

Career Bands, Career Levels, Functions and Disciplines

General Overview

This section provides job matching documentation used for this survey report.

- Career Band Summary Descriptions for the Supervisory/Management (M), Professional (P) and Business Support (U) Career Bands

The Global Grade(s) aligned with each level also are noted. Global Grade differentiators are shaded since North America survey participants only match to Career Levels.

- Function and Discipline Listing
- Function and Discipline Descriptions

NOTE: The job matching methodology presented here is for survey purposes only and is not a job evaluation process. Although this survey methodology is related to the Willis Towers Watson Career Map and Global Grading methodologies, it may not align directly with specific client implementation of one of these leveling methodologies. Therefore it is critical to align your internal levels to the survey levels based on a careful review of the survey definitions to ensure proper job matching.

Career Map and the Global Grading System, when formally implemented, enable the alignment of reward and talent management programs across businesses. When used as internal leveling tools, these methodologies take into account the specific organizational context of a job and the detailed set of associated accountabilities and demands. The outcomes of these processes are highly organization-specific, while survey job descriptions and levels are by their nature generic. Therefore, organizations that use Career Map or the Global Grading System as their internal leveling tool are still required to match their jobs to this survey using the job matching process outlined in this Participant Guide.

An organization's internal Global Grade or Career Level may act as a starting point, but as the Career Levels and Global Grades contained in these surveys represent a typical or generic organization, there may be differences between the internal value a specific organization places on a job and where the job should be mapped for purposes of external comparison.

Career Bands, Career Levels, Functions and Disciplines

Career Band Summary Descriptions

Supervisory/Management Career Band (M)

- Accountable for managing people, setting direction and deploying resources; typically is responsible for performance evaluation, pay reviews and hire/fire decisions
- Results are primarily achieved through the work of others and typically depend on the manager's ability to influence and negotiate with parts of the organization where formal authority is not held
- Progression within Career Band reflects acquisition of broad technical expertise, business and industry knowledge, and process and people leadership capabilities
- Accountable for business, functional or operational areas, processes or programs

Professional Career Band (P)

- Work is primarily achieved by an individual or through project teams, with emphasis on technical/discipline knowledge rather than managing people
- Requires the application of expertise in professional area(s) to achieve results
- Progression within the Career Band reflects increasing depth of professional knowledge, project management and ability to influence others
- Entry-level jobs within the Professional Career Band typically require a university degree or equivalent work experience that provides knowledge of and exposure to fundamental theories, principles and concepts

Business Support Career Band (U)

- Performs clerical/administrative or specialized support tasks in an office or field setting
- May require vocational training or the equivalent experience, but does not require a university degree

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles

Supervisory/Management Career Band (M)

M5 Senior Group Manager (aligns with Global Grade 17)

- Applies only to large international or global organizations
- Provides leadership and direction through Group and/or Senior Managers
- Has accountability for the performance and results of:
 - A large, strategically important function in an extremely large market and/or
 - Diverse disciplines (e.g., within Human Resources - Training, Recruitment and Compensation & Benefits) or departments within a large geography or division and/or
 - A large, strategically important discipline within a major region and/or
 - A medium-sized global corporate discipline or department
- Develops, adapts and executes strategies to achieve key business objectives in area of responsibility
- Decisions are guided by organization and functional strategies and objectives

M4 Group Manager (aligns with Global Grade 16)

- Provides leadership and direction through Senior Managers and Managers
- Has accountability for the performance and results of:
 - A large, strategically important discipline in an extremely large market; and/or
 - Related disciplines or a medium-sized function in a large market or medium-sized division; and/or
 - A medium-sized discipline or department in a major region
- Adapts and executes functional or departmental business plans and contributes to the development of functional or departmental strategies
- Decisions are guided by functional or major operational segment strategies and priorities

M3 Senior Manager (aligns with Global Grades 14 and 15)

- Provides leadership to managers; may also provide leadership to supervisors and/or professional staff
- Has accountability for the performance and results of multiple related units
- Develops departmental plans, including business, production, operational and/or organizational priorities
- Controls resources and policy formation in area of responsibility
- Decisions are guided by resource availability and functional objectives

Global Grade 15 Differentiators

- Looks beyond existing methodologies and own discipline to define and resolve complex problems
- Develops plans and delivers results in fast-changing businesses and/or regulatory environments
- Provides input to functional or departmental strategy
- Manages large, potentially diverse teams of managers and/or senior professionals
- In Global Grade 16 or 17 organizations, typically contributes directly to business priorities and planning

Global Grade 14 Differentiators

- Identifies applications of functional knowledge and existing methodologies to complex problems
- Manages large teams of professionals and/or junior managers
- In Global Grade 16 or 17 organizations, typically has accountability for a function

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Supervisory/Management Career Band (M) (continued)

M2 Manager (aligns with Global Grades 12 and 13))

- Manages professional employees and/or supervisors or supervises large, complex support, production or operations team(s)
- Has accountability for the performance and results of a team within own discipline or function
- Adapts departmental plans and priorities to address resource and operational challenges
- Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance from senior manager
- Provides technical guidance to employees, colleagues and/or customers

Global Grade 13 Differentiators

- Accountable for the budget, performance and results of a medium-sized team or multiple small teams of employees
- Exercises full management authority, including performance reviews, pay decisions, recruitment, discipline, termination and other personnel actions
- Addresses issues with impact beyond own team based on knowledge of related disciplines

Global Grade 12 Differentiators

- Accountable for results of a small team of employees
- Exercises limited management authority; sets employee performance objectives, conducts performance reviews and recommends pay actions
- Defines team operating standards and ensures essential procedures are followed based on knowledge of own discipline

M1 Supervisor (aligns with Global Grades 10 and 11)

- Coordinates and supervises the daily activities of a support, production or operations team
- Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors
- Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance and oversight from manager
- Typically does not spend more than 20% of time performing the work supervised

Global Grade 11 Differentiators

- Accountable for the results of a large and/or moderately complex support or production operations team including subordinate work leaders
- Applies acquired expertise to analyze and solve problems without clear precedent
- Provides input on resource planning and policy development
- Coaches team members on performance, completes employee performance evaluations and recommends pay actions

Global Grade 10 Differentiators

- Accountable for the results of medium-sized routine support or production operations teams
- Solves problems based on practice and precedent
- Trains team members and provides input to employee performance evaluations

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Professional Career Band (P)

P6 Renowned Expert (aligns with Global Grades 16 and 17)

- Is recognized as an external thought leader within strategic function or discipline
- Has broad and comprehensive expertise in leading-edge theories, techniques and/or technologies within own function or discipline
- Proactively identifies and solves the most complex problems that impact the management and direction of the business
- Participates in the development of the product or business strategy
- Leads multidisciplinary projects or initiatives
- Progression to this level is typically restricted on the basis of individual capabilities and business requirements

Global Grade 17 Differentiators

- Only applies to large international or global businesses
- Contributes as top thought leader worldwide, whose achievements include major innovations that change and advance the industry and/or profession
- Leads the largest projects/initiatives that have a significant impact upon a complex, global business

Global Grade 16 Differentiators

- Typically found in Global Grade 18 or higher organizations
- Contributes thought leadership and innovation that influences change and advancement of the industry and/or profession
- Leads large projects/initiatives that impact the business on a domestic or international scale

P5 Master (aligns with Global Grade 15)

- Is recognized as an expert within the organization and has in-depth and/or breadth of expertise in own discipline and broad knowledge of other disciplines within the function
- Anticipates internal and/or external business challenges and/or regulatory issues; recommends process, product or service improvements
- Solves unique and complex problems that have a broad impact on the business
- Contributes to the development of functional strategy
- Leads project teams to achieve milestones and objectives
- Progression to this level is typically restricted on the basis of business requirements
- Typically operates with broad latitude in a complex environment

P4 Specialist (aligns with Global Grades 13 and 14)

- Is recognized as an expert in own area within the organization
- Has specialized depth and/or breadth of expertise in own discipline or function
- Interprets internal or external issues and recommends solutions/best practices
- Solves complex problems; takes a broad perspective to identify solutions
- May lead functional teams or projects
- Works independently, with guidance in only the most complex situations
- Progression to this level is typically restricted on the basis of business requirement

Global Grade 14 Differentiators

- Identifies applications of functional knowledge and existing methodologies to complex problems
- Serves as an expert within own function and discipline
- Leads functional teams or projects and serves as a best practice/quality resource

Global Grade 13 Differentiators

- Guides others in resolving complex issues in specialized area based on existing solutions and procedures
- Serves as an expert within own discipline
- May lead function teams or projects and serves as a best practices/quality resource
- Trains/mentors junior staff

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Professional Career Band (P) (continued)

P3 Career (aligns with Global Grades 11 and 12)

- Has in-depth knowledge in own discipline and basic knowledge of related disciplines
- Solves complex problems; takes a new perspective on existing solutions
- Works independently; receives minimal guidance
- May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives
- Acts as a resource for colleagues with less experience
- May represent the level at which career may stabilize for many years or even until retirement

Global Grade 12 Differentiators

- Uses best practices and knowledge of internal or external business issues to improve products/services or processes
- Typically resolves complex problems or problems where precedent may not exist
- Often leads the work of small project teams; may formally train junior staff
- Works independently

Global Grade 11 Differentiators

- Contributes to process improvements
- Typically resolves problems using existing solutions
- Occasionally leads the work of small project teams; provides informal guidance to junior staff
- Works with minimal guidance

P2 Intermediate (aligns with Global Grade 10)

- Has working knowledge and experience in own discipline
- Continues to build knowledge of the organization, processes and customers
- Performs a range of mainly straightforward assignments
- Uses prescribed guidelines or policies to analyze and resolve problems
- Receives a moderate level of guidance and direction

P1 Entry (aligns with Global Grades 8 and 9)

- Performs routine assignments in the entry level of the Professional Career Band
- Has conceptual knowledge of theories, practices and procedures within a discipline typically acquired through a college or university degree or the equivalent work experience
- Develops competence by performing structured work assignments
- Uses existing procedures to solve routine or standard problems
- Receives instruction, guidance and direction from more senior level roles

Global Grade 9 Differentiators

- Has limited discretion to vary from established procedures
- Has limited work experience involving basic concepts and procedures
- Works under general supervision

Global Grade 8 Differentiators

- Has no discretion to vary from established procedures
- Has no related work experience or has work experience but requires formal training in theories/concepts in own function
- Works under close supervision
- Entry-level graduate in the "probationary" period

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Business Support Career Band (U)

U4 Lead/Advanced (aligns with Global Grades 8 and 9)

- Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable work experience
- May act as a lead, coordinating and facilitating the work of others, but is not a supervisor
- Works autonomously within established procedures and practices
- May support the development of new and innovative solutions to complex problems
- Spends a majority of working time performing the same work processes and activities as employees on team

Global Grade 9 Differentiators

- Performs a variety of the most complex tasks and/or may lead one or more teams
- Supports the delivery of new solutions complex problems where precedent may not exist

Global Grade 8 Differentiators

- Performs a variety of complex tasks and/or may lead a team in the performance of a variety of tasks that are often routine
- May support the development of solutions to complex problems of a recurring nature

U3 Senior (aligns with Global Grade 7)

- Has full proficiency gained through job-related training and considerable work experience
- Completes work with a limited degree of supervision
- Likely to act as an informal resource for colleagues with less experience
- Identifies key issues and patterns from partial/conflicting data
- Takes a broad perspective to problems and spots new, less obvious solutions

U2 Intermediate (aligns with Global Grade 6)

- Has working knowledge and skills developed through formal training or considerable work experience
- Works within established procedures with a moderate degree of supervision
- Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures and makes sound decisions

U1 Entry (aligns with Global Grades 4 and 5)

- Has little or no prior relevant training or work experience
- Acquires basic skills to perform routine tasks
- Work is prescribed and completed with little autonomy
- Works with either close supervision or under clearly defined procedures

Global Grade 5 Differentiators

- Has limited prior relevant training or work experience
- Has limited discretion to vary from established procedures

Global Grade 4 Differentiators

- Has no prior relevant training or work experience
- Has no discretion to vary from established procedures

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing

AFA Finance

AFA000-EX CFO/Top Financial Officer

AFB Accounting

AFB000-EX Financial Controller
AFB001-EX Assistant Financial Controller
AFB010-EX Top General Accounting Executive

AFB000 Accounting Generalist/Multidiscipline
AFB010 General Accounting
AFB015 Systems Accounting
AFB020 Financial Reporting
AFB040 Cost Accounting
AFB050 Bookkeeping/Account Maintenance
AFB060 Accounts Payable/Receivable
AFB061 Accounts Payable
AFB062 Accounts Receivable
AFB070 Payroll
AFB999 Accounting - No Applicable Discipline

AFC Credit and Collections

AFC000-EX Top Credit and Collections Executive

AFC000 Credit and Collections Generalist/Multidiscipline
AFC010 Credit
AFC020 Collections
AFC030 Call Center Collections
AFC999 Credit and Collections - No Applicable Discipline

AFT Financial Analysis and Tax

AFT020-EX Top Budgeting Executive
AFT030-EX Treasurer
AFT031-EX Assistant Treasurer
AFT034-EX Top Cash Management Executive
AFT036-EX Top Investment Portfolio Management Executive
AFT050-EX Top Tax Executive
AFT080-EX Top Insurance Executive

AFT000 Financial Analysis and Tax Generalist/Multidiscipline
AFT010 Financial Analysis
AFT020 Budget Analysis
AFT030 Treasury Operations
AFT050 Tax Reporting and Compliance
AFT080 Insurance Risk
AFT999 Financial Analysis and Tax - No Applicable Discipline

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

AFU Audit and Financial/Business Controls

AFU010-EX Top Internal Audit Executive

AFU000 Audit and Financial/Business Controls Generalist/Multidiscipline

AFU010 General Audit

AFU020 IS Audit

AFU999 Audit and Financial/Business Controls - No Applicable Discipline

AFY Risk Management

AFY000-EX Top Risk Management Executive

AFY000 Risk Management Generalist/Multidiscipline

AFY999 Risk Management - No Applicable Discipline

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions

<u>Code</u>	<u>Function</u>
AFA	Finance

Discipline

AFA000-EX	CFO/Top Financial Officer <ul style="list-style-type: none">• Establishes, implements, and maintains the financial plans and policies of the organization, including fiscal controls, preparation and interpretation of financial reports, and safeguarding of the organization's assets• Develops and maintains overall accounting policies and controls• Establishes and maintains good corporate relations with the investment and banking communities• Assists in long-range planning and advises management on financial affairs• May manage one or more significant staff functions, but primary focus is the management of the organization's finances
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Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions

Code Function

AFB **Accounting**

Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports.

Applicable Career Bands

M (Supervisory/Management)

P (Professional)

U (Business Support)

Discipline

AFB000-EX

Financial Controller

- Has primary responsibility for management of the organization's accounting function
- Maintains all accounting records (general, property, cost, etc.), designs and implements budgetary and other systems for internal control, and prepares financial reports for management and shareholders

AFB001-EX

Assistant Financial Controller

- Has primary responsibility for one or more specialized functions that are assigned to the Financial Controller
- Responsibilities may include consolidations, budgeting, general accounting, cost accounting and/or financial reporting

AFB010-EX

Top General Accounting Executive

- Has primary responsibility for development and day-to-day maintenance of the accounting system, including monthly financial report preparation, cost and general accounting, payroll, and accounts payable and accounts receivable statements
- Directs the consolidation of monthly financial and operating statements

AFB000

Accounting Generalist/Multidiscipline

- Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets
- Responsibilities are within the Accounting Function as a generalist or in a combination of Disciplines

AFB010

General Accounting

- Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules
- Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles
- Provides financial support, including forecasting, budgeting and analyzing variations from budget
- Analyzes and prepares statutory accounts, financial statements and reports
- Conducts or assists in the documentation of accounting projects

AFB015

Systems Accounting

- Performs detailed review, design, development and implementation of accounting systems (both manual and computerized), systems documentation and procedures/instructions
- Possesses accounting knowledge and works closely with accountants
- Plays a key role in ensuring systems operate effectively

AFB020

Financial Reporting

- Prepares and distributes periodic financial statements for users other than those directly employed by the organization
- Ensures all reports and disclosures comply with applicable government regulations, professional standards and organization policies
- Prepares consolidation journal entries, eliminates intercompany transactions and consolidates divisional and subsidiary financial accounts in a timely and accurate basis for inclusion in internal and external financial statements

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AFB	Accounting (continued)
Discipline	
AFB040	Cost Accounting <ul style="list-style-type: none"> • Prepares, records, analyzes and reports on the cost of producing the organization's products and services • Analyzes capital budget requests • Maintains ledgers and financial statements
AFB050	Bookkeeping/Account Maintenance <ul style="list-style-type: none"> • Performs bookkeeping, data entry and verification procedures • Prepares and maintains records of amounts owed or receivable
AFB060	Accounts Payable/Receivable <ul style="list-style-type: none"> • Prepares, records, verifies, analyzes and reports accounts payable/receivable transactions • Pays vendor invoices and receives and posts customer payments on a timely basis • Maintains and reconciles accounts payable/receivable ledger accounts, financial statements and reports • Prepares analyses and reconciliations of bill runs to detect fraud • Ensures that transaction entry verification procedures are followed • May prepare and deliver low-volume customer billing and respond to resulting queries
AFB061	Accounts Payable <ul style="list-style-type: none"> • Prepares, records, verifies and pays vendor invoices for goods and services on a timely basis and responds to vendor queries • Maintains, analyzes and reconciles accounts payable ledger accounts, financial statements and reports • Develops, directs, plans and evaluates accounts payable policies and procedures, and ensures external and internal controls and policies are adhered to • May process employee expenses reimbursement requests for payment
AFB062	Accounts Receivable <ul style="list-style-type: none"> • Prepares, records, verifies, analyzes and reports accounts receivable transactions, and posts customer payments on a timely basis • Maintains and reconciles accounts receivable ledger accounts, financial statements and reports • Develops, directs, plans and evaluates accounts receivable policies and procedures, and ensures external and internal controls and policies are adhered to • Produces reports of accounts that are in arrears and analyses of bad debt, and prepares analyses and reconciliations of bill runs to detect fraud • May be responsible for low-volume customer billing, including preparation, delivery and responding to resulting queries
AFB070	Payroll <ul style="list-style-type: none"> • Prepares, documents and disburses payroll checks, payroll taxes and employee benefit payments • Evaluates current systems, and recommends and develops operating efficiency improvements • Monitors and ensures proper documentation of employee benefit payments • Prepares reports illustrating payroll expenditures, including such items as tax payments and benefit plan disbursements
AFB999	Accounting - No Applicable Discipline <ul style="list-style-type: none"> • Responsibilities are within the Accounting Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AFC	Credit and Collections
Minimizes financial risk to the organization by assessing and advising on creditworthiness of prospective and existing customers. Negotiates and advises on collection of overdue bills and takes appropriate action to recover overdue payments.	
Applicable Career Bands M (Supervisory/Management) P (Professional) U (Business Support)	
Discipline	
AFC000-EX	Top Credit and Collections Executive <ul style="list-style-type: none"> Has primary responsibility for formulating and implementing policies and procedures governing the organization's credit and collection operations, including investigating new customers and the collection of overdue accounts
AFC000	Credit and Collections Generalist/Multidiscipline <ul style="list-style-type: none"> Minimizes financial risk to the organization by assessing and advising on creditworthiness of prospective and existing customers Investigates credit applications and approves applications within established guidelines for companies and individuals Liaises with corporate customers and other departments to resolve credit problems May collect and negotiate terms of payment on overdue accounts Responsibilities are within the Credit and Collections Function as a generalist or in a combination of Disciplines
AFC010	Credit <ul style="list-style-type: none"> Minimizes financial risk to the organization by assessing and advising on creditworthiness of prospective and existing customers Investigates credit applications and approves applications within established guidelines for companies and individuals Liaises with corporate customers and other departments to resolve credit problems May collect and negotiate terms of payment on overdue accounts
AFC020	Collections <ul style="list-style-type: none"> Collects and negotiates terms of payment on overdue accounts with corporate and individual clients Conducts investigations and collection activities from an office or in the field
AFC030	Call Center Collections <ul style="list-style-type: none"> Makes a high volume of telephone calls to customers regarding the collection of delinquent accounts due to the organization for goods and/or services rendered Determines the reason for the delinquent account and arranges terms of Deferred Payment Arrangement (DPA) Performs the necessary follow-up with customers who have not met the terms of the DPA May refer certain accounts to collection agencies
AFC999	Credit and Collections - No Applicable Discipline <ul style="list-style-type: none"> Responsibilities are within the Credit and Collections Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AFT	Financial Analysis and Tax
Conducts financial analyses. Develops and prepares the organization's financial plans and budgets, interprets financial reports and tax returns, and maintains good corporate relations with the investment and banking communities.	
Applicable Career Bands	
M (Supervisory/Management)	P (Professional)
Discipline	
AFT020-EX	Top Budgeting Executive <ul style="list-style-type: none"> Has responsibility for designing, developing and administering the organization's budgetary control system Prepares forecasts pertaining to cash, sales, income, expense, capital expenditures, etc., and analyzes operating results to determine amount and causes of variances from budget
AFT030-EX	Treasurer <ul style="list-style-type: none"> Has primary responsibility for managing the treasury and banking activities of the organization Responsible for the care and custody of the organization's cash and other financial assets and for banking operations and relationships Determines the amount and sources of funds required to meet outstanding and planned commitments May have responsibility for insurance/risk management activities
AFT031-EX	Assistant Treasurer <ul style="list-style-type: none"> Has primary responsibility for one or more specialized functions that are assigned to the Treasurer Responsibilities may include cash management, asset/property accounting, banking and/or credit activities
AFT034-EX	Top Cash Management Executive <ul style="list-style-type: none"> Has primary responsibility for maintaining programs that simultaneously provide an adequate supply of funds and the highest possible level of investment income for the organization
AFT036-EX	Top Investment Portfolio Management Executive <ul style="list-style-type: none"> Has primary responsibility for developing strategies, policies, and programs for the investment management of the organization's assets May manage benefit plan assets as well as the organization's assets Recommends strategies that will maximize return within acceptable risk parameters
AFT050-EX	Top Tax Executive <ul style="list-style-type: none"> Has primary responsibility for setting the organization's tax policy and compliance with all federal, state/region/province, local and applicable foreign tax laws and regulations Directs the preparation and filing of tax returns Conducts tax research programs to ascertain the optimal tax minimization strategy for the organization
AFT080-EX	Top Insurance Executive <ul style="list-style-type: none"> Has primary responsibility for providing adequate insurance coverage for the organization's properties and potential liabilities This position is not responsible for employee benefit insurance
AFT000	Financial Analysis and Tax Generalist/Multidiscipline <ul style="list-style-type: none"> Performs a variety of financial activities Develops and evaluates financial plans and policies Responsibilities are within the Financial Analysis and Tax Function as a generalist or in a combination of Disciplines

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AFT	Financial Analysis and Tax (continued)
Discipline	
AFT010	<p>Financial Analysis</p> <ul style="list-style-type: none"> • Performs economic research and studies of rates of return, depreciation and investments • Analyzes profit-and-loss income statements and prepares reports and recommendations to management • Generates forecasts and analyzes trends in sales, finance and other areas of business • Researches economic progressions to assist the organization's financial planning • Creates financial models of "what if" scenarios for future business planning decisions in areas such as new product development, new marketing strategies, etc.
AFT020	<p>Budget Analysis</p> <ul style="list-style-type: none"> • Compiles and reviews the budgets for corporate departments, taking into consideration actual performance, previous expenditures, and estimated expenses and income • Maintains accurate spending records and establishes measures for budgetary control
AFT030	<p>Treasury Operations</p> <ul style="list-style-type: none"> • Performs treasury operations involving cash funds, foreign exchange, debt and capital management • Provides analytical and technical support to treasury-related activities
AFT050	<p>Tax Reporting and Compliance</p> <ul style="list-style-type: none"> • Prepares and maintains tax records, returns, reports and other related materials • Participates in the development and implementation of tax strategy • Devises legal means to minimize tax liability using thorough knowledge of tax laws and regulations • Recommends alternative tax treatments to alleviate or reduce tax burden
AFT080	<p>Insurance Risk</p> <ul style="list-style-type: none"> • Develops, recommends and administers risk management and loss prevention programs, such as property and casualty insurance and product liability service (excluding insured employee benefit plans), to attain maximum protection at the most economical rates
AFT999	<p>Financial Analysis and Tax - No Applicable Discipline</p> <ul style="list-style-type: none"> • Responsibilities are within the Financial Analysis and Tax Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AFU	Audit and Financial/Business Controls
Designs, develops and implements the organization's audit program for accounting and financial control systems.	
Applicable Career Bands	
M (Supervisory/Management)	P (Professional)
Discipline	
AFU010-EX	Top Internal Audit Executive <ul style="list-style-type: none"> Has primary responsibility for designing, developing and implementing the organization's audit program for accounting and financial control systems
AFU000	Audit and Financial/Business Controls Generalist/Multidiscipline <ul style="list-style-type: none"> Ensures the effectiveness of internal controls in compliance with corporate objectives and government standards such as the Sarbanes-Oxley Act (SOX) or the 8th Company Law Directive Reviews, evaluates, develops, implements, maintains and verifies internal and business controls for processes, systems, financial statements, journals and reports in accordance with internal auditing and government-mandated standards Identifies internal control gaps in business procedures, processes or systems and initiates appropriate remedial action Ensures that documentation for all processes across the organization is reviewed and updated periodically May coordinate with external auditors to prepare the attestation of management assessment on internal controls in accordance with Section 404 of the Sarbanes-Oxley Act Responsibilities are within the Audit and Financial/Business Controls Function as a generalist or in a combination of Disciplines
AFU010	General Audit <ul style="list-style-type: none"> Develops, plans and evaluates internal audit programs for the organization's accounting and statistical records and the activities of various departments to ensure compliance with the organization's policies, procedures and standards Determines proper accountability of assets Audits accounting records of contract agreements in which the organization is involved Prepares reports for management on the results of audits, providing recommendations on improvements Interfaces with and assists outside auditors to expedite their work
AFU020	IS Audit <ul style="list-style-type: none"> Develops, directs, plans and evaluates internal audit programs for the organization's information systems and related procedures to ensure compliance with the organization's policies, procedures and standards Audits information systems applications to ensure that appropriate controls exist and that information produced by the system is accurate Advises others on information systems, internal controls and security procedures Prepares reports and recommendations for management on the results of information systems audits
AFU999	Audit and Financial/Business Controls - No Applicable Discipline <ul style="list-style-type: none"> Responsibilities are within the Audit and Financial/Business Controls Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AFY	Risk Management
Develops, recommends and implements controls and cost-effective approaches to minimize the organization's risks effects. Identifies and analyzes potential sources of loss to minimize risk and estimates the potential financial consequences of an occurring loss	
Applicable Career Bands M (Supervisory/Management) P (Professional)	
Discipline	
AFY000-EX	Top Risk Management Executive <ul style="list-style-type: none"> • Has primary responsibility for developing, recommending and administering the risk management strategy to minimize adverse effects • Reviews and analyzes data and devises risk minimization programs • Develops and implements controls and cost-effective approaches to minimize the organization's risk
AFY000	Risk Management Generalist/Multidiscipline <ul style="list-style-type: none"> • Identifies and analyzes potential sources of loss to minimize risk • Estimates the potential financial consequences of an occurring loss • Develops and implements controls and cost-effective approaches to minimize the organization's risks • Assesses and communicates information regarding business risks with functions across the organization
AFY999	Risk Management - No Applicable Discipline <ul style="list-style-type: none"> • Responsibilities are within the Risk Management Function but are not described in other Discipline summaries