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A DAY IN THE LIFE

KANDICE

Senior Director
Dallas

ALVAREZ & MARSAL

A SENIOR DIRECTOR'S PERSPECTIVE

Kandice is a Senior Director with the Compensation and Benefits Practice of Alvarez & Marsal Taxand in Dallas. The mother of two children, Kandice has been married to her college sweetheart for 15 years, and strives to achieve balance between her personal and professional lives. Here's an account – in Kandice's own words – of a typical day working as an A&M Senior Director.

7:00 a.m.

My day starts with a call from my husband, a senior manager with an aviation consulting company, who has already been at work for an hour and a half. I get myself ready for work, and our two children, ages 6 and 8, ready for school.

7:40 a.m.

I drop my children off at school and then head downtown, taking the opportunity to enjoy the quiet and think about the day ahead.

8:30 a.m.

Arriving at the office, I check my e-mail and prepare for a 9:00 a.m. conference call with an energy client. I have been working with two other A&M team members on a large payroll compliance project and our call is with the client's Chief Compliance Officer, Director of Human Resources and Director of Payroll. We discuss tax guidance, outline typical payroll practices that have been adopted by other companies, advise the client as to what business decisions need to be made, and present the risks associated with alternate positions.

10:30 a.m.

I meet with one of our associates to discuss my comments on a memo we are drafting for a publicly traded, multi-industry company related to the proper tax and reporting treatment of settlements and severance pay.

11:00 a.m.

Switching gears, I turn my attention to a tax opinion that we are drafting for one of our clients regarding the tax treatment of an executive compensation arrangement. I finish reviewing one of our senior associates' revisions, ensuring that all of our managing director's comments have been incorporated and all open items have been addressed. We are nearing the finish line with the opinion, and I will be very happy when it is delivered to the client.

11:30 a.m.

It's time for our bi-weekly technical meeting. The Compensation and Benefits practice gathers in a conference room to eat lunch, listen to a state-of-the-practice update from our National Managing Director and address technical issues. At each meeting, one person presents current events, which include new rulings that have been issued, interesting cases that could impact our practice and any other noteworthy technical matters. Then, each person in the group presents a technical issue they have been working on in the previous two weeks. We always learn something new and relevant.

1:00 p.m.

We also advise our clients on issues related to reporting and compliance regarding retirement plans. One client adopted changes to a 401(k) plan at the end of last year and it is time to communicate those changes to employees. I review the revisions to the documents the client plans to distribute, and prepare them for final sign-off and delivery.

2:30 p.m.

I motivate the team to make a trip for coffee. It's a nice mid-afternoon break from work and it's great to spend 15 minutes laughing with your colleagues.

3:00 p.m.

As the training manager for the Dallas Tax Department and for the National Compensation and Benefits practice, I lead a meeting with our senior management team and present my recommendations, within the guidelines established by A&M Taxand, for the official training program to be implemented for members of our practice.

4:00 p.m.

I participate in an impromptu brainstorming session with one of our managing directors regarding a new executive compensation project for one of our healthcare industry clients.

4:30 p.m.

One more meeting! I sit down with all of our managing directors, senior directors and directors for our weekly Compensation and Benefits practice management meeting. We discuss the status of current projects, assign new projects and review staffing for the upcoming week

5:30 p.m.

As the day winds down, I continue working on some executive compensation research for one of our large restructuring clients and then pack up my things for the day.

7:00 p.m.

I arrive home to a bustle of activity. My children are doing their homework at the kitchen table while my husband supervises. After dinner is prepared, we eat together and share the highlights of our day. When homework is finished, we play a game or watch a quick cartoon. Baths, stories and, after lights are out, quiet one-on-one time with each child follows.

9:00 p.m.

My husband wraps up a few things for work and I pack lunches for the next day. While we both tend to dirty dishes, laundry and our dogs, we discuss issues that can't wait until the weekend. My husband is asleep when I log in to check e-mail one last time and draft an agenda for my networking group's next meeting. I pick up one of the books in my "to be read" stack. Tonight I'll finish Jeffrey Gitomer's "Little Black Book of Connections."

11:00 p.m.

I check on the kids one last time before heading to bed.

ABOUT KANDICE

Kandice is a Senior Director with Alvarez & Marsal Taxand in Dallas. She is a member of the Compensation and Benefits Practice and brings 12 years of employee benefits and executive compensation experience.

Prior to joining A&M, Kandice worked as an Associate in an Am Law 100 law firm. Additionally, she served as a Manager with a Big Four accounting firm and as an Assistant General Counsel to a billion-dollar global software technology company.

Kandice earned Bachelors degrees in psychology and political science from Southern Methodist University. In addition, she earned a Juris Doctor and a Masters of Law in taxation from Southern Methodist University's Dedman School of Law.

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