

Reasonable Compensation Questionnaire

Reasonable Compensation is defined as "The hypothetical replacement cost of an owner or key manager of a business".

There are two ways to think about Reasonable Compensation:

- 1 **Replacement Cost:** What would it cost your company to pay someone else to provide all the services you currently provide?
- 2 **Fair Market Value:** What would other businesses in your community pay you for the services you currently provide to your company?

To help us build your Reasonable Compensation profile, tell us a little more about yourself and your business:

How many hours do you work per week on average?

Please read through the list of job tasks below that are commonly part of managing or running a small business.

1 = Low
2 = Below Avg.
3 = Average
4 = Above Avg.
5 = High

- 1 Place a check mark alongside any tasks you perform regularly throughout the year for your business
- 2 Estimate the amount of time you spend each year as a percentage of the whole (INCLUDING MY BUSINESS)
- 3 Rate your skill level for each task selected from 1-5

Yes/No	Title	Definition	Time %	Proficiency
Janitorial - Landscape - Maintenance				
	Janitors and Custodians	Keep buildings in clean and orderly condition. Perform heavy cleaning duties, such as cleaning floors, shampooing rugs, washing walls and glass, and removing rubbish. Duties may include tending furnace and boiler, performing routine maintenance activities, notifying management of need for repairs, and cleaning snow or debris from sidewalk.		
	Maintenance and Repair Workers	Perform work involving the skills of two or more maintenance or craft occupations to keep machines, mechanical equipment, or the structure of an establishment in repair. Duties may involve pipe fitting; boiler making; insulating; welding; machining; carpentry; repairing electrical or mechanical equipment; installing, aligning, and balancing new equipment; and repairing buildings, floors, or stairs.		
	Grounds and Lawn Caretaker	Landscape or maintain grounds of property using hand or power tools or equipment. Workers typically perform a variety of tasks, which may include any combination of the following: sod laying, mowing, trimming, planting, watering, fertilizing, digging, raking, sprinkler installation, and installation of mortarless segmental concrete masonry wall units.		
Administrative - Secretarial - Clerk				
	Office Clerks	Perform duties too varied and diverse to be classified in any specific office clerical occupation, requiring knowledge of office systems and procedures. Clerical duties may be assigned in accordance with the office procedures of individual establishments and may include a combination of answering telephones, bookkeeping, typing or word processing, stenography, office machine operation, and filing.		
	Secretaries and Administrative Assistants	Perform routine clerical and administrative functions such as drafting correspondence, scheduling appointments, organizing and maintaining paper and electronic files, or providing information to callers.		
	Receptionist	Answer inquiries and provide information to the general public, customers, visitors, and other interested parties regarding activities conducted at establishment and location of departments, offices, and employees within the organization.		
	Correspondence Clerks	Compose letters or electronic correspondence in reply to requests for merchandise, damage claims, credit and other information, delinquent accounts, incorrect billings, or unsatisfactory services. Duties may include gathering data to formulate reply and preparing correspondence.		
	Customer Service Representatives	Interact with customers to provide information in response to inquiries about products and services and to handle and resolve complaints.		
	File Clerks	File correspondence, cards, invoices, receipts, and other records in alphabetical or numerical order or according to the filing system used. Locate and remove material from file when requested.		

Cost Approach

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Yes/No	Title	Definition	Time %	Proficiency	
Advertising - Sales - Marketing					
	Market Research Analysts	Research market conditions in local, regional, or national areas, or gather information to determine potential sales of a product or service, or create a marketing campaign. May gather information on competitors, prices, sales, and methods of marketing and distribution.			
	Sales Representatives	Sell goods or services for wholesalers or manufacturers to businesses or groups of individuals. Work requires substantial knowledge of items sold.			
	Sales Representatives - Technical	Sell goods or services for wholesalers or manufacturers where technical or scientific knowledge is required in such areas as biology, engineering, chemistry, and electronics, normally obtained from at least 2 years of post-secondary education.			
	Retail Salespersons	Sell merchandise, such as furniture, motor vehicles, appliances, or apparel to consumers.			
	Cashiers	Receive and disburse money in establishments other than financial institutions. May use electronic scanners, cash registers, or related equipment. May process credit or debit card transactions and validate checks.			
	Order Clerks	Receive and process incoming orders for materials, merchandise, classified ads, or services such as repairs, installations, or rental of facilities. Generally receives orders via mail, phone, fax, or other electronic means. Duties include informing customers of receipt, prices, shipping dates, and delays; preparing contracts; and handling complaints.			
Accounting - Finance - Bookkeeping					
	Bookkeeper	Compute, classify, and record numerical data to keep financial records complete. Perform any combination of routine calculating, posting, and verifying duties to obtain primary financial data for use in maintaining accounting records. May also check the accuracy of figures, calculations, and postings pertaining to business transactions recorded by other workers.			
	Payroll and Time Clerks	Compile and record employee time and payroll data. May compute employees' time worked, production, and commission. May compute and post wages and deductions, or prepare paychecks.			
	Billing and Invoice Clerks	Compile, compute, and record billing, accounting, statistical, and other numerical data for billing purposes. Prepare billing invoices for services rendered or for delivery or shipment of goods.			
	Collections Clerk	Locate and notify customers of delinquent accounts by mail, telephone, or personal visit to solicit payment. Duties include receiving payment and posting amount to customer's account; preparing statements to credit department if customer fails to respond; initiating repossession proceedings or service disconnection; and keeping records of collection and status of accounts.			
	Budget Analysts	Examine budget estimates for completeness, accuracy, and conformance with procedures and regulations. Analyze budgeting and accounting reports.			
	Accountants	Examine, analyze, and interpret accounting records to prepare financial statements, give advice, or audit and evaluate statements prepared by others. Install or advise on systems of recording costs or other financial and budgetary data.			

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Yes/No	Title	Definition	Time %	Proficiency	
Human Resources - Compensation - Training					
	Human Resources Clerk	Compile and keep personnel records. Record data for each employee, such as address, weekly earnings, absences, amount of sales or production, supervisory reports, and date of and reason for termination. May prepare reports for employment records, file employment records, or search employee files and furnish information to authorized persons.			
	Employee Training and Development	Design and conduct training and development programs to improve individual and organizational performance. May analyze training needs.			
	Human Resources Specialists	Perform activities in the human resource area. Includes employment specialists who screen, recruit, interview, and place workers.			
Computer - Information Technology					
	Computer User Support Specialists	Provide technical assistance to computer users. Answer questions or resolve computer problems for clients in person, or via telephone or electronically. May provide assistance concerning the use of computer hardware and software, including printing, installation, word processing, electronic mail, and operating systems.			
	Network Technician	Analyze, test, troubleshoot, and evaluate existing network systems, such as local area network (LAN), wide area network (WAN), and Internet systems or a segment of a network system. Perform network maintenance to ensure networks operate correctly with minimal interruption.			
	Database Administrators	Administer, test, and implement computer databases, applying knowledge of database management systems. Coordinate changes to computer databases. May plan, coordinate, and implement security measures to safeguard computer databases.			
Purchasing - Inventory - Shipping - Receiving					
	Shipping and Receiving Clerks	Verify and maintain records on incoming and outgoing shipments. Prepare items for shipment. Duties include assembling, addressing, stamping, and shipping merchandise or material; receiving, unpacking, verifying and recording incoming merchandise or material; and arranging for the transportation of products.			
	Purchasing Clerk	Compile information and records to draw up purchase orders for procurement of materials and services.			
	Purchasing Agents	Purchase machinery, equipment, tools, parts, supplies, or services necessary for the operation of an establishment. Purchase raw or semi-finished materials for manufacturing.			
	Wholesale and Retail Buyers	Buy merchandise or commodities, other than farm products, for resale to consumers at the wholesale or retail level, including both durable and nondurable goods. Analyze past buying trends, sales records, price, and quality of merchandise to determine value and yield. Select, order, and authorize payment for merchandise according to contractual agreements. May conduct meetings with sales personnel and introduce new products. Includes assistant wholesale and retail buyers of nonfarm products.			

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Yes/No	Title	Definition	Time %	Proficiency
Management - Supervision				
	Chief Executives	Plan, direct, or coordinate activities designed to create or maintain a favorable public image or raise issue awareness for their organization or client; or if engaged in fundraising, plan, direct, or coordinate activities to solicit and maintain funds for <u>special projects or nonprofit organizations.</u>		
	General and Operations Managers	Plan, direct, or coordinate the operations of public or private sector organizations. Duties and responsibilities include formulating policies, managing daily operations, and planning the use of materials and human resources, but are too diverse and general in nature to be classified in any one functional area of management or <u>administration, such as personnel, purchasing, or administrative services.</u>		
	Business Office Manager	Plan, direct, or coordinate one or more administrative services of an organization, such as records and information management, mail distribution, facilities planning and maintenance, custodial operations, and other office support services.		
	Sales Managers	Plan, direct, or coordinate the actual distribution or movement of a product or service to the customer. Coordinate sales distribution by establishing sales territories, quotas, and goals and establish training programs for sales representatives. Analyze sales statistics gathered by staff to determine sales potential and inventory requirements and monitor the preferences of customers.		
	Advertising and Promotions Managers	Plan, direct, or coordinate advertising policies and programs or produce collateral materials, such as posters, contests, coupons, or give-aways, to create extra interest in the purchase of a product or service for a department, an entire <u>organization or on an account basis</u>		
	Supervisor of Administrative and Clerical Workers	Directly supervise and coordinate the activities of clerical and administrative support workers.		
	Supervisor of Non-Retail Sales Workers	Directly supervise and coordinate activities of sales workers other than retail sales workers. May perform duties, such as budgeting, accounting, and personnel work, in addition to supervisory duties.		
	Supervisor of Retail Sales Workers	Directly supervise and coordinate activities of retail sales workers in an establishment or department. Duties may include management functions, such as purchasing, budgeting, accounting, and personnel work, in addition to supervisory duties.		
Please list any specialized tasks which fall outside the common tasks that you've already selected from. You may add as many specialized tasks as you need to adequately account for all the other tasks you perform for your business regularly throughout the year and then rate your skill level for each task added. (Example: Veterinarian; Hair Stylist; Pastry Chef; Etc...)				
MY BUSINESS (What you do specific for your business)				
Title	Description	Time %	Proficiency	
		TOTAL	100%	