
Chapter 1

The Construction Contracting Office

Some people dream of accomplishing wonderful things, while others stay awake and do them.

Your office is a critical tool that you have to learn to use as you build advantages into your contracting company. No matter how small your operation, you need to have an office. In fact, if you do not have an office space set up and designed to enhance your business operation, your status as a contractor could be called into question. It is strong evidence you are not taking your business seriously.

Fortunately, an office is not hard to set up and maintain, if you start out by matching your office needs to your business operating needs.

A Learned Process

Just as it is silly to assume anyone can take up a trade and be able to do it without learning and practice, operating an office takes learning and time. This is why it is useful not to go too fast in adding size and complexity to your business.

You may be concerned about how you will learn to set up and operate an office while also learning the other aspects of your business. You have to realize that when you start your business or decide to expand your business, you enter into a period of learning.

The best way to learn how to set up and operate your office is through the same process you learn any other hands-on skill. First you learn the principles and then you practice the specific skills required. By continued learning of the principles and practicing the skills, you build up abilities that work well for you.

Principles of Office Set-Up and Operation

Your office is the "home" of your business. The business activities happen here; trade work happens at the project site. The two activities and skills are very different and each requires the other for a successful business.

Contractor Work

All the work of operating a contracting business can be grouped in the term "contractor work." It involves all the business activities that have to be done for the successful operation of your business. Each type of contracting requires a different version of contractor work activities. A general contractor building new homes does different contractor work than a general contractor that does remodeling. A commercial contractor does a different set of contractor work activities than either of the above or someone who does public works contracting.

There can be only one judge of the performance for your office, your customers.

The trades person working alone does less contractor work than the trades person with a crew doing the same trade. While the list of contractor work is the same for all contractors, how the work is done and the emphasis on certain activities is different.

Contractor Work Activities

All contractor work consists of these basic activities:

- Handling papers
- Keeping records
- Communication
- Marketing
- Sales
- Project management
- Office administration

Your office is the mechanism for doing all the work your business has to perform to please your customer. While you may look at the office work as mundane, the customer experiences the result of good communication, attention to detail, and care for their project. If the office work is not done, the customer experiences just the opposite; little communication, and the feeling that you do not care about their project.

Handling Papers

All businesses are defined by pieces of paper that come and go through the business. As noted in the *Advantage Contractor Business Success Series* courses, *Business Management for Construction Contractors* and *Business Planning for Construction Contractors*, your business is defined by its records and numbers, not your trade. Your customers see you as a provider of a trade or a service, but everyone else wants to see the numbers.

Suppliers and subcontractors will constantly be giving you receipts and invoices for materials and labor. These have to be collected and put in the correct place for later review.

The papers that you receive have to go into a category for filing or for storage. You cannot just keep your papers in a pile and constantly look for the one you want. While some contractors do this by default, you want the advantage of finding your papers quickly and accurately.

Any contracting business has to deal with each of the following categories, more or less:

- Financial
- Contract
- Employment
- New project
- Current project
- Sales leads

Financial

Financial papers deal with:

- Income
- Cost of goods sold
- Business expenses

"Service is not a competitive edge, it is THE competitive edge."
Karl Albrecht

The *Advantage Contractor Business Success Series* course, *Record Keeping for Construction Contractors* presents a simple and effective way to set up your files. It is based on the IRS form "Schedule C."

The main point of handling financial papers focuses on getting them organized into the above three categories. As the contractor you have to make these category decisions, or have someone in the office who understands these financial categories and can help you make these decisions.

Contract

Contract papers come and go less frequently. Once the contract is signed, the original copy of the contract will stay in the office. Many contractors make a copy of the original and keep it with them in the mobile office until the project is done.

During the course of construction there may be some changes to the original agreement. Items may be added or changed by the owner.

Each change has to be documented on a change order or some other form that you use to make these additions to the contract.

The *Advantage Contractor Business Success Series* course, *Contract Law for Construction Contractors* has samples of all these forms with instructions for their use.

A critical part of contract law states that you cannot change the original document except by approval in writing by both parties. This means that if you verbally agree to change an item, such as a plumbing fixture, to a higher price model without written authorization, the owner has no obligation to pay you the increased amount under the contract.

Employment

If you have employees, you have to deal with the paperwork of employment. These include:

- Time cards
- W-4 forms from IRS
- IRS form 941 (quarterly report of earnings)
- State forms recording quarterly earnings
- Unemployment compensation forms to compute the tax
- Workers' compensation reports and payments
- Any other payroll records required locally

You can choose to have your company payroll done by a payroll service. They do all the computations and send you billings for all the taxes and premiums that have to be paid. They charge a fee for this service, but it could be lower than your cost to do the payroll yourself.

Even if you do not have employees you are likely to deal with subcontractors. IRS requires that you send all subcontractors, and others who worked for you as an independent contractor, a Form 1099 showing the income you paid them for the year. Your billings have to be handled so that your report on the 1099 will be correct.

The *Advantage Contractor Business Success Series* course, *Independent Contractor and Employee Issues for Construction Contractors* deals with both of these issues in detail.

New Project

All new projects generate papers. Most projects require permits or other approvals. These papers have to get to the correct places. Your proposal or estimate will turn into a contract with signatures and

Most of your business "luck" will come the old-fashioned way; you earn it.

payments. All the details of the contract have to be in the contract or a new document has to be included with the contract.

Many contractors fail to set up a place to store the first papers of a new project and they get lost or misfiled. Starting out correctly is always easier.

A great way to help you and your staff to listen better is to have forms to fill out. By asking questions of the prospect or customer, there are fewer lapses in getting all the information you need.

Current Project

All new projects become current projects. They go from your project as a sales prospect to a project that your employees and subcontractors work on. Both the information in your new project file and the details in your head from negotiating with the owner have to be clearly understood by the workers doing the project. This is a critical part of contractor work and requires papers describing how the work is to be done so it matches the demands of the contract documents.

You will use forms to do much of the basic project communication. These are available from the *Advantage Contractor Business Success Series* course, *Project Scheduling for Construction Contractors*.

Sales Leads

One of the worst papers to lose is a hot sales lead. If you cannot call back in a timely manner, you could lose the prospect completely. Handling information about your sales leads should be a top priority.

Your office procedures have to connect you with leads as soon as possible. If you have no employees, you can hire a live answering service who will page you immediately. You can then quickly follow up. In addition, you will have to begin to set up a file for this prospect. Your mobile office should help you do this.

The *Advantage Contractor Business Success Series* course, *Sales, Marketing and Customer Service for Construction Contractors* gives you forms and office procedures for leads and prospects.

The first thing said by the person answering the phone will help set the tone for the customers attitude toward the company. Make it pleasant and inviting. The second should be about the company, such as your company name. The third should be an offer of help. Thus, a response to a call could go something like this, "Hello, Advantage Contracting. How can I help you today?"

Keeping Records

Papers that come into and go out of the business office have to be

recorded. While much of your mail will be looked at and thrown away, all bills, receipts, invoices, purchase orders, and contract changes have to be noted and filed, at least temporarily.

A simple filing system is required no matter how small your business operation. The larger the size and the greater the complexity, the more the need for a workable filing system.

Communication

For many contractors communication is a difficult issue. Instructions and directions have to be given in some manner to several people associated with the project. Communications between various people dealing with both the company and the project include transferring information and directions from you, the owner, to:

- Your employees if you have any
- Your subcontractors
- Your customers
- Your prospects for new work
- Your suppliers of materials
- Your financial advisors
- Your family

The least accurate way to communicate is with words. You have no idea how much the other person actually took in or whether they understood the communication as you intended it. Your best bet is some combination of written and verbal communication. Add some graphic descriptions if useful and available. Generally the more complex and important the situation, the more you want assurance your message is received correctly.

Marketing

A successful construction contractor is constantly looking for new work. No matter how busy you get, you have to be aware of finding new people to talk to or past customers to contact about new projects. Successful contractors do this contractor work regularly and gain the advantage of regular work.

A business cannot survive without marketing. Getting the word out effectively to your potential customers takes time, energy and money. As the contractor, you have to either do the marketing according to the market plan you devised, or have others doing it for you. In any case, marketing is a continuing process.

According to market researchers, unreturned phone calls irritate customers more than any other thing in dealing with a business.

Customers don't think of themselves as "customers." They see themselves as people who need help to get something done. If you enjoy helping these people to get their "thing" done, you will do a much better job.

Sales

Getting sales leads is not the same as selling. Your marketing process produces leads. It is up to you to make the sale. There is a process that you follow to make the sale; it is called the sales process. You do the steps of the sale and have to do them all to get to the sale.

Everyone associated with the business helps you sell new projects. Those who answer the phone, deliver materials to the site and talk to the customer at the site all have an effect on how the customer perceives your company.

Most small-volume contractors do their own selling. This is part of being a contractor. In larger companies, especially in the cases of home building and remodeling, sales people are hired. You still have to monitor the quality and accuracy of the sales process.

The *Advantage Contractor Business Success Series* course, *Sales, Marketing and Customer Service for Construction Contractors* goes into detail on how to market and sell your construction services.

Project Management

Your office can have a lot to do with a successful project. Sorting and recording changes and alterations to your project is much easier when you have an organized office.

Many contractors use wall space to draw out project schedules. In other cases there is a project book with the schedule diagramed on the pages with room for notes about changes. As you can see, there is a usefulness to having a schedule that can be portable and yet be kept up to date. If your office is staffed with an estimator, sales person, office administrator, production person and yourself, you will have to keep in constant touch with each other about changes.

Many problems can be caused by poor project management, not the least of which is financial problems. Money problems come up when deadlines are not met and payments are late from owners. Late owner payments mean late supplier and subcontractor payments. Both lead to work stoppage.

Both your office staff and operation have to be able to warn you when too much work may be coming in. Your operation has to stay under control. People in your organization have to be able to say "no" to new work or be able to slow new work down. Any work done poorly, in order to take on new work, will affect you longer than new work you missed.

Office Administration

Your office has to operate smoothly, just as your trade work does. Your trade work is organized because you know what has to be done first, second, and on to the completion of the task. An office works the same way. It follows an organization based on the tasks that have to be done.

Just as with your trade work, there are many routine operations that occur in an office. In addition, there are some tasks that come up infrequently and without notice in an office, as with your trade work. The unexpected tasks have to be taken care of quickly so that the routine operations are not interrupted.

A well thought out and efficiently run office can project the identity of a much larger and more stable operation. Contractors are well known for poor office operation. If your office can function in a way that shows you have a strong office performance on a consistent basis, you can create a clear advantage over your competition.

Skills in Office Operation

Successful office operation requires skill in doing routine tasks. There are many office positions that require skill plus knowledge of other parts of the office operation in order for the business to operate smoothly. The more routine tasks of an office include the following:

- Files
- Records
- Invoices and receipts
- Active project files
- Communications
- Supplies
- Equipment
- Privacy
- Help

Files

Your contracting business will generate papers that have to be stored somewhere. A great frustration of office procedure is how to file and organize information. As you start out you will begin collecting papers and trying to figure out how to organize them so they do not get lost and can be quickly retrieved. This is not as easy as it seems.

Organizing Files

There are only five ways to organize information:

- Alphabet
- Time
- Location
- Category
- Size or value

You use these five organization methods together to make information available and useful.

Alphabet

Names are filed alphabetically by last name, then first name. You may have categories in your files for:

- Suppliers
- Subcontractors
- Customers
- Prospects
- Newly contracted work

These categories would be filed alphabetically and the names within the categories filed alphabetically. Therefore, you might look for Metcalf Plumbing under "M" in the category "Subcontractors." In addition you want to file all invoices from Central Lumber Yard, your lumber supplier, under "Suppliers" and under "C."

Your file cabinet might be set up with dividers for the alphabet. Behind (or in front of, but be consistent) you can put a subdivider titled "Suppliers." You would then place files alphabetically behind this category.

Your employees are an extension of you. If they give bad advice, are rude, or in some way adversely affect customers, it is still your fault.

Business stability is in the eye of another. Customers, lenders, suppliers and others will "see" a more stable business when office work is handled well and on time. Just having a separate office location from your home and someone staffing it is a big plus. A "real" office shows a much more "real" company identity.

Time

The common time divisions are:

- Day
- Week
- Month
- Year

You can set up a file drawer that organizes by time. The main divisions might be alphabetical with a time subdivision. You might file:

- Sales information
- Estimate information
- Schedule information
- Tax return information

You typically look into these time category files daily as the day comes up. You use the files as a reminder as well as to keep papers in the correct place to come to your attention on certain days. You also move information from the larger time category to the smallest time category.

A major task of your office staff and operation is to maintain notes and records of all conversations with the customer, as well as all changes to the project, authorized in writing.

When starting out in your business you will not have yearly and monthly files completed yet. However, as your business starts to collect papers that have to be tended to in the future, you will begin to fill the monthly files and next year's files. As months come up, you will follow the pattern below.

This means you:

- Move the yearly file contents to the various monthly file sections at the beginning of the year. Note which month file it belongs in.
- Move monthly file contents to the weekly file sections at the beginning of each month. Look at each paper to see which week is best for it to come up.
- Move weekly file contents to the daily file section for use each day. This organizes your week to a great extent.

- Move daily file contents each day to work on them that day.

Conversely, you might use the same files as follows:

- Place a file or paper in a weekly section for future use.
- Place a file or paper in a monthly section for future use.
- Place a file paper in the next year's section for use next year.

Location

Many contractors work in different cities and even in different states. You may want to keep files of contacts, suppliers and subcontractors by the location they work in. You may set up sections alphabetically for cities listing the various information you want to keep track of for that city. If you get sales leads in that city, you can go to that section and pull names to get information on the project.

You can also keep sales records by region or city. This allows you to find out where most of your business comes from. You will be able to see where your marketing is most effective.

Category

Contracting has many categories of trades and types of construction. Your bookkeeping and records system has distinct categories set up for income, cost of goods sold and business expenses. The *Advantage Contractor Business Success Series* course, *Record Keeping for Construction Contractors*, shows you how to set up categories for financial and tax files. For other records, you have to determine the categories based on how you see the information best organized.

There will often be categories within categories. For example:

- If you do painting and wall coverings you might have categories for:
 - ◆ Interior painting
 - ◆ Exterior painting
 - ◆ Wall covering

Then you might separate these out into:

- New construction projects
- Remodel projects

When you have a clear business goal, you cannot decide to just do a part of what it takes to get there. If an office operation is called for, you have to do it or alter your goal.

If you do remodeling and repair you might set up categories for:

- Additions
- Kitchens
- Baths
- Decks
- Repairs

Do not punish yourself and your business by choosing not to seek help when you need it. New business activities can be frustrating and confusing. Find out how things are done correctly and save yourself grief. Budget funds to get help in identifying what areas of office operation you need help with.

Size or Value

The final way you can store information is by its size or value. Where does this project fit into the group? For example:

- You can list your projects by dollar volume from smallest to largest.
- You can list each category of projects by dollar volume and then each category by its total volume from high to low.
- You can list the source of sales leads which produce the most leads or the greatest volume such as:
 - ◆ Referrals
 - ◆ Direct mailing
 - ◆ Display ads
 - ◆ Flyers sent with newspaper

You can find out which type of project produces the greatest percent of profit for the company.

The key to using files is in understanding what information is important and then developing a process to be able to find the information. Complexity will not help. Logic and clarity of intent will.

Records

Records are kept in files or other places where they are easily found. Your records may have to be available daily, in the case of a current project, or kept for ten years or more for employment and tax purposes.

Your records are the history of your business. These records include

There are many ways to find used equipment and furniture for your office. Keep your costs at a minimum by seeking out low cost, but usable items.

information on:

- Taxes
- Financial statements
- Payroll
- Business organization records such as:
 - ◆ Corporate records of meetings and resolutions
 - ◆ Partnership agreements and other records
 - ◆ Registrations of business information with government agencies

As you recall, your business trade means nothing to people who want the financial and tax records of your business. The history of your business, both current and the long past, has to be available for audits and other forms of review. Your office system has to organize and protect these records.

Tax laws do not specify exactly what records must be kept, or how they are kept. It only states that your records must be "permanent, accurate, and complete." Your records and financial statements safeguard your business against errors in your tax calculations. The burden of proof is on you to document your deductions.

Invoices and Receipts

All contracting businesses generate many invoices and receipts during the course of a week. These papers are collected by a number of people, if the company is of any size at all. Those who might get your invoices and receipts include:

- You when you pick up material, special order material, or accept a delivery
- Your lead person who is collecting the receipts for their project
- A subcontractor who is accepting delivery of an item to be installed that was ordered by you
- Your office staff who open the mail and then organize and file the invoices and receipts

Expect an IRS or other tax auditor to be just as concerned as a bank loan officer with the accuracy of your records .

You may have disputes over invoices and receipts from your suppliers and subcontractors. People make mistakes. When mistakes are made with your invoices and receipts, you have to find them. If you do not find the errors, you pay the penalty.

In most cases where you have open accounts, you pick up materials or have them delivered. You receive an invoice showing the materials involved without prices. The supplier will price the materials and send you a statement with priced invoices at the end of the month, or on some other regular pattern. Your job is to verify the prices and the quantities.

You have a copy of the original invoice without prices. The supplier sends you a copy with prices. In order to verify the price you have to have:

- The delivery invoice showing your acceptance or someone else's acceptance verifying that the correct materials, in the correct quantities, were delivered and that the invoice agrees with your count of the materials
- The prices that were quoted for the materials so you can compare the priced invoice unit prices to your quoted unit prices

This means that when you look over the invoices for lumber, concrete block, windows, siding, or whatever, your prices agree with what each piece was priced at.

Active Project files

One of the greatest advantages you can develop is the control of information regarding your current projects. Most contractors wait too long to analyze the results of how the project came out as compared to their estimate. These contractors keep estimating new work with information that is out of date. This is most critical in setting labor rates in estimates.

Estimating labor for projects is the most difficult item in the estimate. There are many factors that can alter the way a project proceeds. If your estimate on labor is low, you will lose profit. The way to solve the problem is to keep up to date weekly on the progress of the project. Any variations from your estimate can be found quickly so you do not make the same mistake on your next estimate.

The *Advantage Contractor Business Success Series* course, *Record Keeping for Construction Contractors* presents a simple and effective way to keep accurate records of project costs for comparison to your estimate.

When you record your project costs weekly and compare them to

"He who has no taste for order will often be wrong in his judgement, and seldom considerate or conscientious in his actions."
John Kaspar
Lavater

your estimated costs, you will find your estimating mistakes quickly. This is called cost accounting. The newer you are to contracting, the more the benefit to you of cost accounting your projects weekly.

Communication System

Your office operation is all about communication. Not only do the people involved have to be able to get in touch with one another, what they have to say or what they are looking for in terms of information has to be handled within the system. During the course of any day, a lot of information will come into the office. Where is this information recorded so it is easily retrieved later by those who need it?

When communicating, set out the message or instruction in the form of a goal. Speak of the desired result or what needs to be done.

The office has to be the central clearing house for information about all phases of your business. Anyone who needs information about projects, prices, schedules and the many other items of your business operation has to be able to get it.

The obvious forms of communication have to be available for ease of operation. These include:

- *Office phone.* This means a system that can be operated by everyone on the staff. Do not install a phone system that is so cheap that people get cut off easily or so complex that no one can use it. The idea is to be able to handle all phone calls coming into the office with ease and accuracy.
- *Answering system.* You have to have a means to answer your phone within the second or third ring. If you are a small operation, call waiting plus an answering machine will do. As you get bigger you will need extra lines and perhaps an answering service after hours. Your phone has to be answered!
- *Cell phone.* You cannot operate easily without a mobile phone of some kind. Using a pager and pay phones can work, but it can leave you at a disadvantage when your response has to be timely. Find out what you can afford and get the best within that range. The object is to get a phone call and be able to answer within a certain amount of time, according to the nature of your business operation.
- *Fax machine.* These machines are so common that you can take advantage of them to give information quickly and clearly. Sending a fax is a much easier way to:

- ◆ Give instructions to your crew
 - ◆ Describe a process or detail to an owner
 - ◆ Correct a mistake on an invoice or receipt
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- *Daily project instructions.* Each day when the crew or the lead person comes to the office, they can pickup new information left in a file or box specifically for them. Their job is to check the box every day for new details and information on the project.
 - *Project site communication.* You can install a phone on each project for use by the workers. In some cases the owner's phone can be available. This can be a problem if the owner is not answering the phone during portions of the day. A project site cell phone and fax machine are ideal. Your needs will depend on the nature of the project and the type of work you do.
 - *Owner's phone and fax.* You want to make sure that you or your staff can always reach the owner to resolve problems or give progress reports. Keeping in touch with the owners is critical to keeping disputes at bay.

The object is to be able to keep the company in direct communication at all levels that are necessary to keep the projects moving smoothly.

Supplies

Your office has to have supplies for doing the office routines. These include:

- File cabinets and file folders
- Paper of various types
- Staplers and other fasteners
- Pens and pencils
- Trays to organize papers coming into and going out of the office
- Bookcases
- Other items that are required by your operation

You can start out with the minimum that you think you need and increase your supplies as you find out your needs. Do not buy in bulk until you know what you are going to use regularly. Do not get cheap supplies when a better quality will make your operation work better.

Many common office procedures should be written up in a manual. In many cases you will refer to a form and show how to use it to accomplish a task; in other cases where to file or put a completed form.

Some folks think they are busy when they are really only confused.

Equipment

Office equipment can be expensive. You do not need the best in terms of features when the basic will do. As you grow and learn to be consistently profitable you can add more feature laden equipment. A good business attitude is to buy only what you need until you can clearly afford the extra. This means you have 10 percent of your annual revenues in surplus cash. At all times the stability of your business is more important than overly expensive office equipment.

Just as you need tools and equipment in the field, you need office tools and equipment for yourself and for office staff. The idea is to get equipment that works well, while staying within your budget. Remember, you want efficient operation and ease of working. Do not let your office equipment make office work more difficult than it already is.

Basic office equipment includes:

- *Desks and chairs for each office person.* They should be comfortable for the amount of time the person has to use them. Therefore, the longer the person uses the chair and desk each day, the more comfort required in the equipment.
- *Phone sets and phone systems.* Get the phone equipment you need to handle the number of calls you are getting. Start small and grow to your needs. Get good quality, but only the features you need.
- *Fax machine.* You should get a fax machine immediately when you set up your office. It will be invaluable to you. You can fax items to people cheaper than using the mail. A local call is free. A long distance call allows you to use the fax for about two minutes for the same price as postage. In two minutes you can fax about four to six pages. While there is the cost of the fax machine and the use of a phone line, these costs are offset by the speed of getting and sending critical information to a person.
- *Portable phone and message equipment.* You will want to be available to your office, suppliers, subcontractors and the owner at all times during business hours. Quick information and quick solutions save money and disputes. Spend the money to get the equipment you need in order to be available at the correct level for your operation. Cell phones and portable fax machines are easy to carry these days.
- *Copy machine.* Your office should have a basic copy

machine. In some cases you can purchase a fax machine that can do sufficient copying for your needs. While new copy machines are expensive, you can find used ones at reasonable prices. Get a service contract on the machine so you can get instant service when it goes down.

- *Light fixtures.* Make your office space bright. There is less stress on your eyes and your attitude is generally better.
- *Computers.* Do not buy a computer until you need one. If you are new to contracting or are learning new office and business procedures, do it on paper first. The rule of computers is that they are tools. If you cannot do the operation manually, you will not benefit the operation with a computer. This means that you learn to do any process on paper before you get a computer to do it. This is the same for trade work; you learn the skill then speed it up with power tools.

Privacy

Parts of your office operation have to be private. Usually the elements have to do with your profits and your personal and business income. It is your business after all. You can set up the degree of privacy you want.

If you have employees, you want to be sure that their private information in your personnel records does not get shared with others. Your office staff has to abide by your wishes and the rules of employee law.

Do not become apprehensive about privacy. Good employees will understand that the business has to do well for them to keep their jobs and prosper. The more they know about how their work can help the company, and therefore them, the better they can help the company through their work.

Watch out who is offering solutions to problems. They may be the one who caused it in the first place.

Help

There is a lot of help available for you in setting up your office and making it as productive as possible. We have listed some books that we recommend in the Bibliography. In addition, your local library will have many suggestions for other books that deal with specific aspects of the office operation.

If you are hiring people for your office, you can check with local

The relative efficiency of each system has to be compared in actual operation, not on paper.

temporary employment services and employment leasing services. The temporary employment service will find people for the type of office work you want. The person you hire could help you set up the office as well as work in it. Employment leasing services will also be able to help you with office work by handling payroll for someone who you want to hire.

You can also ask other contractors how they do their office operation. Do not ask unorganized and unsuccessful contractors how they do it. Rather, ask those who seem to be operating smoothly and have a good reputation in the area.

Manual to Automated Systems

In order to learn and practice an office system, you should first do it manually. This allows corrections as you go without expensive mistakes in equipment and employees. Do not skip steps in setting up your office! You cannot simply hire an office staff and expect your operation to be successful. You are in charge of your operation. To stay on top of your organization, you have to understand all of it. As you grow and need help, you can add people for the duties that you want to give up.

