

SCHWAB OPENVIEW WORKFLOW LIBRARY™

ONBOARD CLIENT WORKFLOW SERIES: INVESTMENT PLAN CREATION & REVIEW MEETING PROCESS



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TIPS AND BEST PRACTICES FOR SUCCESSFUL IMPLEMENTATION OF WORKFLOWS

Having a documented workflow can help you organize tasks used to support client-interaction so each event is repeated the same way and all clients and prospects receive a similar customer experience. This package provides a foundational understanding about the Investment Plan Creation and Review Meeting workflow so you can assess if the processes you are currently using can be more efficient and systematic.

While this document focuses on helping you create an initial investment plan and conduct a plan review meeting with the client, it also references service, tools, documents, and templates located on the Schwab Advisor Center™ website for advisors working with Schwab Advisor Services.

REGARDING CUSTOMIZATION

Preparation is the key to success. Because each firm is unique, take the time to analyze your current processes, compare them to the processes and resources in this package, and plan any customizations before implementing these workflow steps. The purpose of this workflow package is to help you understand best practices upon which you can build.

INTEGRATION WITH OTHER WORKFLOWS

Some workflows in the Schwab OpenView Workflow Library have relationships to or dependences on other workflows. For this reason, we recommend you download and implement all of the Onboard Client workflows along with the Investment Plan Creation and Review Meeting workflow to realize the fullest benefit.

GETTING ADDITIONAL HELP

Some of the steps in this process involve the use of a financial planning software package. The information in this document supports the workflow itself, not how to enter the workflow or financial data into any of your firm's software or systems. For help entering this information into your firm's software applications, contact the software provider(s).

UNDERSTANDING THE INVESTMENT PLAN CREATION AND REVIEW MEETING WORKFLOW

The first step to understanding a workflow is to understand where it resides in the overall business process. This section shows how the Investment Plan Creation and Review Meeting workflow is organized, how it relates to other processes in the workflow series, and provides a view of the process in both graphical and checklist formats.

ONBOARD CLIENT WORKFLOW SERIES



PLAN
IMPLEMENTATION
MEETING

NEW ACCOUNT SETUP

THE ONBOARD CLIENT WORKFLOW SERIES

Onboarding a new client begins by creating an investment plan. This is often an iterative process that requires multiple drafts and conversations with the client to obtain all the necessary information. The challenge lies in creating a plan that not only meets the needs and goals of the client, but is also realistic based on the current environment, projections, and the information you have received. The Onboard Client workflow processes will help you organize these and related tasks into easy-to-follow workflows that you can implement in your office, helping you streamline the process and improve customer satisfaction.

The Onboard Client process consists of three main workflow components:

- Investment Plan Creation and Review Meeting- This process contains the activities and tasks you will need to develop, present, and gain client approval of the financial plan.
- **Plan Implementation Meeting** This process contains the activities and tasks you will need to prepare for a successful meeting in which the final details are agreed to and paperwork is signed.
- **New Account Setup** This process contains the activities and tasks you will need to streamline and expedite the account-opening process with the online Schwab tools.



Important

This workflow package discusses only the Investment Plan Creation and Review Meeting process. Packages for other workflows in this series are addressed in separate documents on SchwabIntelligentTechnologies.com:

- Plan Implementation Meeting
- New Account Setup

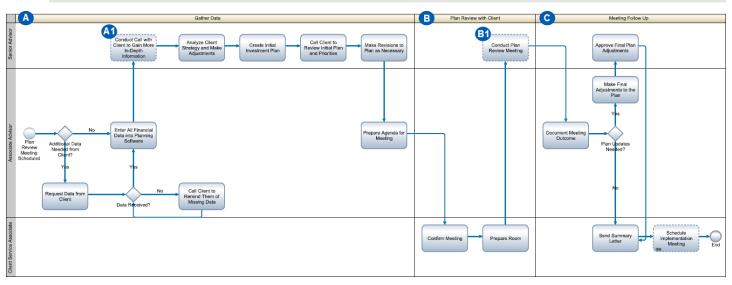
PROCESS DIAGRAM

For some, seeing the workflow as a diagram makes the process easier to understand. The diagram, or process map, provides a visual outline of the tasks organized by role and allows you to see the entire process end-to-end with interdependencies. This diagram serves as a best practice recommendation only. Adjustments may be needed to suit the needs of your firm.



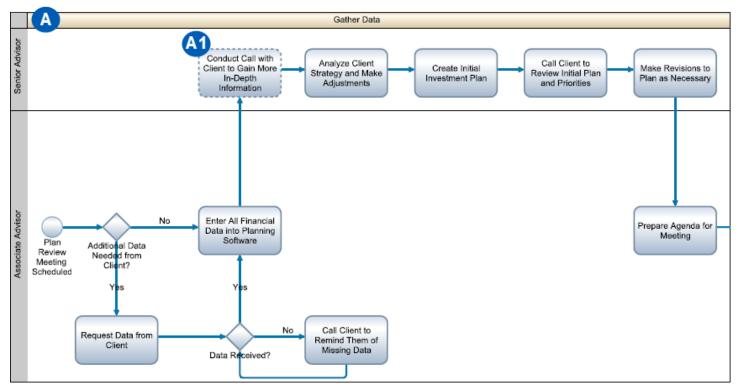
Note

Some of the steps in this process involve the use of a financial planning software package.

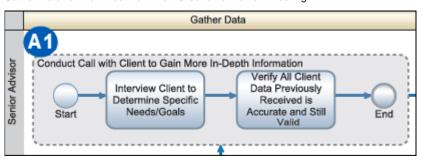


High Level Investment Plan Creation and Review Meeting Process

Process Diagram Page 3 of 19

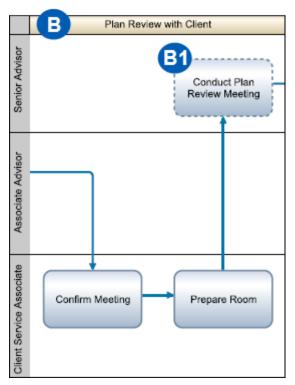


Gather Data for the Investment Plan Creation & Review Meeting

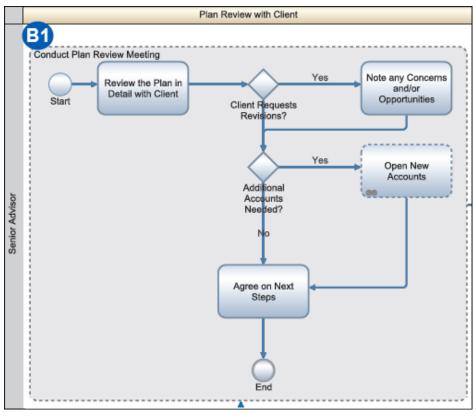


Gather Data: Conduct Call with Client to Gain Additional Information

Process Diagram Page 4 of 19

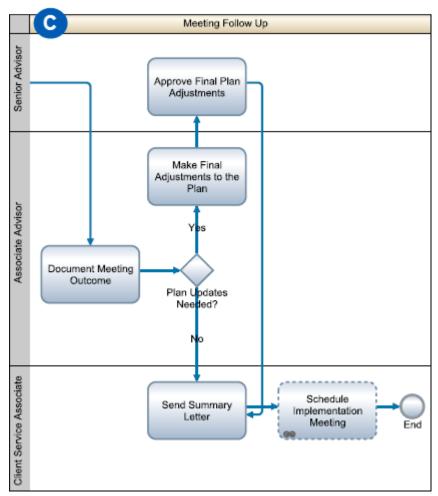


Prepare for, and Conduct the Plan Review Meeting with the Client



Plan Review with Client: Conduct the Plan Review Meeting

Process Diagram Page 5 of 19



Follow Up Tasks for Completion after the Meeting

Process Diagram Page 6 of 19

HIGH-LEVEL PROCESS CHECKLIST

Have client's favorite beverage ready

The Investment Plan Creation and Review Meeting process checklist displays the workflow tasks in a checklist format rather than a process map or diagram. The checklist helps you focus on gathering all the information required to complete the workflow effectively. This checklist serves as a best practice recommendation only. Adjustments may be needed to suit the needs of your firm.



Note

Some of the steps in this process involve the use of a financial planning software package.

	Some of the steps in this process involve the use of a financial planning software packa	ge.
STEP		ROLE
90	After the Plan Review Meeting has been scheduled, determine if you need any additional data from the client	Associate Advisor
	 If there is additional data needed from the client, send a request to the client and continue to remind the client until the data is received 	
	If there is no additional data needed, proceed to the next step	
30	Enter all of the client's financial data into your firm's planning software	Associate Advisor
30	Conduct a call with the client to gain additional information	Senior Advisor
	 Interview the client to determine any specific needs or goals that the client has that need to be taken into account when creating the investment plan 	
	 Because the entire new client process can be lengthy, verify that all information and client data that you previously received is still accurate and valid 	
90	After obtaining all client information, take time to analyze the original strategy and make adjustments based on the needs and goals previously discussed	Senior Advisor
	Create the initial investment plan incorporating all information received from the client	Senior Advisor
	Call the client to review the initial plan, get feedback, and discuss the client's priorities for their needs and goals in case there needs to be trade-off decisions made about what is possible	Senior Advisor
	Make any revisions necessary to the plan based on feedback from the client	Senior Advisor
	Prepare the agenda for the Plan Review Meeting	Associate Advisor
30	Confirm the meeting with the client	Client Service Associate
	Prepare the room for the meeting	Client Service Associate
	Ensure room is organized and ready for the meeting	
	If a virtual meeting, ensure systems are operating properly	
	Have elient's favorite haverage ready	

High-Level Process Checklist Page 7 of 19

33	Conduct the Plan Review Meeting with the client	Senior Advisor/Associate
	Review the investment plan in detail with the client	Advisor
	 If the client requests revisions to the investment plan, note all client concerns and/or opportunities for later review 	
	 If the investment plan requires the addition of new financial accounts, follow the New Account Setup workflow to open the new accounts 	
	Discuss next steps with the client	
93	Document the meeting outcome including all relevant agreements, decisions made, concerns, risks, and opportunities	Associate Advisor
33)	Determine if any updates to the investment plan are needed based on the meeting	Associate Advisor/Senior
	If adjustments are necessary, make the final adjustments to the plan	Advisor
	Approve the final adjustments to the plan	
	If no adjustments are necessary, proceed to the next step	
	Send a summary letter to the client detailing the events of the meeting and outcome	Client Service Associate
333	Schedule the Plan Implementation Meeting with the client	Client Service Associate

High-Level Process Checklist Page 8 of 19

ADDITIONAL RESOURCES

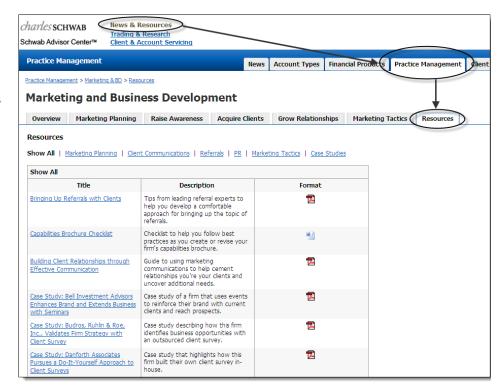
- For guidance on building your business and onboarding clients, visit the Schwab Advisor Center website. The
 Marketing and Business Development section contains a rich selection of tools, resources, and articles to help you build
 your practice. Click on the Resources tab to find helpful resources, including:
- Steps to help build client relationships through communications
- Communication tools to help you create websites, newsletters, thank you notes, and surveys
- Case Studies to help you better understand business-building techniques and decide the ones that work best for your firm.

Find all these resources along with many other tools and ideas in the Practice Management section on the Schwab Advisor Center website. To find these resources, log in to the website and navigate to the Resources tab in the Marketing and Business Development section.

In this package, a few tools and templates are highlighted that you might find helpful for the workflow documented in this packet, including:

Building Client Relationships

- starting on page 10 Learn more about ways to communicate and build relationships with your clients.
- Bringing New Clients Onboard and Servicing Them
- starting on page 11 Learn more about cultivating a positive relationship with a new client.
- Error! Reference source not found. starting Error! Bookmark not defined. – Use the checklist provided as a guide to verify you have all the client information you need to create the investment plan.



Additional Resources Page 9 of 19

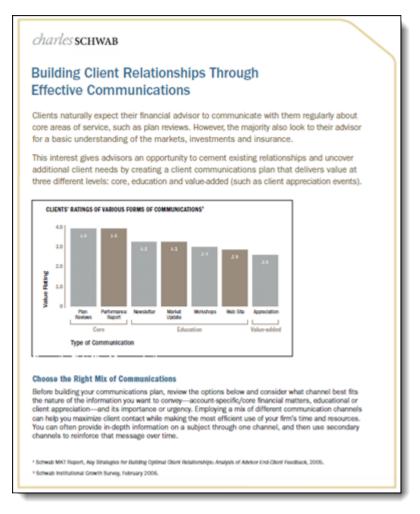
ADDITIONAL RESOURCES

BUILDING CLIENT RELATIONSHIPS

In the section below, the supporting documentation referenced is located on the Schwab Advisor Center website.

Building relationships with your clients is an important part of the client onboarding process. Setting expectations for service and communications early helps drive client satisfaction and lays the foundation for a successful relationship. Use the resources below to learn more about:

- Building Client Relationships Through Effective Communications – understand how to use multiple client communication channels as well as how recognize some of the most critical points in the relationship with your clients.
- Key Strategies for Building Optimal Client Relationships – discusses several ways to get to know your clients as well as deepen your relationship with them through all of your services.



Building Client Relationships Page 10 of 19

ADDITIONAL RESOURCES

BRINGING NEW CLIENTS ONBOARD AND SERVICING THEM

In the section below, the supporting documentation referenced is located on the Schwab Advisor Center website.

The first few months of your relationship with a new client is a critical time in establishing the tone of the relationship. The resources below will help you onboard new clients:

- Processes for Bringing New Clients Onboard

 learn about key points in the first few months of a relationship with a new client that could be critical moments and how to prepare for them.
- The Business of Servicing Clients learn about the practices and policies of bestmanaged firms with regard to client service.

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Processes for Bringing New Clients Onboard

As you welcome new clients to your firm, you have a critical opportunity to gain their trust and instill confidence that they've chosen the right advisor.

The new client's first few months with your firm will set the tone for your entire relationship. During this period, it is crucial to reinforce and follow through on the promises you made during the sales cycle. Your new clients may be nervous about the major financial change they are making, so you must work to ease their concerns. By building trust at this important stage you will be more likely to uncover additional assets they may have and turn a new client into a lifetime client.

Start the Relationship Off Right by Managing Expectations

The key to a successful relationship is delivering exactly what the client expects—or more. Get familiar with your client's expectations right from the start. Ask new clients how often and by what method they would like to hear from you, and give them a sense of your general rhythm of client communication. If you typically call clients once a quarter and the client expects to be called once a morth, now is the time to find that out. This is also a good time to reiterate your firm's planning and investment philosophy. For example, does the client know that your firm doesn't try to time the market? If the market declines and you haven't stated your belief in staying the course, they may blame you for their losses.

Do not fall to address anything—you can assume that whatever expectations you don't manage will become unmanageable. By discussing the client's expectations up front, you can preemptively close any gaps and lessen the risk that you'll unknowingly fall short of their expectations.

The following sections provide suggestions on how to establish a smooth process for bringing new clients on board. Depending on your firm's philosophy, some or all may be appropriate for you.

The Crucial First Month

New clients should receive a welcome kit when they join your firm. This will be their key resource for everything they need to know about your practice. The welcome kit should include these items:

- Personal letter: Thanking the client for putting their trust in you. Acknowledge that the client is making an important step, and pledge to work together to pursue his or her goals.
- Firm resource sheet: Listing all of your contact information, include contact numbers for relevant members of the firm's staff.
- Checklist: Outlining information and documents the client must provide. Include due dates and how the items should be delivered to you.

1 John Bowen, The Right Stuff, CEG Worldwide, February 2004.

INFORMATION CHECKLIST

Use this checklist as a guide for typical information required to create an effective investment plan.

INCOME

EARNED INCOME

Wages and Salaries - Pay stubs, W2, 1099, etc.	☐ Required ☐ Optional ☐ Not Applicable	☐ Received
Bonus - Pay stubs, W2, 1099, etc.	☐ Required ☐ Optional ☐ Not Applicable	☐ Received
Self-Employment - 1099, K1 schedule, etc.	☐ Required ☐ Optional ☐ Not Applicable	☐ Received
Other Earned Income	☐ Required ☐ Optional ☐ Not Applicable	Received
UNEARNED INCOME		
Taxable Interest/Dividends - income from a taxable equity	☐ Required ☐ Optional ☐ Not Applicable	Received
Tax-Exempt Interest/Dividends - income from a tax-free equity	☐ Required ☐ Optional ☐ Not Applicable	Received
Rental Real Estate - income received from a real estate investment	☐ Required ☐ Optional ☐ Not Applicable	Received
Passive Income - income from an investment in a trade or business in which the investor doesn't "materially participate"	☐ Required ☐ Optional ☐ Not Applicable	Received
Other Investment Income	☐ Required ☐ Optional ☐ Not Applicable	Received

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CURRENT RETIREMENT INCOME

Pension - payments received from a pension plan	☐ Required ☐ Optional ☐ Not Applicable	Received
Annuity Distribution - payments received from an annuity	☐ Required ☐ Optional ☐ Not Applicable	Received
IRA Distribution - payments received from an IRA	☐ Required ☐ Optional ☐ Not Applicable	Received
Social Security Benefit - payments received from Social Security program	☐ Required ☐ Optional ☐ Not Applicable	Received
Other Retirement Income	☐ Required ☐ Optional ☐ Not Applicable	Received
OTHER INCOME		
Alimony - payments received from a separated or divorced spouse	☐ Required ☐ Optional ☐ Not Applicable	Received
Child Support - payments received from the other parent for the support of the children	☐ Required ☐ Optional ☐ Not Applicable	Received
Trust Income – payments received from a trust	☐ Required ☐ Optional ☐ Not Applicable	Received

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EXPENSES

Federal Taxes - a fee charged by the federal government	☐ Required ☐ Optional ☐ Not Applicable	Received
State and Local Taxes - a fee charged by the state or local government	☐ Required ☐ Optional ☐ Not Applicable	Received
FICA (Social Security Tax) - a federal law that established Social Security; employers are required to withhold wages and make payments to fund the Old Age, Survivors, Disability and Health Insurance (OASDHI) plan	☐ Required ☐ Optional ☐ Not Applicable	Received
Retirement Plan Contribution - savings to fund a retirement plan	☐ Required ☐ Optional ☐ Not Applicable	Received
Discretionary Expenses - recurring or non-recurring expense for goods and services which are either non-essential or more expensive than necessary	☐ Required ☐ Optional ☐ Not Applicable	Received
Committed Expenses - an unavoidable fixed or variable expense	☐ Required ☐ Optional ☐ Not Applicable	Received
ASSETS		
ASSETS CASH ASSETS		
	☐ Required ☐ Optional ☐ Not Applicable	□Received
CASH ASSETS Checking Account - a bank account which allows withdrawal of funds using	□ Optional	☐ Received
CASH ASSETS Checking Account - a bank account which allows withdrawal of funds using check writing	☐ Optional ☐ Not Applicable ☐ Required ☐ Optional	
Checking Account - a bank account which allows withdrawal of funds using check writing Savings Account - a bank account which pays interest on available balance Certificate of Deposit / Money Market Account - an investment available from a financial institution that pays a fixed rate of return for a specified period of	☐ Optional ☐ Not Applicable ☐ Required ☐ Optional ☐ Not Applicable ☐ Required ☐ Optional	□Received

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INVESTMENT ASSETS

Common Stocks - equity ownership (with voting rights) in a corporation	☐ Required ☐ Optional ☐ Not Applicable	Received
Preferred Stocks - equity ownership (without voting rights) in a corporation	☐ Required ☐ Optional ☐ Not Applicable	Received
Mutual Funds - an investment that pools money from many people and invests in a portfolio of stocks, bonds, options or money market securities	☐ Required ☐ Optional ☐ Not Applicable	Received
Variable Annuities - an annuity in which the payments vary based on the fluctuation value and earnings of the underlying investments in the account	☐ Required ☐ Optional ☐ Not Applicable	Received
Fixed Annuities - an annuity that provides payments at a fixed rate during the annuity period	☐ Required ☐ Optional ☐ Not Applicable	Received
Bonds - an evidence of debt on which the issuer promises to pay the bondholders a specified amount of interest and to repay the principal at maturity	☐ Required ☐ Optional ☐ Not Applicable	Received
Certificates - an investment available from a financial institution that pays a fixed rate of return for a specified period of time	☐ Required ☐ Optional ☐ Not Applicable	Received
Mortgages/Contract for Deed - a contract in which the ownership is transferred after the buyer makes a certain number of payments	☐ Required ☐ Optional ☐ Not Applicable	Received
Cash Value of Life Insurance - the cash amount available in case of a life insurance cancellation	☐ Required ☐ Optional ☐ Not Applicable	Received
Real Estate (other than residence) - documents pertaining to a piece of land and/or any buildings/structures on it	☐ Required ☐ Optional ☐ Not Applicable	Received
Business Interests - documents pertaining to any type of ownership in a business	☐ Required ☐ Optional ☐ Not Applicable	Received

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RETIREMENT ASSETS

Traditional IRA - a retirement savings plan for an individual; contributions are tax-deductible and investment earnings are tax-deferred until withdrawn	☐ Required ☐ Optional ☐ Not Applicable	Received
Roth IRA - a retirement savings plan for an individual; contributions are not tax-deductible; investment earnings are tax deferred until withdrawn and may not be taxed under certain circumstances	☐ Required ☐ Optional ☐ Not Applicable	Received
SEP IRA - a tax-deferred retirement plan for a small business	☐ Required ☐ Optional ☐ Not Applicable	Received
Simple IRA - a tax-deferred retirement plan for businesses that employ fewer than 100 employees	☐ Required ☐ Optional ☐ Not Applicable	Received
401(k) - a retirement plan into which employees contribute a portion of their compensation, generally on a pre-tax basis	☐ Required ☐ Optional ☐ Not Applicable	Received
403(b) - a retirement plan that allows employees of public schools and 501(c)(3) tax-exempt organizations to have salary reduction and/or employer contributions made on a pre-tax basis to the plan on their behalf	☐ Required ☐ Optional ☐ Not Applicable	Received
TSA - a 403(b) plan that invests in an annuity	☐ Required ☐ Optional ☐ Not Applicable	Received
457 Plan - a non-qualified deferred compensation plan for governmental units, governmental agencies, and tax-exempt organizations other than religious organizations	☐ Required ☐ Optional ☐ Not Applicable	Received
TSCA - a 403(b) plan that invests in mutual funds	☐ Required ☐ Optional ☐ Not Applicable	Received
Roth 401(k)/403(b) - employer sponsored retirement plan, contributions are not tax-deductible, investment earnings are tax-deferred until withdrawn and may not be taxed at all under certain circumstances	☐ Required ☐ Optional ☐ Not Applicable	Received
Pension Plan - a retirement plan established and maintained by an employer providing benefits to employees after retirement	☐ Required ☐ Optional ☐ Not Applicable	Received
Profit Sharing Plan - a type of retirement plan under which the employer determines the amount of contribution each year	☐ Required ☐ Optional ☐ Not Applicable	Received

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PROPERTY ASSETS

Residence - documents establishing the value of: primary home, vacation home, cabin/cottage, condominiums/timeshares	☐ Required ☐ Optional ☐ Not Applicable	Received
Furnishings - documents establishing the value of home furniture	☐ Required ☐ Optional ☐ Not Applicable	Received
Vehicles - documents establishing the value of: automobiles, motorcycles, recreational vehicles, boats, ATVs, snowmobiles	☐ Required ☐ Optional ☐ Not Applicable	Received
Collectibles - documents establishing the value of: antiques, jewelry, coins	☐ Required ☐ Optional ☐ Not Applicable	Received
Other personal property	☐ Required ☐ Optional ☐ Not Applicable	Received
INSURANCE POLICIES		
Term Life - life insurance policy that provides protection for a specified period of time	☐ Required ☐ Optional ☐ Not Applicable	Received
Whole Life - a life insurance policy that provides protection for the entire life of the insured person, generally with a fixed face amount and fixed premiums	☐ Required ☐ Optional ☐ Not Applicable	Received
Universal Life - a life insurance policy that permits the owner to vary the amount of protection and premiums to reflect changing needs	☐ Required ☐ Optional ☐ Not Applicable	Received
Universal Variable Life - a life insurance policy that permits the owner to vary the amount of protection and premiums and also build a cash value that can be invested in a variety of investment portfolios	☐ Required ☐ Optional ☐ Not Applicable	Received
Group Life Insurance (Term) - life insurance policy sponsored by the employer	☐ Required ☐ Optional ☐ Not Applicable	Received
Long-Term Disability (group/individual) - benefits begin after a long elimination period (usually 180 days)	☐ Required ☐ Optional ☐ Not Applicable	Received

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INSURANCE POLICIES

Short-Term Disability (group/individual) - benefits begin after a short elimination period (usually 7 days)	☐ Required ☐ Optional ☐ Not Applicable	Received
Long Term Care Insurance - a policy that provides a benefit to an insured person who requires continuous care with daily activities such as bathing, eating and walking	☐ Required ☐ Optional ☐ Not Applicable	Received
Health/Dental Insurance - a policy that provides a benefit to cover some or all health/dental expenses	☐ Required ☐ Optional ☐ Not Applicable	Received
Auto Insurance - automobiles, motorcycles, recreational vehicles, boats, ATVs, snowmobiles	☐ Required ☐ Optional ☐ Not Applicable	Received
Homeowner's Insurance - primary home, vacation home, cabin/cottage, condominiums/timeshares, rental property	☐ Required ☐ Optional ☐ Not Applicable	Received
Umbrella Insurance - supplemental liability coverage for claims above the amounts covered by the primary property/casualty insurance policies	☐ Required ☐ Optional ☐ Not Applicable	Received
Other Policies	☐ Required ☐ Optional ☐ Not Applicable	Received
LIABILITIES		
Charge Accounts/Credit Cards - an account that allows you to borrow money or buy services and products on credit	☐ Required ☐ Optional ☐ Not Applicable	Received
Auto Loans - loan to finance the purchase of a vehicle	☐ Required ☐ Optional ☐ Not Applicable	Received
Personal Loans - loan financed by a person, not a financial institution	☐ Required ☐ Optional ☐ Not Applicable	Received
Mortgages - loan to finance the purchase of real estate	☐ Required ☐ Optional ☐ Not Applicable	Received
Home Equity Loan - loan secured by the equity in the real estate owned (market value of the property less the outstanding balance of the mortgage)	☐ Required ☐ Optional ☐ Not Applicable	Received

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LIABILITIES

Bank Loans - loans financed by a bank	☐ Required ☐ Optional ☐ Not Applicable	Received
Life Insurance Loans - loans financed by the cash value of a life insurance policy	☐ Required ☐ Optional ☐ Not Applicable	Received
DOCUMENTS		
Will - a document that directs how a person's property is to be distributed after death	☐ Required ☐ Optional ☐ Not Applicable	Received
Healthcare Directives (Living Will) - a document that specifies which life- prolonging measures one wants to be taken if he/she becomes terminally ill or incapacitated	☐ Required ☐ Optional ☐ Not Applicable	Received
Power of Attorney (POA) - a document that authorizes someone to act as the agent or "attorney in fact" for another person	☐ Required ☐ Optional ☐ Not Applicable	Received
Trust(s) - a form of property ownership under which the legal title to property is held by one person ("trustee") for the benefit of another person ("beneficiary")	☐ Required ☐ Optional ☐ Not Applicable	Received

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