

1.0 INTRODUCTION

- 1.1 The purpose of this standard procedure is to establish and define the functional role, reporting relationships, duties, authority, responsibilities, job requirements, and measurements of performance of the CSO (“CONSULTANT”).

2.0 FUNCTIONAL ROLE

- 2.1 The CSO provides expertise by assisting in the formulation, development, and implementation of revenue generating strategies and policies. He/she assures the continued growth and success of the Company through strategically designing the organization to accomplish its strategic plan. The CSO is also responsible for creating the strategic culture necessary for the organization to accomplish its strategic objectives.
- 2.2 Provide on-going support and expertise to all management personnel, assisting them in establishing and meeting or exceeding all set goals, objectives, policies, and procedures for all the organic functions of the Company.
- 2.3 The CSO plays a leadership function in charting the Company’s course in business development and new business ventures.
- 2.4 Coach the Management Team in order that they fully understand the Company’s mission, profit and performance goals. The CSO helps the President/CEO lead the employees to achieve the goals set forth in the strategic plan.
- 2.5 Implement management controls and reporting procedures to ensure that he/she and the management team have up to date situational awareness of all core issues and operating data pertinent to sound decision making.
- 2.6 Ensure that the operational policies and procedures of the Company provide for legal and ethical compliance with all regulations, laws and good operating practices.
- 2.7 Other functions include:
 - 2.7.1 Banking and professional relationships
 - 2.7.2 Insurance relationships
 - 2.7.3 Web site development and design
 - 2.7.4 Software programming and migration
 - 2.7.5 Public relations
 - 2.7.6 Industry contacts

3.0 REQUIREMENTS

- 3.1 **Education** – Bachelors Degree in Business or Accounting.
- 3.2 **Experience** – 10 years of progressive management experience in the Management Consulting industry. Working knowledge of good management

practices, management financial accounting and reporting, human resource planning and implementation, Information Technologies, customer networking, plus legal consideration and responsibilities in regulatory issues, contract negotiations, and professional leadership development and training.

- 3.3 ***Skill, Knowledge and Abilities*** – Ability to lead and inspire employees, to work independently, prioritize responsibilities, supervise and motivate subordinates. Requires an understanding of strategic and financial processes, including budgeting and project planning, Must have the ability to read, interpret, and review project run costs. Must have working knowledge of computers and software applications commensurate with the Position, including but not limited to accounting and spreadsheets. Strong interpersonal, written and analytical skills are required. There is a high degree of training and coaching involved.
- 3.4 ***People Skills*** - The CSO must possess the interpersonal skills necessary to motivate employees, to help them to reach their highest potential for the business and to help them to achieve their personal goals.
- 3.5 ***Organizational Skills*** - Must have the insight to look at the operation from a distance and to visualize its best operating structure. He must be able to then communicate that operating structure to the management team and incorporate it into the overall business plan.
- 3.6 ***Physical*** – Ability to sit, walk and stand for long periods and concentrate intensely on pertinent issues.
- 3.7 ***Mental*** – The ability to view the long-range trends and cycles of the business and industry, to see the “big picture.” It requires the capacity to decipher and respond to normal and adverse conditions, logically and rationally. This position also requires the capacity to understand, pro-actively use and develop management, financial and revenue reports. To remain calm at all times, especially during crisis, by clearly stating requests of and directions to direct reports.
- 3.8 ***Working conditions*** – Office environment. Regular travel throughout U.S. and Canada visiting clients, suppliers, consultants, etc.

4.0 REPORTING RELATIONSHIPS

- 4.1 The CSO reports directly to the President/CEO.
- 4.2 The following positions report directly to the CSO:

5.0 AUTHORITY

- 5.1 The CSO in coordination with the President/CEO, has the authority to provide leadership and direction to the organization for the operation of the Company. This includes, but is not limited to:

- 5.1.1 Inspire a shared-vision and communicate that vision to the members of the Management Team.
- 5.1.2 Exemplify leadership characteristics and means; see the future, strategize, empower others, delegate authority, encourage risk taking, establish flexible lines of authority, build on intrinsic motivation, build around values, strive to make change, focus on people and results.
- 5.2 To recommend any reasonable action that is necessary to maintain overall health and vitality in order to increase the profitability and growth of the Company.
- 5.3 The CSO has the authority to design, develop and implement new policies, practices and procedures, regarding the overall direction and activities of the Company with the approval of the President.
- 5.4 Ensure that business plans, budgets, expenses and purchases for the Company are appropriate.
- 5.5 Set long-term goals and objectives, financial and operating budgets for the Company, outline overall strategies to achieve the goals and to ensure that all employees actively support the Company's goals and objectives.
- 5.6 During the absence of the CSO, the President shall temporarily assume oversight of the position's duties. This assumption of duties, however, in no way relieves the CSO of responsibility to achieve the objectives of this position.

6.0 RESPONSIBILITIES

- 6.1 Provide guidance, counsel, and direction to all personnel in alliance with the President.
- 6.2 Ensures that the responsibilities, authority, and accountability of the Management Team is clearly defined and understood.
- 6.3 Ensures that the organizational structure is staffed with competent people, and alters and/or modifies the structure as the strategic direction of the Company is modified over time.
- 6.4 Ensure that all departments function productively and efficiently as a team. Maintain high morale and provide safe working conditions for all employees.
- 6.5 Ensure that all legal and financial obligations of the Company are met and to take action, as necessary to ensure the continued profitable growth of the Company.
- 6.6 Ensure the economic viability of the Company through active financial management, prudent business practices and establishing aggressive achievable revenue, expense control and income goals/targets.
- 6.7 Advance the image of the Company to industry groups and associations.

- 6.8 Assist the President/CEO to represent the Company to customers and solidify or grow customer/Company relationships.
- 6.9 Assist the President/CEO in developing and maintaining customer, supplier, contractor, government, and professional relationships for the Company.
- 6.10 Assist the President/CEO in developing new business to ensure the continued growth and prosperity of the Company.
- 6.11 Establish and maintain policies of Profit and Expense Control in order to:
 - 6.11.1 Engineer profit as a primary objective.
 - 6.11.2 Establish definite goals/targets and objectives.
 - 6.11.3 Measure individual and organizational performance.
- 6.12 Maintain employee morale. Ensure programs are current to further career training and leadership development. Inspire employee support of company objectives and provide safe working conditions. Ensure that the employee handbook contains all of the current applicable policies and procedures of the Company.
- 6.13 Protect the assets of the Company and ensure the optimum use of funds within the Company.
- 6.14 In consultation and coordination with the President/CEO and the Company's Board of Directors, ensure that the Company complies with all government laws, regulations, and codes.
- 6.15 Train and develop one Key Person in all aspects of the Company to assure that the current President will have a successor when the time comes to become Chairman of the Board or retire.
- 6.16 Maintain the external relationships consistent with the goals, philosophies and desired image of the Company. This shall include supplier, industry and banking relationships, as well as public and community relations.

7.0 DUTIES

- 7.1 Coaching, mentoring and evaluating the Management Team in conjunction with the President/CEO. Defines specific levels of authority, with limitations for each managerial/supervisory function so that the company can proceed toward the accomplishment of its goals and objectives without undue involvement of top management.
- 7.2 Monitor the operations of the business through verbal and written reports received on a regular basis, ensuring that operations are running according to plan and budget.

- 7.3 Keep pace with advances and technological changes in all areas of the business, and take advantage of those that will increase the Company's effectiveness and profitability.
- 7.4 Monitor revenue and marketing performance through the use of daily, weekly or monthly reports:
 - 7.4.1 Ensure that an effective revenue producing and marketing program is in place to maintain or increase revenue and net income levels while continuing to expand the customer base.
 - 7.4.2 Review and promote initiatives on new product development and market penetration.
- 7.5 Meet regularly with key personnel to ensure that proper information flows through the Company, including establishing goals, objectives and long-range plans for:
 - 7.5.1 Profit, Revenue
 - 7.5.2 Expense, Capital
 - 7.5.3 Sales and Marketing
 - 7.5.4 Business Development
- 7.6 Pre-approve for the President/CEO all policies and procedures including:
 - 7.6.1 Operations policy
 - 7.6.2 Fiscal policy
 - 7.6.3 Sales and Marketing policy
 - 7.6.4 Compensation policy
 - 7.6.5 Profit sharing policy
 - 7.6.6 Personnel policy
- 7.7 Develop and implement growth strategies and objectives, through the development of new markets, merger, acquisition and diversification.
- 7.8 Ensure that all employees are provided with written functional descriptions of their responsibilities, duties, and authority. Promote the concepts of participative management and the search for continual improvement regarding customer satisfaction, with emphasis on quality services.
- 7.9 Conduct tax planning and regulatory compliance meetings semi-annually with the President/CEO and Board of Directors and retain other necessary professionals acting in an advisory or consulting position.
- 7.10 Monitor and evaluate operating results and adjust the Company's operations accordingly to achieve adopted goals.
- 7.11 Perform any other duties that may be assigned by the President/CEO in the best interest of the Company.

8.0 MEASUREMENTS OF PERFORMANCE

- 8.1 Profit and Expense goals were met and the company is profitable:
 - 8.1.1 Company revenues are met; +/- **15%** from the fiscal budget goal.
 - 8.1.2 Net operating profit is met; +/- **10%** from fiscal budget goal.
 - 8.1.3 General and Administrative expenses are +/- **5%** from fiscal budget goal.
- 8.2 Develop and submit for President's approval the capital expenditure budget prior to the start of the fiscal year.
- 8.3 Sets and achieves the strategic goals and objectives through effective leadership and mentoring of the management team.
- 8.4 Ensure that all employees have received performance evaluations during the year. Assure that all performance evaluations for positions personally reporting to the President/CEO are accomplished at least twice a year. Maintain ongoing training for all supervisory personnel in the correct conduct of an employee evaluation.
- 8.5 Consistently demonstrates the ability to recognize and deal with priorities.
- 8.6 Assists the President/CEO in developing an effective management team through proper recruiting, hiring, training, coaching and delegation of authority.

ACKNOWLEDGMENTS

I have reviewed and understand the above Position Guide and believe it to be accurate and complete. I also agree that the President/CEO retains the right to change this job description at any time.

I am fully aware that the success of the company depends on adherence to the elements of this Position Guide. My acknowledgment below indicates my acceptance of the responsibilities of CSO / Consultant and that the measurements of performance are realistic and achievable.

CSO / Consultant

Date

President/CEO

Date