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*This electronic newsletter is prepared especially for public practitioners and is sent bi-monthly to members of the Puerto Rico Society of CPAs. This e-newsletter features regular commentary from TSCPA Member Bill Reeb, a CPA firm consultant based in Austin. For questions or comments concerning the articles featured in this issue, or to suggest future topics, please e-mail Reeb at [bill@tscpa.net](mailto:bill@tscpa.net).*

### **From the BILLiverse**

The first two articles in this series introduced the concept of the upside down pyramid, which often results in having under-worked and under-trained staff, and discussed how to organize and step up job responsibilities so that people are held accountable for training to help ensure they are developed better, faster and stronger. In this issue, step 7 is covered: Having Firm-Wide Accountability is a Requirement. Accountability is a simple concept under which people are held responsible for their work, but few firms implement accountability effectively. Real systems of accountability are fundamental to any successful business operation. The only way people can be sure about what they actually accomplish is by knowing what is expected, that there is a system in place to measure performance, and that the system is fair and objective as much as possible.

[Read Reeb's Commentary](#)

### **Accountants See Solid Business Gains in 2015 as Profession Erases Recession's Job Losses**

In this article, Rick Telberg, CPA, shares insights from CPA Trendlines Research. He reports that tax and accounting practitioners are heading into a new year and a new busy season more confident and optimistic than they've been in years. At the same time, the U.S. tax, accounting and bookkeeping industries appear to have fully rebounded from the worldwide financial collapse of 2007 and The Great Recession by re-hiring for all the jobs lost in the intervening years.

[See the survey results](#)

### **Marketing Tip: How In-house Expertise Can Boost Your Business**

Showcasing your in-house experts' knowledge through thought leadership marketing can distinguish your accounting firm, assist in attracting new clients, and increase professional partnership opportunities. Thought leaders can also strengthen a firm's brand. Firms with recognized experts often benefit from the positive perception that the practice leader or another well-known individual transfers to the entire firm.

Lee Frederiksen takes a closer look

[http://www.cpa2biz.com/Content/media/PRODUCER\\_CONTENT/Newsletters/Articles\\_2015/CPA/JAN/build\\_your\\_practice.jsp](http://www.cpa2biz.com/Content/media/PRODUCER_CONTENT/Newsletters/Articles_2015/CPA/JAN/build_your_practice.jsp)

Related: Solving the Referral Mystery

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### **How Health Care Data Security Rules May Affect You**

CPAs working in many capacities are affected by changes in federal law that expanded the requirements for maintaining patient health care data security. The recent revisions to patient

privacy and data security rules have important implications. CPAs need to understand their responsibilities to avoid potentially severe civil and criminal penalties.

Learn more

<http://www.journalofaccountancy.com/issues/2015/jan/health-care-data-security-rules.html>

### **Can Low Fees Hurt CPA Firm Owners When They Sell Their Practice?**

In addition to affecting profitability, a firm's pricing touches every aspect of a practice, from staff compensation and workload, to which clients the firm serves, to the mix of services provided. Another crucial aspect is the impact that pricing has on a firm's sale price. By pricing services appropriately, firm owners have an opportunity get more for their practice when they are looking to sell.

Learn more

[http://www.cpa2biz.com/Content/media/PRODUCER\\_CONTENT/Newsletters/Articles\\_2015/CPA/JAN/fees\\_too\\_low.jsp](http://www.cpa2biz.com/Content/media/PRODUCER_CONTENT/Newsletters/Articles_2015/CPA/JAN/fees_too_low.jsp)

### **2014 MAP Survey: Firms Tech it Up a Notch**

U.S. public accounting firms are making greater use of technologies, including cloud-based software and video conferencing, according to the 2014 Management of an Accounting Practice (MAP) Survey from the AICPA Private Companies Practice Section (PCPS) and the Texas Society of CPAs (TSCPA). The biennial study also unveiled trends in fees, billing rates, compensation, and types of services and benefits offered.

Learn more

<http://journalofaccountancy.com/issues/2015/jan/2014-map-survey-cpa-firm-tech.html>

### **Q&A: Should You Dump the Billable Hour?**

A growing number of pricing experts are urging CPA firms to jettison the billable hour and replace it with value pricing. While many firms have adopted value pricing in recent years, others have been reluctant to make the switch. In this Q&A session, value-pricing champion Ron Baker provides an in-depth look at the benefits of making such a move.

Read the article

<http://journalofaccountancy.com/news/2015/feb/firm-billable-hours-201511763.html>