRIS - Employee S
Job Costing
HR Management R
Supervisor Trainin
COBRA administra
HIPAA administrati

Here’s what you’re NOT currently doing, that you’ll have access to with us…
Value = ??
(Just “features”, no “benefits”)

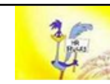
And the third functional proposal page option (not shown here) puts the above two lists side by side.

Not every prospect will be a high end value buyer, so these functional reports let you also have something for the lower end buyers, that visually shows them that we’re taking a ton of stuff off their platter, and giving them access to a bunch of stuff they don’t have now.

Next you can include a **finalized** HR Time worksheet, reflecting

- Their cost
- The amount of time they'll recover
- And the value they may assign to that time

HR Administrative 'Time Cost' and 'Time Value' Worksheet : **Current Activities In Your Company Where You Will See Relief**



(Yellow highlights indicate where you expressed specific additional interest. Asterisk (*) indicate 'fee-extra' Acme HRO/PEO services.)

Prepared by: Acme HRO/PEO for Perfect Prospect, Inc.

~240 Recovered Hours, ~$6,390 Internal Cost, ~$18,022 Potential Value

Current Owner / Executive Time:

			Choose Frequency Below	Per Year
Payroll and Tax Administration				
1) 941 Quarterly filings	0.38	Hrs/	Qtr	1.5
2) State(s) Quarterly withholding tax filings and deposits	0.5	Hrs/	Qtr	2.0
3) State(s) Unemployment Insurance (SUI) quarterly tax filings	0.1	Hrs/	Qtr	0.4
4) Federal Unemployment administration - 940 filing	4.88	Hrs/	Yr	4.9
5) SUI Experience Rate(s) verification / negotiation	4	Hrs/	Yr	4.0
6) IRS compliance / correspondence (employment related)	6	Hrs/	Yr	6.0
Benefits Management				
7) Retirement plan fiduciary risk management	3	Hrs/	Yr	3.0
8) Retirement Plan - Form 5500 filing	1.5	Hrs/	Yr	1.5
9) Retirement Plan - Annual discrimination testing	0.3	Hrs/	Yr	0.3
Workers Comp / Safety				
10) Annual wage & premium audit administration	2.1	Hrs/	Yr	2.1
11) Experience Modifier verification / correction	9	Hrs/	Yr	9.0
12) WC Claims administration / First Report of Injury	0.08	Hrs/	Mnth	1.0
Human Resources				
13) Employment Application updating / compliance	0.6	Hrs/	Yr	0.6
14) EEO compliance / guidance	1.5	Hrs/	Yr	1.5
15) Employee Onboarding Process	0.67	Hrs/	Mnth	8.0
16) Disciplinary/Probation action - documentation / implementation assistance	1	Hrs/	Mnth	12.0
17) HR Management Reports via HRIS (web or on-site)	0.3	Hrs/	Mnth	3.6
18) State(s) Unemployment Claims administration	0.08	Hrs/	Mnth	1.0
19) Attendance at Unemployment hearings	0.67	Hrs/	Mnth	8.0
				70.4
Estimate (Percentage) of Time Recaptured Due to Services Offered				75%
				53
Average Cost of Executive Time (Wage/hour):	$50	/Hour		
Total Cost of Executive Time (Dollars/Year):	**$2,640**	**/Year**		
Average **Value** of Executive Time (Profit/hour):	$75	/Hour		
Total Value of Direct Executive Time (Profits/Year):	**$3,960**	**/Year**		

Perfect Prospect, Inc. Unique Employment Profile:

Total number of Employees:	30
Number of Work States:	2
Number of Pay Periods:	26
Currently Use a Payroll Service?	Yes
Number of New Hires / Yr:	10
Number of Terminations / Yr:	10
Total Number of Unemployment Claims:	5
Number of Contested Unemployment Claims:	2
Number of Injuries / WC Claims / Yr:	5
Employee Legal / Compliance Actions / Yr:	1
Workplace Safety Risk Factor (Scale of 1 to 10):	4
Number of Disciplinary Issues / Yr:	3
Executive Portion (%) of Shared Activities:	20

Current Administrator Time:

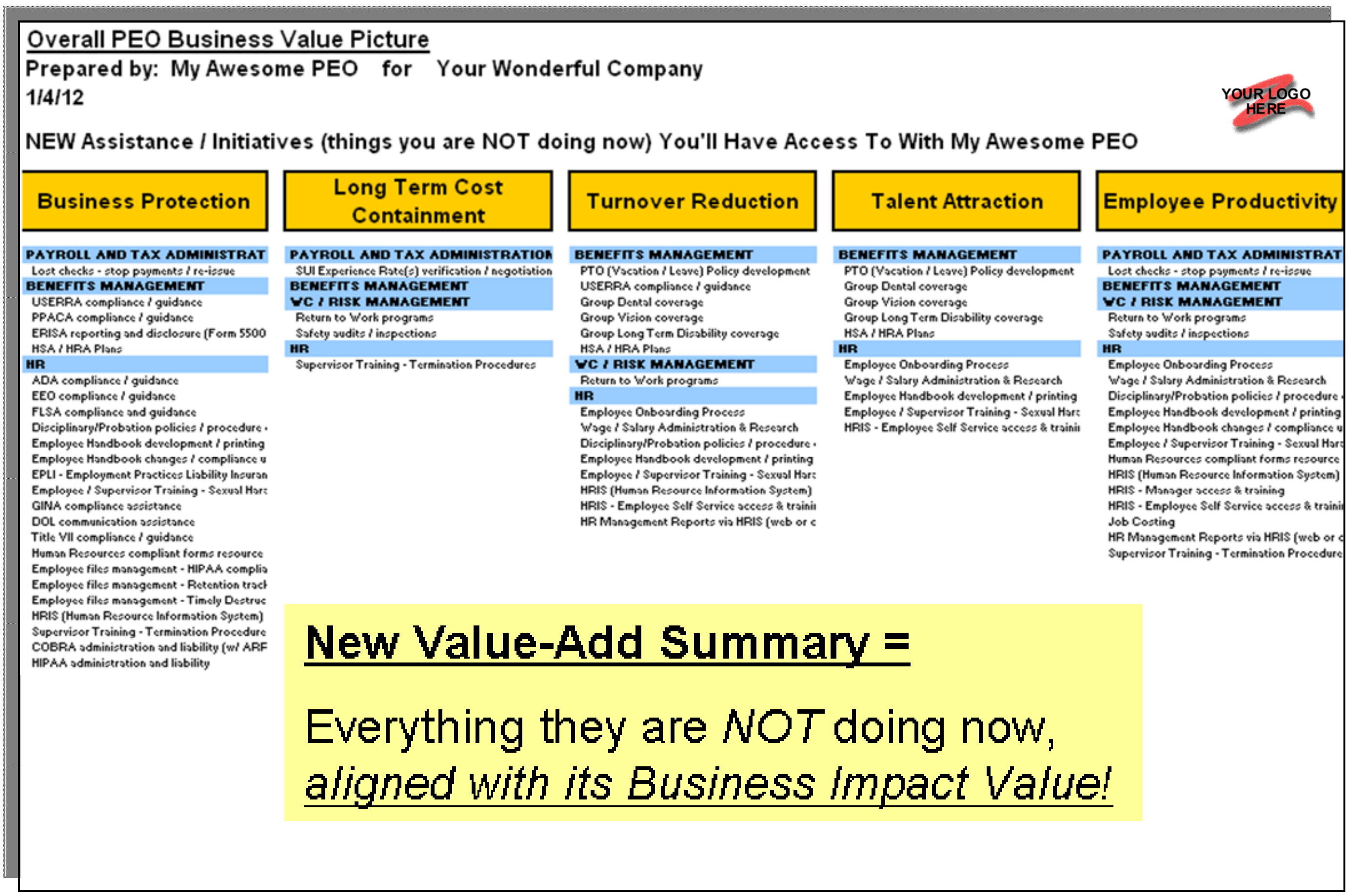
			Choose Frequency Below	Per Year
Payroll and Tax Administration				
1) W-4 administration	3.3	Hrs/	Yr	3.3
2) State withholding forms administration	3.3	Hrs/	Yr	3.3
3) Payroll Processing (pay & tax calculations, checks, etc.)	0	Hrs/	Wk	0.0
4) Direct Deposit	0.1	Hrs/	Wk	5.2
5) State(s) Unemployment Insurance (SUI) quarterly tax filings	0.4	Hrs/	Qtr	1.6
6) W-2 and W-3 preparation and distribution	6	Hrs/	Yr	6.0
7) Garnishment Liability / paperwork processing	0	Hrs/	Wk	0.0
8) Lost checks - stop payments / re-issue	0	Hrs/	Wk	0.0
9) Responding to employment and wage verification request	1.5	Hrs/	Yr	1.5
Benefits Management				
10) PTO (Vacation / Leave) Policy administration	1.5	Hrs/	Mnth	18.0
11) Employee Benefits communication / education	0.83	Hrs/	Mnth	10.0
12) Insurance coverage acceptance / waivers	0.83	Hrs/	Mnth	10.0
13) Retirement Plan enrollment / waiver	0.83	Hrs/	Mnth	10.0
14) Annual shopping / comparing benefit options	24	Hrs/	Yr	24.0
15) Annual rate negotiation	6	Hrs/	Yr	6.0
16) Research / Answer employee questions on benefits	1.5	Hrs/	Mnth	18.0
17) Benefit plans premium reconciliation / payment	0.75	Hrs/	Mnth	9.0
18) Open-Enrollment meetings / administration	12	Hrs/	Yr	12.0
19) Employee Eligibility / Change Tracking and Processing	0.5	Hrs/	Mnth	6.0
20) Retirement Plans - Standard 401k, Safe Harbor, Roth	0	Hrs/	Yr	0.0
21) Retirement Plan - Annual discrimination testing	1.2	Hrs/	Yr	1.2
22) Premium Only Plan (125) Administration	0.27	Hrs/	Mnth	3.2
Workers Comp / Safety				
23) Annual wage & premium audit administration	8.4	Hrs/	Yr	8.4
24) WC Claims administration / First Report of Injury	0.33	Hrs/	Mnth	4.0
Human Resources				
25) Employment Application updating / compliance	2.4	Hrs/	Yr	2.4
26) Help Wanted Ad Design	0.28	Hrs/	Mnth	3.4
27) Employment verifications	0.83	Hrs/	Mnth	10.0
28) PRWORA compliance / administration	2.5	Hrs/	Yr	2.5
29) IRCA - I-9 compliance / administration	0.21	Hrs/	Mnth	2.5
30) Employee Onboarding Process	2.67	Hrs/	Mnth	32.0
31) Employment Rights posters cost / updating	0.75	Hrs/	Yr	0.8
32) Employee files management - Retention tracking	0.38	Hrs/	Mnth	4.6
33) Employee anniversary date tracking	0.25	Hrs/	Mnth	3.0
34) HR Management Reports via HRIS (web or on-site)	1.2	Hrs/	Mnth	14.4
35) State(s) Unemployment Claims administration	0.33	Hrs/	Mnth	4.0
36) COBRA administration and liability (w/ ARRA reqrmnts)	0.83	Hrs/	Mnth	10.0
				250.0
Estimate (Percentage) of Time Recaptured Due to Services Offered				75%
				187
Average Cost of Administrative Time (Wage/hour):	$20	/Hour		
Total Cost of Administrative Time (Dollars/Year):	**$3,750**	**/Year**		
Average **Value** of Administrative Time (Profit /hour):	$0	/Hour		
Total Value of Administrative Time (Profits/Year):	**$0**	**/Year (Direct)**		
Total Leveraged Value of Ad ministrative Time (Profits/Yr):	**$14,062**	**/Year**		
(187 hours given to Revenue Driving Executives whose time is 'worth' $75 per hour)				

NOTE:

This a fully functional prospect-specific spreadsheet with formulas placed appropriately, depending on how long the lists on each side are.

And for more Strategic buyers, there are several options.

For prospects that "get it" and like the **whole** offering, here's a summary of ALL the new things they'll have access to that they are **not doing now**, but instead of just a list of "functional features" they are aligned with how each part of the offering will impact their business.



If at all possible, NEVER show a Feature of your offering without it's Value Benefit on the same page. Our prospects will not be able to make all those connections on their own. We HAVE TO show and remind them!!

Additionally, the Business Value Report Card is a powerful visual that lets a prospective client quickly "see", in the areas that are important to them, how many things they are currently doing, compared to how many things they could have access to if they used your services.

HRO Business Impact Assessment Report Card

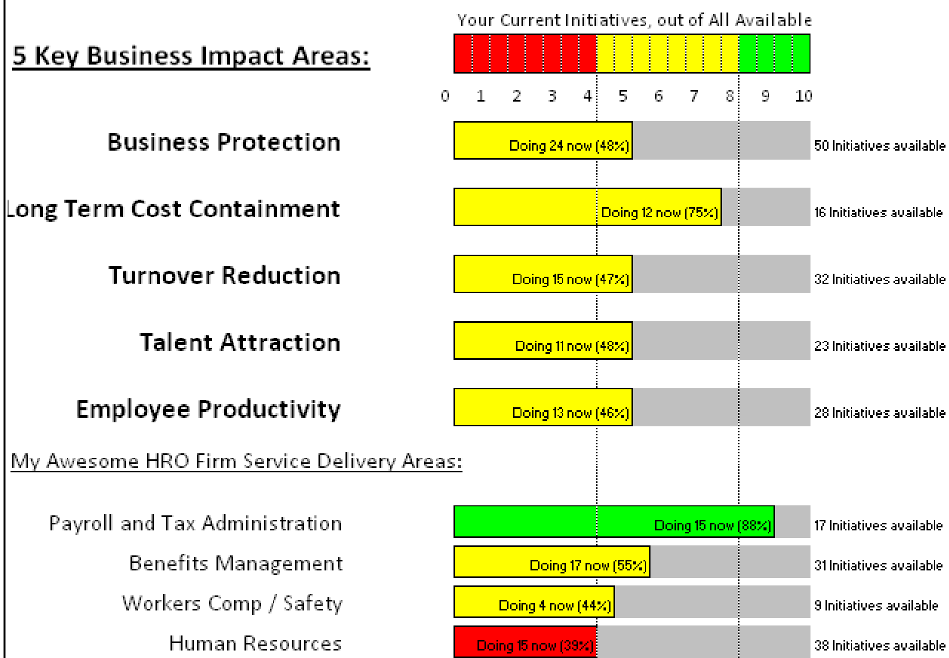
Prepared by My Awesome HRO Firm

YOUR LOGO HERE

The following dashboard indicates how many initiatives included in My Awesome HRO Firm's offering your company is currently doing in the 5 critical Business Impact areas that, if not done properly or to their fullest extent, can drain, restrain or threaten cash flow, profits, and/or the ultimate success of your company.

Not all employment, employee, and HR initiatives have equal "impact weight" against the shown objectives. So the illustration is simply a preliminary visual gauge to assist you in examining key business objectives that can aid in your success and help you protect your company.

Your company-specific, detailed HR Profile Assessment reports, available from My Awesome HRO Firm, will more specifically highlight a plan to improve upon your desired objectives.



And for prospects that singled out one or more **specific** areas of need or interest, each Business Value impact area can be printed out on a single sheet, showing on the left what the prospect is doing now that supports the printed objective (remember – save time, money, and get it done better), right next to a list on the right showing the parts of your offering they are **not** doing, that support the objective on the top of the page. An example for Business Protection (1 of the 5 total reports available) is shown below.

They are very value focused proposal pages!

Business Impact Objective:

Business Protection

50 Issue-Specific Functions, Products, and Services

Prepared by: Acme HRO/PEO for Perfect Prospect, Inc.

7/16/12

Your Current Effort / Initiatives Impacting Business Protection Where Acme HRO/PEO Will Save You Time and Money

1) Payroll and Tax Administration	Exec Time	Admin Time	Fees / Costs
941 Quarterly filings	ü		ü
State(s) Quarterly withholding tax filings and deposits	ü		ü
State(s) Unemployment Insurance (SUI) quarte rly tax fil ings	ü	ü	ü
Federal Unemployment administration - 940 filing	ü		ü
IRS compliance / corr espondence (employment related)	ü		ü
Lost checks - stop payments / re-issue		ü	ü
2) Benefits Management			
Insurance coverage acceptance / waivers		ü	
Retirement Plan enrollment / waiver		ü	
Employee Eligibility / Change Tracking and Processing		ü	
Retirement plan fiduciary risk management	ü		ü
Retirement Plan - Form 5500 filing	ü		ü
Retirement Plan - Annual discrimination testing	ü	ü	ü
Premium Only Plan (125) Administration		ü	ü
3) Workers Comp / Safety			
WC Claims administration / First Report of Injury	ü	ü	
4) Human Resources			
Employment Application updating / compliance	ü	ü	ü
EEO compliance / guidance	ü		
Help Wanted Ad Design		ü	
Employment verifications		ü	
PRWORA compliance / administration		ü	
IRCA - I-9 compliance / administration		ü	
Disciplinary/Pr obation action - documentation / impleme ntation a	ü		
Employment Rights posters cost / updating		ü	ü
Employee files management - Retention tracking		ü	
COBRA administration and liability (w/ ARRA reqrmnts)		ü	

26 New Services / Initiatives Impacting Business Protection You'll Have Access To With Acme HRO/PEO

2) Benefits Management
FMLA compliance / guidance
USERRA compliance / guidance
PPACA compliance / guidance
ERISA reporting and disclosure (Form 5500, SARs, etc.)
FSA (125) Administration
Dependent Care (125) Administration
HSA / HRA Plans
4) Human Resources
ADEA compliance / guidance
ADA compliance / guidance
FLSA compliance and guidance
Disciplinary/Probation polic ies / procedure development
Employee Handbook development / printing
Employee Handbook changes / compliance updating
EPLI - Employment Practices Liability Insurance
Employee Litigation response
Employee / Supervisor Training - Sexual Harassment
GINA compliance assistance
Wage and Hour Claims response
DOL communication assistance
Title VII compliance / guidance
Human Resources compliant forms resource
Employee files management - HIPAA compliance
Employee files management - Timely Destruction
HRIS (Human Resource Information System) - system mgmt & fees
Supervisor Training - Termination Procedures
HIPAA administration and liability

New Value-Add *Specifics* =
(1 of 5 areas available shown here)

In each specific area of value interest, everything

• they ARE doing where we'll save them time, money, (and do better), next to

• new value-add things they'll have access to that address the chosen area of interest

Frequently Asked Questions…

How long does the initial value presentation take?

About 8 minutes, if you use all the Sales Sheets. Then the back and forth discussion and questions start. If you've initially conveyed potential value well, hopefully that will last a long time. It means the prospect is interested.

When I create Excel sheets with the HROBVSS I don't see my logo.

If you are using Excel 2007, your company logo (the logo file accompanying the other 2 application files) is watermarked in the upper right hand corner of the Excel files created. When you print or print preview a sheet, the logo will be visible.

Why do I have a hard time getting Prospects to do the Survey?

Two possible reasons:

1) Either you didn't clearly communicate to them the benefits they'd get from doing the 15 minute exercise (the HR Time Report; the Business Impact Dashboard; or custom solution illustrations in their Proposal), or,,,
2) you did communicate that, but they might not be very interested in the output, or worse yet may not interested in your services. Harsh but true.

The Survey takes a long time, as we discuss all the things on it. Any way around that?

YES! As stressed several times in this training, DO NOT make the survey a primary discussion document. Make it only a "documentation document", and only briefly discuss some of the things if the prospect digs into a single item or is confused.

What is the Time Savings Estimate based on?

The software contains a detailed database of employment functions and algorithms to estimate reasonable time expenditures, based on the answers to the dozen or so additional profile questions. Without the answers to those questions, any estimate is just a SWAG (Silly Wild Ass Guess).

What can I still use from the software, if the Prospect doesn't complete the Survey?

All the Proposal Sheets will still reflect which parts of your offering impact the selected Value area, so while they will not be custom to the prospect's profile, at least they will still be value focused pages, which is usually a dramatic improvement over the typical pages that just show what the HRO offers without a visual connection to value.

Are the output reports editable?

Yes. They are all in Excel.

Are there times I should NOT use this approach?

If someone is already using a PEO/HRO, and you can differentiate yourself from the incumbent because the prospect's dissatisfaction is over something not addressed with the software – say poor customer service, for example – then you won't need this tool. Other than that, there's really no downside to leading with it. It puts the whole value proposition out on the table in a concise, visual manner, with some early on quantification, which is what most business owners want.

Why wasn't co-employment addressed?

More and more companies that used to just offer PEO services are now offering more flexible alternatives to service clients. If PEO is your only offering, or if it is one of your offering options that appears the best for the prospect, remember that co-employment is simply the mechanism under which a client can receive so much value for such a reasonable cost. But it's also scary to many, when they first hear about it, because they see it as "NEW". Most existing HROs have their own way of explaining or showing the relationship, and that should only be done once the prospect has expressed sufficient interest in receiving the value we offer. If they don't want any of the value, the delivery mechanism is irrelevant.

Program Main Menu Button “Help” Matrix

Menu Button	Description
File...	Parent Menu Button to Sub-Menus below it.
Exit / Save Changes	The HROBVSS will save a small data file named 'HROdata.txt' in the same folder/location where the HROBVSS application file resides. Each time the HROBVSS is opened, after it's initial opening, the data saved in this file will appear. To use the HROBVSS for multiple client HR profiles on the same computer, use the 'Create New Client Folder/Files' menu button to create a copy of the template HROBVSS folder (containing the 3 files named 'HROBVSS.exe', 'MSVBVM50.dll', and 'logo.gif/jpg/pmp'), naming that new folder with a Prospect-specific name, and always run that Client's HROBVSS from that folder by double clicking on its HROBVSS.exe file.
Exit / Don't Save Changes	The HROBVSS will close without saving any changes made during the current session.
Import Completed Excel Survey	A 'clean' HRO Value Assessment Survey, created in Excel, can be sent to a client for completion and returned to you electronically. Save this file to the Client's folder, ensuring it is still named ‘HRO_Assessment_Survey.xls(x)'. Then clicking on this menu button will import the completed Survey data into the HROBVSS application, interpreting all the Client's notations (other than Comments) as 'checkmarks'.
Create New Client Folder/Files	A new folder, UNDER THE CURRENT HROBVSS FOLDER YOU ARE WORKING IN, will be created with a folder name you provide (Client's name recommended), and it will contain the 3 files necessary for the HROBVSS application to operate. Once created, this folder and it's contents can be moved to any location on your computer.
Enter Client's Name	Allows for entry of a client company's name into an input box, and that name will show up on the right side of the program title bar, as well as in all subsequent printed or Excel reports. Clicking 'Clear Prospective Client's Name' will clear this entry.
HRO Business Value "Sales Sheets"	Parent Menu Button to Sub-Menus below it.
Create Sales Sheet Template Folder	Since most of your “Sales Sheets” are general illustrations, and not prospect-specific, this will allow you to create a template folder, for which you can create a Time Savings Range Graph and an example client profile HR Time Savings Estimate, along with the other 3 Sales Sheets, and those 5 files can always be used/printed for taking on Initial Meetings. Actual Prospects, rather than the ‘example’ one mentioned above, should have their own folder created for them, using the ‘Create New Client Folder/Files’ under the ‘File…’ menu button.

What We Do - Shows ALL We Offer, with Time and Money Focus (Excel)

Creates a single Excel worksheet showing all your services and products offering, where they INITIALLY fall under the HRO Service Categories. This is an excellent, comprehensive 'What we do' sales sheet to show the full scope of your services and/or to differentiate your firm from lesser offerings from other competitors.

Menu Button	Description
Time Savings Range Graph	
Create Instructions File	This will create a one page Excel file with instructions on how to create a credible Time Savings Range Graph for using in your sales calls.
Create Time Savings Range Graph	This will create an Excel worksheet and chart sheet reflecting the “profile” you entered following the instructions above, and it will show a “minimum” and “maximum” time savings range estimate for 1 to 100 employees. It is recommended that you do this within the ‘Sales Sheet Template Folder’, so that the graph page can be easily retrieved and reused for all sales calls.
Example Completed HR Time Estimate	This will prompt to create this sheet using the Quantify: HR Time & Costs menu button. It is recommended that you do this within the ‘Sales Sheet Template Folder’, so that the graph page can be easily retrieved and reused for all sales calls.
Create Time Profile Questions Page	Creates the list of “make sense” Employment Profile questions that must be answered in order to create a reasonable, credible, company-specific HR Time Estimate.

Why We Do What We Do - Business Value Impact

Menu Button	Description
1 page portrait layout (Excel)	Creates a single Excel worksheet showing all your services products lined up under each of the 5 Business Value Areas. Depending on the scope of your offering, this page may be in print that's too small to reasonably use as an effective discussion document, so the menu button below allows for creating the exact same report, but in 2 page landscape mode, allowing for bigger font and readability.
2 page landscape layout (Excel)	

The same report as the menu button above, but formatted for larger print on 2 page, landscape mode.

Client's Employment Profile Documentation… Opens Employment Profile Documentation screen, closing the Home Screen

Profile Documentation Tools… This menu button is on Employment Profile Documentation screen, NOT the Home Screen.

Create Survey Forms (Excel) Parent Menu Button to Sub-Menus below it.

Clean (Ideal for sending electronically to a prospective client in advance of an initial meeting, or for completing manually.) A HRO Value Assessment Survey will be created, showing the same Column Headings as seen on the screen, but listing all Employment Area categories, and all Services and Products under each. This Survey will be 'clean', without any checkmarks.

With Existing Checks and Notes (Ideal for distribution to addition people for review and input.) A HRO Value Assessment Survey will be created, showing the same Column Headings as seen on the screen, but listing all Employment Area categories, and all Services and Products under each. This Survey will reflect all existing checkmarks and comments as currently stored in the HROBVSS.

Clear Survey

Clear This Section The Employment Area category visible on the screen at the time of choosing this option will have all it's checkmarks and comments cleared.

Clear All All Employment Area categories will have all their checkmarks and comments cleared, and the first Employment Area on the list will be selected.

Enter Client's Company Name Allows for entry of a client company's name into an input box, and that name will show up on the right side of the program title bar, as well as in all subsequent printed or Excel reports. Clicking 'Clear Prospective Client's Name' will clear this entry.

Import Completed Excel Survey A 'clean' HRO Value Assessment Survey, created in Excel, can be sent to a client for completion and returned to you electronically. Save this file to the Client's folder, ensuring it is still named 'HRO_Assessment_Survey.xls(x)'. Then clicking on this menu button will import the completed Survey data into the HROBVSS application, interpreting all the Client's notations (other than Comments) as 'checkmarks'.

Fill Sample Checks This will populate the HROBVSS with checkmarks showing some things a small company might indicate they are doing or have, and where they're expending time and money resources. Since every single company will complete the HROBVSS differently, there's really no such thing as 'average' and this Sample Profile exists mainly as a time saving convenience for the User to show examples of what filled out reports might look like.

Quantify: Time & Costs Wrkshts (Excel) Parent Menu Button to Sub-Menus below it.

HR Time Profile Estimate Factors This will bring up a screen with about a dozen basic profile questions that must be answered to create a reasonable HR Time Estimate, based on other detailed profile information on the client. Creates the same worksheet as described below, but with time estimate numbers populated.

HR Time Worksheet A Company-specific, custom, functional worksheet will be created listing

- All the HROBVSS items for which the Company does and they indicated they spend Owner/Executive time on it; below this list is a section for calculating/reflecting the Cost of that time and the Value of that time.
- All the HROBVSS items for which the Company does and they indicated they spend Administrative (non-Owner/Exec) time on it; below this list is a section for calculating/reflecting the Cost of that time and the Value of that time.
- ADDITIONALLY, there is a section for calculating/reflecting the Leveraged Value of the Administrative Time.
- This file is password protected (for editing) to prevent inadvertent deletion of formulas. The password to unprotect the sheet is 'hr'.

This worksheet is intended as a 'discussion document' for the Company to quantify and document the shown information.

HR Costs Worksheet A Company-specific, custom, functional worksheet will be created listing all the HROBVSS Items for which the Company does and they indicated they had a "hard" cost associated with it.

This file is password protected (for editing) to prevent inadvertent deletion of formulas. The password to unprotect the sheet is 'hr'.

This worksheet is intended as a 'discussion document' for the Company to quantify and document the shown information, and it will lead to a subsequent discussion on saving the Company money (in select areas) and giving them back time of focus on revenue generation.

Custom Business Value "Proposal Sheets" (Excel) Parent Menu Button to Sub-Menus below it.

Business Value Impact Reports (Excel) >Parent Menu Button to Sub-Menus below it.

The 7 Reports (below the initial one) connect the 'functional What' of your offering to the 'Business Value' reasons for doing it.

This option will create a Report showing every Employment Item that impacts the chosen Business Value area. On the left side of the report, it will show what the Company indicated they do or have in place, and next to each it will show where they spend Executive Time, Administrative Time, and Hard Costs. This should be the center of the discussion on:

1. Saving the Company money (in select areas)
2. Giving them back time of focus on revenue generation, and
3. Enhancing their existing efforts with your expertise or improved products.

On the right side of the report, it will show all the Employment initiatives and Products, that impact the chosen Business Value area.

Overall NEW Services Value Picture — This option will create a landscape report showing all of the things a client is NOT doing now, and how they align with the 5 Business Value areas (excluding Time and Expense management).

Business & Asset Protection — HRO initiatives/products that avoid costs due to compliance fines and/or lawsuit awards.

Expense Management (Short Term) — These are HRO products and services currently in place that should be prudently monitored to ensure the Company is getting the best price.

Cost Containment (Long Term) — Existing employment related costs that can be impacted by internal experience, thus either lowering the cost over time (WC and SUI), or lessening the increase in cost (Health insurance).

Turnover Reduction — HRO initiatives/products that can lower the costs of Turnover, or lower Turnover itself.

Attract Best Talent — HRO initiatives/products that improve a Company's attractiveness as an employer, thus improving their ability to hire better people, thus improving Profits.

Employee Productivity Performance — HRO initiatives/products that decrease wasted time and provide direction to employees, thus making them more productive and increasing Profits.

Leverage Resources And Time — A list of all the current employment activities (only) that are taking time at various levels in the Company. Some may be appropriate to outsource, to gain back the time to focus on more strategic issues, or to cut staff doing the work now, if the outsourcing option is less expensive. In small businesses without a true 'HR Dept', recovered Administrative time becomes incredibly valuable if it's transferred to Revenue driving personnel in the Company, by the Administrative person taking tasks off their plate.

Functional / Tactical Value Reports (Excel) — Parent Menu Button to Sub-Menus below it.

All CURRENT Functions And Products — Creates a Report showing every HRO Item, under their appropriate HRO Service Area category, that the Company indicated they do or have in place, and next to each it will show where they spend Executive Time, Administrative Time, and Hard Costs. This should be the center of the discussion on:

1) Saving the Company money (in select areas)
2) Giving them back time of focus on revenue generation, and
3) Enhancing their existing efforts with your expertise or improved products.

All NEW Functions and Products — Creates a Report showing every HRO Item, under their appropriate HRO Service Area category, that the Company does NOT do or have in place. These are the new Services and Products that will be available from your firm, and should be the center of the 'HRO Value-Add' discussion.

Current AND New, Side-by-Side — Creates a Report combining the above two lists in a side-by-side column format. It is ideal for inserting in a Proposal as two facing pages, to give the overall picture.

Help — Parent Menu Button to Sub-Menus below it.

HROBVSS Help (F1) — Menu button to take you to this Help screen.

Print Startup Instructions (on default printer) — Prints a one-page basic HROBVSS program instruction sheet, along with a second page reflecting the 4 steps of the Assessment Process as shown on the Home Screen

Reset (show) Instructions Prompts — Resets HROBVSS program to show all initial introductory User prompts that the program offers.

Auto Save Excel Report Files — This is a checked/unchecked option that has the HROBVSS save all the Excel reports it creates with report-appropriate names in the folder that the running HROBVSS application resides in. Unchecking this option requires the User to manually save and name the Excel reports, if they choose to.

Shortcut Tools — Parent Menu Button to Sub-Menus below it.

Fill Sample Profile — This will populate the HROBVSS with checkmarks showing some things a small company might indicate they are doing or have, and where they're expending time and money resources. Since every single company will complete the HROBVSS differently, there's really no such thing as 'average' and this Sample Profile exists mainly as a time saving convenience for the User to show examples of what filled out reports might look like.

Create All 19 Reports (Excel) — Creates all 19 Excel reports consecutively.

About — Shows HROBVSS application version, and current subscription expiration date (if applicable).