

Finance & Business Services

COMPETENCY MAP



#Prepared4PA

Pennsylvania's
STATE SYSTEM
of Higher Education



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OVERVIEW

Pennsylvania's State System of Higher Education (PASSHE) is building industry-education-workforce collaboratives to foster stronger connections in our state's workforce ecosystem. This report on high-demand occupations is designed to articulate the competencies, skills, and credentials required by employers to inform quality, robust, industry-validated training and education programs.

WHY COMPETENCIES MATTER

Competencies represent sets of skills, knowledge, and attitudes necessary for broad job functions. These competencies are linked to successful performance and are desirable regardless of an individual's area of expertise or role. Competencies provide a framework to help focus individuals' behavior on things that matter most to an organization and help drive success. They can provide a common way to harmonize, select, and develop talent. Competencies help define how a person should perform a role, and they are often determined in the context of workplace demands - the knowledge, and skills needed to do a specific job or task.

HOW TO USE THESE COMPETENCY MAPS AND CAREER PATHWAYS

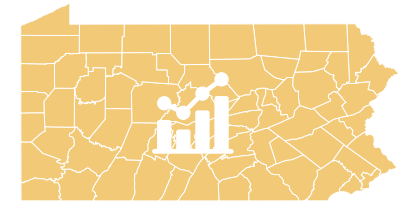
The competency maps are meant to serve as a tool for the State System and other education and training providers to develop curricula for pilot programs that meet employer needs for identified in-demand occupations. An important note about these competency maps and career pathways is that they are not an exact science - these competency maps are meant to serve as tools for what is generally required for each occupation. Requirements for competencies vary based on many factors such as employer size, preference, location, and specific need.



CAEL collaborated with the State System to develop the following Competency Maps in Key Industries across the Commonwealth. Recognizing that adult learners are the backbone of the U.S. economy, CAEL helps forge a clear, viable connection between education and career success, providing solutions that promote sustainable and equitable economic growth. CAEL opens doors to opportunity in collaboration with workforce and economic developers, postsecondary educators, and employers, industry groups, foundations, and other mission-aligned organizations. By engaging with these stakeholders, we foster a culture of innovative, lifelong learning that helps individuals and their communities thrive. Established in 1974, CAEL, a Strada Education Network affiliate, is a nonprofit 501(c)(3) membership organization.

PENNSYLVANIA'S FINANCE & BUSINESS SERVICES INDUSTRY

Across Pennsylvania, roughly 265,000 people are employed within the Finance & Insurance Industry, which is roughly 20% above the national average and is expected to grow by 2% until 2025. At the statewide level, the following occupations within these competency maps are primarily employed within the Commercial Banking; Corporate, Subsidiary, and Regional Managing Offices; Portfolio Management; and Insurance Agencies and Brokerages sub-industries. Digging further at the regional level, the primary sub-industries that employ the identified in-demand occupations are Commercial Banking in the Northern and Western regions; Corporate, Subsidiary, and Regional Managing Offices in the Southern region; and Portfolio Management in the Eastern region. Below is an example of some regional-specific sub-industries within which these occupations are primarily employed:



HIGH LEVEL REGIONAL SUB-INDUSTRY COMPARISONS WITHIN FINANCE & BUSINESS SERVICES

NORTHERN

- ⊗ Commercial Banking
- ⊗ Direct Property and Casualty Insurance Carriers
- ⊗ Corporate Subsidiary and Regional Managing Offices

SOUTHERN

- ⊗ Corporate, Subsidiary, and Regional Managing Offices
- ⊗ Commercial Banking
- ⊗ Insurance Agencies and Brokerages

EASTERN

- ⊗ Portfolio Management
- ⊗ Corporate, Subsidiary, and Regional Managing Offices
- ⊗ Insurance Agencies and Brokerages

WESTERN

- ⊗ Commercial Banking
- ⊗ Corporate, Subsidiary, and Regional Managing Offices
- ⊗ Insurance Agencies and Brokerages

The occupations included in these competency maps are the most in-demand Finance & Business Services occupations across the state, with varying degrees of demand at regional levels. In the Eastern and Western regions, the most in-demand industry occupation is Securities, Commodities, and Financial Services Sales Agents, while in the Northern and Southern region, Insurance Sales Agents are most in demand.

REGIONAL IN-DEMAND OCCUPATIONS WITHIN FINANCE & BUSINESS SERVICES

NORTHERN

- ⊗ Insurance Sales Agents
- ⊗ Securities, Commodities, and Financial Services Sales Agents
- ⊗ Loan Officers
- ⊗ Financial Managers
- ⊗ Claims Adjusters, Examiners, and Investigators

SOUTHERN

- ⊗ Insurance Sales Agents
- ⊗ Securities, Commodities, and Financial Services Sales Agents
- ⊗ Financial Managers
- ⊗ Loan Officers
- ⊗ Personal Financial Advisors

EASTERN

- ⊗ Securities, Commodities, and Financial Services Sales Agents
- ⊗ Insurance Sales Agents
- ⊗ Financial Managers
- ⊗ Loan Officers
- ⊗ Personal Financial Advisors

WESTERN

- ⊗ Securities, Commodities, and Financial Services Sales Agents
- ⊗ Insurance Sales Agents
- ⊗ Financial Managers
- ⊗ Loan Officers
- ⊗ Market Research Analysts & Marketing Specialists

INDUSTRY-WIDE FOUNDATIONAL SKILLS

Below, please find a list of top foundational skills within the Finance & Business Services industry. Foundational skills are defined as core skills that provide a foundation for success in school and in the world of work. Nationally, employers have identified a link between foundational skills and job performance, and foundational skills are often a prerequisite for workers to learn new industry-specific skills. Foundational skills are broken down into three categories as defined below:



FINANCE & BUSINESS SERVICES: INDUSTRY-WIDE FOUNDATIONAL SKILLS

PERSONAL EFFECTIVENESS COMPETENCIES

These competencies are essential for all life roles - roles as a member of a family, a community, and a larger society. These “soft skills” are increasingly valued in the labor market.

- ⓧ **Professionalism:** Maintaining a professional presence.
- ⓧ **Lifelong Learning:** Demonstrating a commitment to self-development and improvement of knowledge and skills.
- ⓧ **Interpersonal Skills:** Displaying skills to work effectively with others from diverse backgrounds.
- ⓧ **Integrity:** Displaying strong moral principles and work ethic.
- ⓧ **Initiative:** Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.
- ⓧ **Dependability:** Displaying responsible behaviors at work.
- ⓧ **Adaptability:** Displaying the capability to adapt to new, different, or changing requirements.

ACADEMIC COMPETENCIES

These are critical competencies primarily learned in an academic setting, as well as cognitive functions and thinking styles. These competencies are likely to apply to all organizations in a single industry or be represented by an industry association nationwide.

- ⓧ **Communication:** Listening, speaking, and signaling so others can understand using a variety of methods, including hearing, speech, American Sign Language, instant messaging, text-to-speech devices, etc.
- ⓧ **Basic Computer Skills:** Using information technology and related applications, including adaptive devices and software, to convey and retrieve information.
- ⓧ **Critical & Analytical Thinking:** Using logical thought processes to analyze information and draw conclusions.
- ⓧ **Reading:** Understanding written sentences, paragraphs, and figures in work-related documents on paper, computers, or adaptive devices.
- ⓧ **Writing:** Using standard business English to compile information and prepare written documents on paper, computers, or adaptive devices.
- ⓧ **Mathematics:** Using mathematics to express ideas and solve problems.
- ⓧ **Science & Technology:** Using scientific rules and methods to express ideas and solve problems on paper, computers, or adaptive devices.

WORKPLACE COMPETENCIES

These competencies represent those skills and abilities that allow individuals to function in an organizational setting.

- ⓧ **Problem Solving/Decision Making:** Generating, evaluating, and implementing solutions to problems.
- ⓧ **Leadership:** Managing and leading team members to successful outcomes in the workplace.
- ⓧ **Teamwork:** Working cooperatively with others to complete work assignments.
- ⓧ **Scheduling/Coordinating:** Making arrangements that fulfill all requirements as efficiently and economically as possible.
- ⓧ **Customer Focus:** Efficiently and effectively addressing the needs of clients/customers.
- ⓧ **Instruction/Teaching:** Teaching others how to do something.
- ⓧ **Detail Orientation:** Being accurate and thorough in review and development of work materials/content.
- ⓧ **Creative Thinking:** Generating innovative and creative solutions.



JOB DESCRIPTION

Investigate, analyze, and determine the extent of insurance company's liability concerning personal, casualty, or property loss or damages, and attempt to affect settlement with claimants. Correspond with or interview medical specialists, agents, witnesses, or claimants to compile information. Calculate benefit payments and approve payment of claims within a certain monetary limit.

KEY FOUNDATIONAL SKILLS

Customer Focus, Communications, Detail Orientation, Problem Solving/Decision Making, Basic Computer Skills

FINANCIAL REPORTING

Investigation & Determination: Determine insurance coverage by examining claims forms and analyzing information gathered by investigation and report findings and recommendations. Determine the extent of liability by reviewing police reports, medical treatment records, medical bills, or physical property damage. Investigate and assess damage to property by creating or reviewing property damage estimates. Determine validity by examining titles and act as a company agent in transactions with property owners.

Interviewing: Correct errors or omissions, investigate questionable claims, and determine claim settlement, denial, or review by interviewing or corresponding with agents and claimants, witnesses, police, physicians, or other relevant parties.

Collecting Information: Support contested claims in court by collecting evidence, including credit information from banks and other credit services.

Reporting: Collect all findings of investigations by preparing a financial report.

Negotiation: Manage settlements by negotiating claim settlements or recommending litigation when settlement cannot be negotiated.

FRAUD PREVENTION

Verification: Verify employment record and obtain background information regarding persons or businesses applying for credit by communicating with former associates.

KNOWLEDGE

Subrogation, Claim Processing, Lawsuits, Workers Compensation, Underwriting, Liability Insurance, Auditing, Mediation



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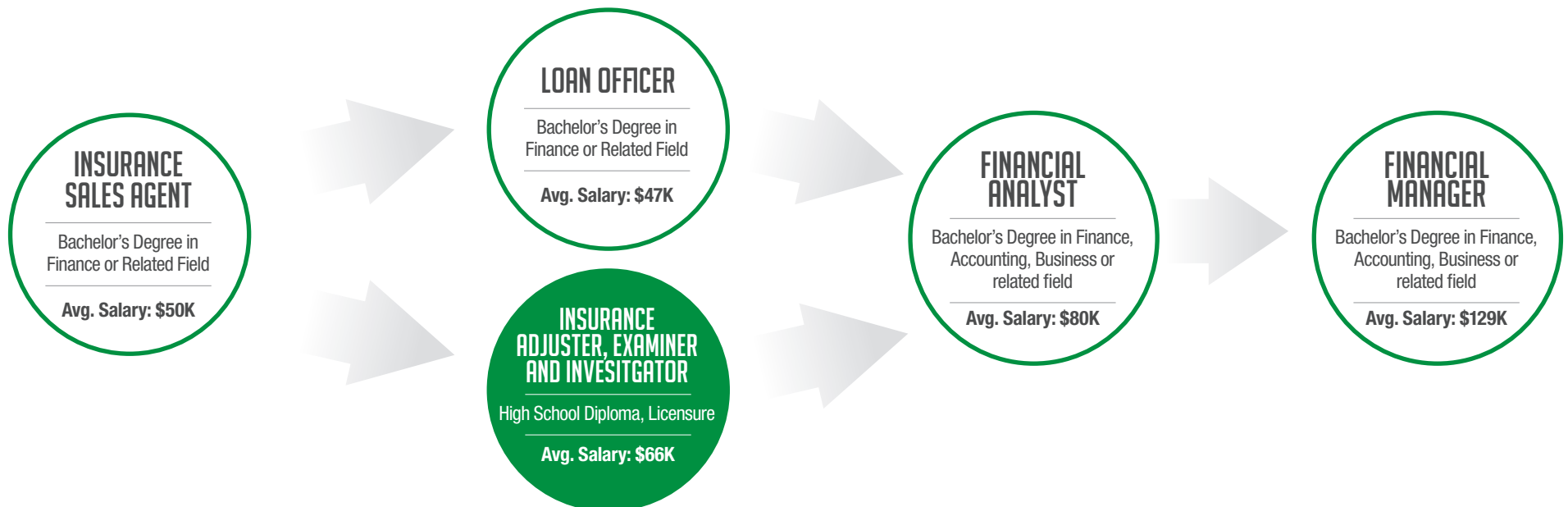
INSURANCE ADJUSTERS, EXAMINERS, AND INVESTIGATORS

SALARY RANGE	Entry Level: \$45,000 (depending on region and employer)	Advanced Level: \$66,000
TECHNOLOGIES	<ul style="list-style-type: none"> ⌚ Financial Analysis Software ⌚ Access software ⌚ Analytical or scientific software ⌚ Database reporting software 	<ul style="list-style-type: none"> ⌚ Database user interface and query software ⌚ Document management software ⌚ Enterprise resource planning software ⌚ Expert system software ⌚ Information retrieval or search software
CREDENTIALS	Required: High School Diploma; Designated Home State (DHS) Licensure	Optional/Dependent on Specialty: Short-Term Credential (Chartered Property Casualty Underwriter)
WORK EXPERIENCE	1- 6 years	
OTHER JOB TITLES/ROLES	Adjuster, Claim Representative, Claims Adjuster, Claims Analyst, Claims Examiner, Claims Representative, Claims Specialist, General Adjuster, Insurance Adjuster, Litigation Claim Representative	



INSURANCE ADJUSTERS, EXAMINERS, AND INVESTIGATORS PATHWAY

The pathway below represents a typical career pathway in the ever-changing industry of Finance & Business Services. The key occupation is represented by the colored-in circle.





JOB DESCRIPTION	Buy and sell securities or commodities in investment and trading firms, or provide financial services to businesses and individuals. May advise customers about stocks, bonds, mutual funds, commodities, and market conditions.
KEY FOUNDATIONAL SKILLS	Customer Focus, Communication, Leadership, Problem Solving/Decision Making, Initiative
BUSINESS OPERATIONS	<p>Consulting/Advising: Determine clients' assets, liabilities, cash flow, insurance coverage, tax status, or financial objectives by interviewing them. Assure concerned parties by informing and advising them on fluctuations or securities transactions affecting plans or accounts and offering advice on the purchase or sale of particular securities.</p> <p>Educate Clients: Keep clients informed by explaining stock market terms, trading practices, and transactions.</p> <p>Sales: Contact prospective customers by determining customer needs, presenting information, or explaining available services. Develop further prospective client outreach by using advertising campaigns, mailing lists, or personal contacts.</p> <p>Analyze Data: Determine optimum times to execute securities transactions by analyzing market conditions.</p> <p>Professional Development & Research: Identify potential investments for clients or to keep abreast of trends affecting market conditions by reviewing financial periodicals, stock and bond reports, business publications, or other material. Determine best prospects for profit on stock purchases by reading corporate reports and calculating ratios.</p>
FINANCIAL REPORTING	<p>Recordkeeping: Keep accurate records by maintaining records of transactions.</p> <p>Develop Plans: Develop financial plans by analyzing clients' financial status.</p> <p>Relay Information: Report out buy or sell orders by communicating with securities exchanges or to firm trading departments.</p> <p>Cost Calculation & Quoting: Calculate costs for billings or commissions and supply the latest price quotes on any security, as well as information on the activities or financial positions of the corporations issuing these securities.</p>
REGULATIONS & CODES	<p>Compliance: Review all securities transactions to ensure accuracy of information and conformance to governing agency regulations.</p>
KNOWLEDGE	Economics and Accounting, Customer and Personal Service, Mathematics, Sales and Marketing, Administration and Management



FINANCE & BUSINESS SERVICES

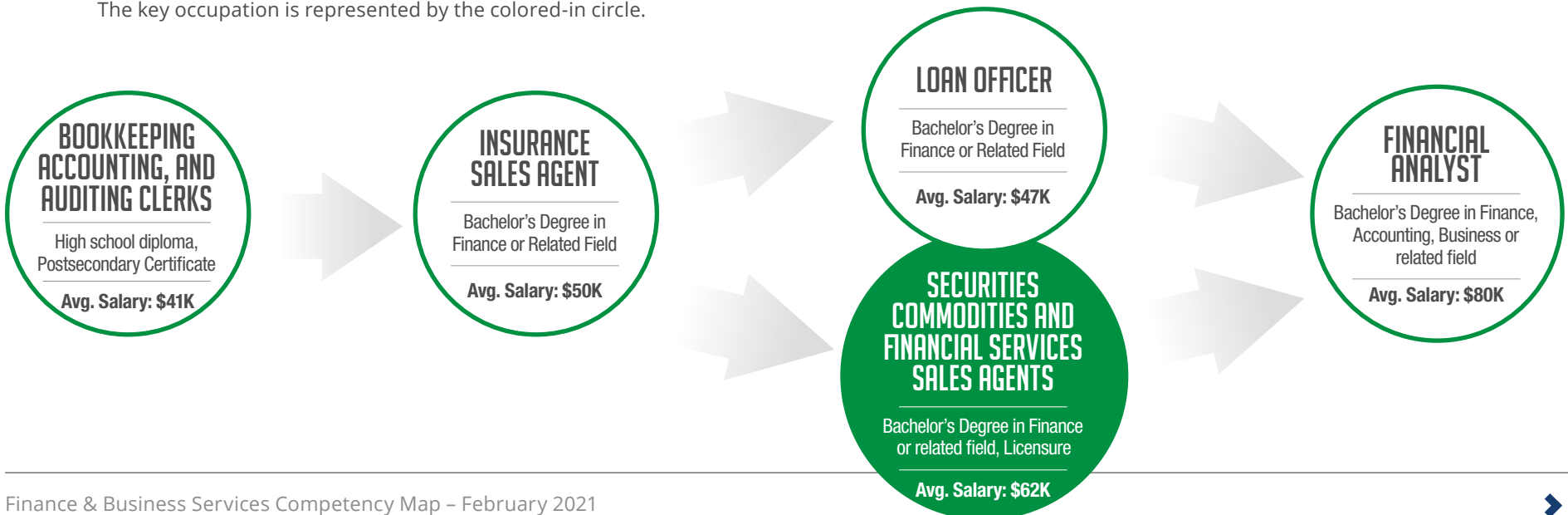
SECURITIES, COMMODITIES, AND FINANCIAL SERVICES SALES AGENTS

SALARY RANGE	Entry Level: \$30,000 - \$60,000 (depending on region and employer)	Advanced Level: \$60,000 - \$160,000
TECHNOLOGIES	<ul style="list-style-type: none"> ⊗ Compliance software ⊗ Customer relationship management CRM software ⊗ Database user interface and query software ⊗ Desktop communication software ⊗ Electronic mail software 	<ul style="list-style-type: none"> ⊗ Financial analysis software ⊗ Internet browser software ⊗ Office suite software ⊗ Spreadsheet software ⊗ Word processing software
CREDENTIALS	<p>Required: Bachelor's Degree in Business, Finance, Accounting, Economics, or a related field. Securities License; Passage of SIE Exam - Series 66 and 7</p> <p>Preferred: Master's Degree in Business (MBAs)</p>	<p>Optional/Dependent on Specialty: Master's Degree in Business (MBA)</p> <p>Licensures: Financial Industry Regulatory Authority (FINRA) Certification; Chartered Financial Analyst (CFA) certification</p> <p>Ongoing Continuing Education: Series 7, Series 6, Series 63, and Series 66</p>
WORK EXPERIENCE	2-6 years	
OTHER JOB TITLES/ROLES	Account Executive, Financial Consultant, Financial Representative, Investment Advisor, Investment Consultant, Investment Executive, Investment Representative, Investment Specialist, Registered Representative, Stock Broker	



SECURITIES, COMMODITIES, AND FINANCIAL SERVICES SALES AGENTS PATHWAY

The pathway below represents a typical career pathway in the ever-changing industry of Finance & Business Services. The key occupation is represented by the colored-in circle.





JOB DESCRIPTION	Sell life, property, casualty, health, automotive, or other types of insurance. May refer clients to independent brokers, work as an independent broker, or be employed by an insurance company.
KEY FOUNDATIONAL SKILLS	Customer Focus, Communication, Initiative, Integrity, Leadership
PRODUCTS & CONCEPTS	<p>Sales: Sell various types of insurance policies to businesses and individuals on behalf of insurance companies, including automobile, fire, life, property, medical, and dental insurance, or specialized policies, such as marine, farm/crop, and medical malpractice. Call on policyholders to deliver and explain policy, to analyze insurance programs and suggest additions or changes, or to change beneficiaries.</p> <p>Marketing: Develop marketing strategies to compete with other individuals or companies who sell insurance.</p>
BUSINESS OPERATIONS	<p>Advising : Address client needs by customizing insurance programs to suit individual customers, often covering a variety of risks. Work with clients by obtaining and providing information when claims are made on a policy. Select company that offers the type of coverage requested by the client to underwrite policy.</p> <p>Monitoring: Monitor insurance claims to ensure they are settled equitably for both the client and the insurer.</p> <p>Educate Clients: Explain features, advantages, and disadvantages of various policies to promote sale of insurance plans. Explain necessary bookkeeping requirements for the customer to implement and provide group insurance programs.</p> <p>Business Development: Seek out new clients and develop clientele by networking to find new customers and generate lists of prospective clients. Interview prospective clients and obtain data about their financial resources and needs, the physical condition of the person or property to be insured, and to discuss any existing coverage.</p> <p>Professional Development: Attend meetings, seminars, and programs to learn about new products and services, learn new skills, and receive technical assistance in developing new accounts.</p> <p>Inspection: Inspect property by examining its general condition, type of construction, age, and other characteristics to decide if it is a good insurance risk.</p>
FINANCIAL REPORTING	<p>Administrative: Perform administrative tasks by maintaining records, handling policy renewals, contacting underwriters, and submitting forms to obtain binder coverage. Plan and oversee incorporation of insurance program into bookkeeping system of company by ensuring that policy requirements are fulfilled, including any necessary medical examinations and the completion of appropriate forms.</p> <p>Price Quoting: Calculate premiums and establish payment methods.</p>
TECHNOLOGY APPLICATIONS	<p>Software Installation: Install bookkeeping systems and resolve system problems for customers.</p>
KNOWLEDGE	Financial Data Analysis, Underwriting, Government Rules & Regulations, Mathematics



FINANCE & BUSINESS SERVICES

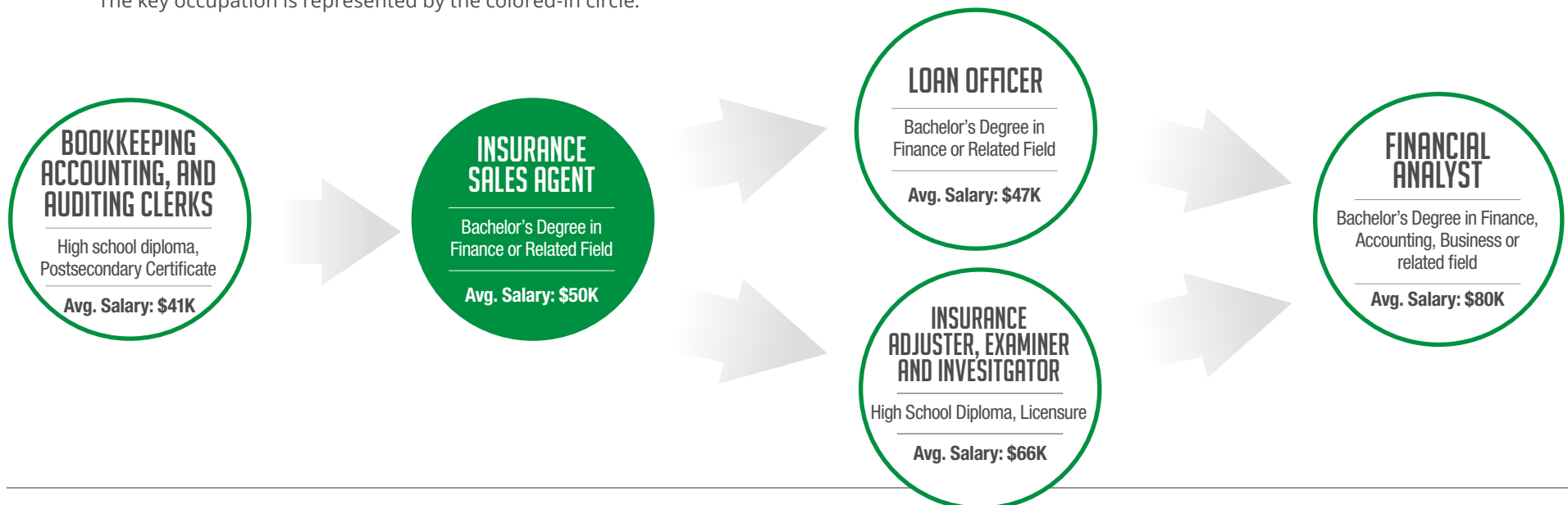
INSURANCE SALES AGENTS

SALARY RANGE	Entry Level: \$25,000 - \$50,000 (depending on region and employer)	Advanced Level: \$50,000 - \$125,000
TECHNOLOGIES	<ul style="list-style-type: none"> ⊗ Calendar and scheduling software ⊗ Customer relationship management CRM software ⊗ Database user interface and query software ⊗ Document management software ⊗ Electronic mail software ⊗ Enterprise resource planning ERP software 	<ul style="list-style-type: none"> ⊗ Financial analysis software ⊗ Internet browser software ⊗ Office suite software ⊗ Operating system software ⊗ Presentation software ⊗ Spreadsheet software
CREDENTIALS	<p>Required: High school diploma</p> <ul style="list-style-type: none"> ⊗ Licensure: Licensure in Life, Accident and Health. ⊗ Exam: Passage of Annuity Exams. Certifications in specific insurance areas. ⊗ Certifications: Certified Insurance Counselor (CIC) or Certified Insurance Representative (CISR) 	Optional/Dependent on Specialty: Bachelor's/Associate in Business, Management, Finance or related field
WORK EXPERIENCE	0-5 years	
OTHER JOB TITLES/ROLES	Account Executive, Account Manager, Accounts Executive, Insurance Agent, Insurance Broker, Insurance Sales Agent, Sales Agent, Sales Associate, Sales Representative, Underwriting Sales Representative	



INSURANCE SALES AGENTS PATHWAY

The pathway below represents a typical career pathway in the ever-changing industry of Finance & Business Services. The key occupation is represented by the colored-in circle.





JOB DESCRIPTION

Research market conditions in local, regional, or national areas, or gather information to determine potential sales of a product or service, or create a marketing campaign. May gather information on competitors, prices, sales, and methods of marketing and distribution.

KEY FOUNDATIONAL SKILLS

Communication, Basic Computer Skills, Detail Orientation, Problem Solving/Decision Making, Leadership

PRODUCTS & CONCEPTS

Product & Market Research: Identify potential markets and factors affecting product demand by collecting and analyzing data on customer demographics, preferences, needs, and buying habits.

BUSINESS OPERATIONS

Professional Development: Provide management with information and proposals concerning the promotion, distribution, design, and pricing of company products or services by attending staff conferences to collect this information.

Personnel Management: Ensure consistency in the process by directing trained survey interviewers.

Procedure Development: Identifying advertising needs by developing and implementing procedures.

Client Consultation: Help companies determine their position in the marketplace by collecting data and providing information to them.

FINANCIAL REPORTING

Present Data: Prepare reports of findings, illustrating data graphically by translating complex findings into written text.

Analyze Data: Conduct research on consumer opinions and marketing strategies, collaborating with marketing professionals, statisticians, pollsters, and other professionals. Measure and assess customer and employee satisfaction. Gather data on competitors and analyze their prices, sales, and method of marketing and distribution.

Develop Data Methodology: Devise and evaluate methods and procedures for collecting data, such as surveys, opinion polls, or questionnaires, or arrange to obtain existing data.

Evaluation: Measure the effectiveness of marketing, advertising, and communications programs and strategies by collecting data.

Forecast & Monitor Trends: Stay informed by forecasting and tracking marketing and sales trends, monitoring industry statistics, and following trends in trade literature.

KNOWLEDGE

Sales and Marketing, Mathematics, Communication and Media, Computers and Electronics, Sociology and Anthropology, Psychology, Economics and Accounting



FINANCE & BUSINESS SERVICES

MARKET RESEARCH ANALYSTS & MARKETING SPECIALISTS

SALARY RANGE	Entry Level: \$30,000 - \$60,000 (depending on region and employer)	Advanced Level: \$60,000 - \$120,000
TECHNOLOGIES	<ul style="list-style-type: none"> ⌚ Analytical or scientific software ⌚ Business intelligence and data analysis software ⌚ Categorization or classification software ⌚ Customer relationship management CRM software 	<ul style="list-style-type: none"> ⌚ Database management system software ⌚ Database reporting software ⌚ Database user interface and query software ⌚ Data mining software
CREDENTIALS	Required: Bachelor's Degree in Market Research or related field (Statistics, Math) or Bachelor's Degree in Business	Optional/Dependent on Specialty: Master's in Market Research, Business Administration, or related field or Professional Researcher Certification (PRC)
WORK EXPERIENCE	0-5 years	
OTHER JOB TITLES/ROLES	Business Development Specialist, Client Service and Consulting Manager, Communications Specialist, Demographic Analyst, Market Analyst, Market Research Analyst, Market Research Consultant, Market Research Specialist, Market Researcher, Marketing Research Coordinator	



MARKET RESEARCH ANALYSTS & MARKETING SPECIALISTS PATHWAY

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FINANCE & BUSINESS SERVICES

FINANCIAL MANAGERS

JOB DESCRIPTION	Direct and coordinate financial activities of workers in a branch, office, or department of an establishment, such as a branch bank, brokerage firm, risk and insurance department, or credit department.
KEY FOUNDATIONAL SKILLS	Communications, Leadership, Scheduling/Coordinating, Problem Solving/Decision Making, Basic Computer Skills
PRODUCTS & CONCEPTS	<p>Loan Management: Examine, evaluate, or process loan applications. Approve, reject, or coordinate the approval or rejection of lines of credit or commercial, real estate, or personal loans.</p> <p>Insurance Products: Direct insurance negotiations, select insurance brokers or carriers, and place insurance. Plan, direct, and coordinate risk and insurance programs of establishments to control risks and losses.</p>
BUSINESS OPERATIONS	<p>Personnel Management: Plan, direct, or coordinate the activities of workers in branches, offices, or departments of establishments, such as branch banks, brokerage firms, risk and insurance departments, or credit departments. Recruit staff members. Oversee training programs.</p> <p>Client Management: Establish and maintain relationships with individual or business customers or provide assistance with problems these customers may encounter.</p> <p>Communication: Communicate with stockholders or other investors to provide information or to raise capital.</p> <p>Process Management: Establish procedures for custody or control of assets, records, loan collateral, or securities to ensure safekeeping. Evaluate financial reporting systems, accounting or collection procedures, or investment activities and make recommendations for changes to procedures, operating systems, budgets, or other financial control functions.</p> <p>Business Development: Network within communities to find and attract new business.</p>
FINANCIAL REPORTING	<p>Analyze Data: Develop or analyze information to assess the current or future financial status of firms. Evaluate data pertaining to costs to plan budgets. Analyze and classify risks and investments to determine their potential impacts on companies.</p> <p>Monitor Financial Instruments: Oversee the flow of cash or financial instruments.</p> <p>Review Reports: Review collection reports to determine the status of collections and the amounts of outstanding balances. Review reports of securities transactions or price lists to analyze market conditions.</p> <p>Present Data: Prepare operational or risk reports for management analysis.</p>
REGULATIONS AND CODES	<p>Prepare Reports: Prepare financial or regulatory reports required by laws, regulations, or boards of directors.</p>
KNOWLEDGE	Economics and Accounting, Administration and Management, Mathematics, Customer and Personal Service, Sales and Marketing



FINANCE & BUSINESS SERVICES

FINANCIAL MANAGERS

SALARY RANGE	Entry Level: \$70,000 - \$135,000 (depending on region and employer)	Advanced Level: \$135,000 - \$250,000
TECHNOLOGIES	<ul style="list-style-type: none"> ⌚ Accounting Software ⌚ Analytical or scientific software ⌚ Business intelligence and data analysis software ⌚ Customer Relationship Management (CRM) software ⌚ Database management system software ⌚ Database reporting software 	<ul style="list-style-type: none"> ⌚ Database user interface and query software ⌚ Electronic mail software ⌚ Enterprise Resource Planning ERP software ⌚ Financial analysis software ⌚ Human resources software ⌚ Information retrieval or search software
CREDENTIALS	Required: Bachelor's degree in Finance or related field and Master's degree in related fields such as Business, Finance, or Economics.	Optional/Dependent on Specialty - Certifications: Chartered Financial Analyst (CFA) Certification, Certified Public Accountant (CPA) - pass within 3-6 months of pre-hire or shortly after hire, Certified Financial Analyst (CFA), Certified Management Accountant (CMA), Enrolled Agent (EA), Certified Financial Services Auditor (CFSA), Certified Internal Auditor (CIA), Certified Fraud Examiner (CFE)
WORK EXPERIENCE	5 + years	
OTHER JOB TITLES/ROLES	Assistant Manager, Assistant Vice President (AVP), Banking Center Manager (BCM), Banking Officer, Branch Manager, Credit Administration Manager, Financial Center Manager, Regional Manager, Service Center Manager, Vice President	



FINANCIAL MANAGERS PATHWAY

The pathway below represents a typical career pathway in the ever-changing industry of Finance & Business Services. The key occupation is represented by the colored-in circle.





JOB DESCRIPTION	Evaluate, authorize, or recommend approval of commercial, real estate, or credit loans. Advise borrowers on financial status and payment methods. Includes mortgage loan officers and agents, collection analysts, loan servicing officers, and loan underwriters.
KEY FOUNDATIONAL SKILLS	Communications, Customer Focus, Detail Orientation, Basic Computer Skills, Initiative
PRODUCTS & CONCEPTS	Marketing: Market bank products to individuals and firms, promoting bank services that may meet customers' needs.
BUSINESS OPERATIONS	Communication: Explain to customers the different types of loans and credit options that are available, as well as the terms of those services. Confer with underwriters to aid in resolving mortgage application problems. Client Management: Meet with applicants to obtain information for loan applications and to answer questions about the process. Work with clients to identify their financial goals and to find ways of reaching those goals. Handle customer complaints and take appropriate action to resolve them. Compute payment schedules. Negotiation: Negotiate payment arrangements with customers who have delinquent loans. Process Management: Petition courts to transfer titles and deeds of collateral to banks. Arrange for maintenance and liquidation of delinquent properties. Policy and Procedure: Set credit policies, credit lines, procedures, and standards in conjunction with senior managers. Learning: Stay abreast of new types of loans and other financial services and products to better meet customers' needs. Personnel Management: Supervise loan personnel. Interview, hire, and train new employees.
FINANCIAL REPORTING	Gather Data: Obtain and compile copies of loan applicants' credit histories, corporate financial statements, and other financial information. Analyze Data: Analyze potential loan markets and develop referral networks to locate prospects for loans. Analyze applicants' financial status, credit, and property evaluations to determine feasibility of granting loans. Review loan agreements to ensure that they are complete and accurate according to policy. Review and update credit and loan files. Present Data: Submit applications to credit analysts for verification and recommendation. Prepare reports to send to customers whose accounts are delinquent, and forward irreconcilable accounts for collector action. Approve loans within specified limits, and refer loan applications outside those limits to management for approval.
KNOWLEDGE	Customer and Personal Service, Economics and Accounting, English Language, Mathematics, Sales and Marketing, Law and Government, Administration and Management, Education and Training, Clerical, Computers and Electronics



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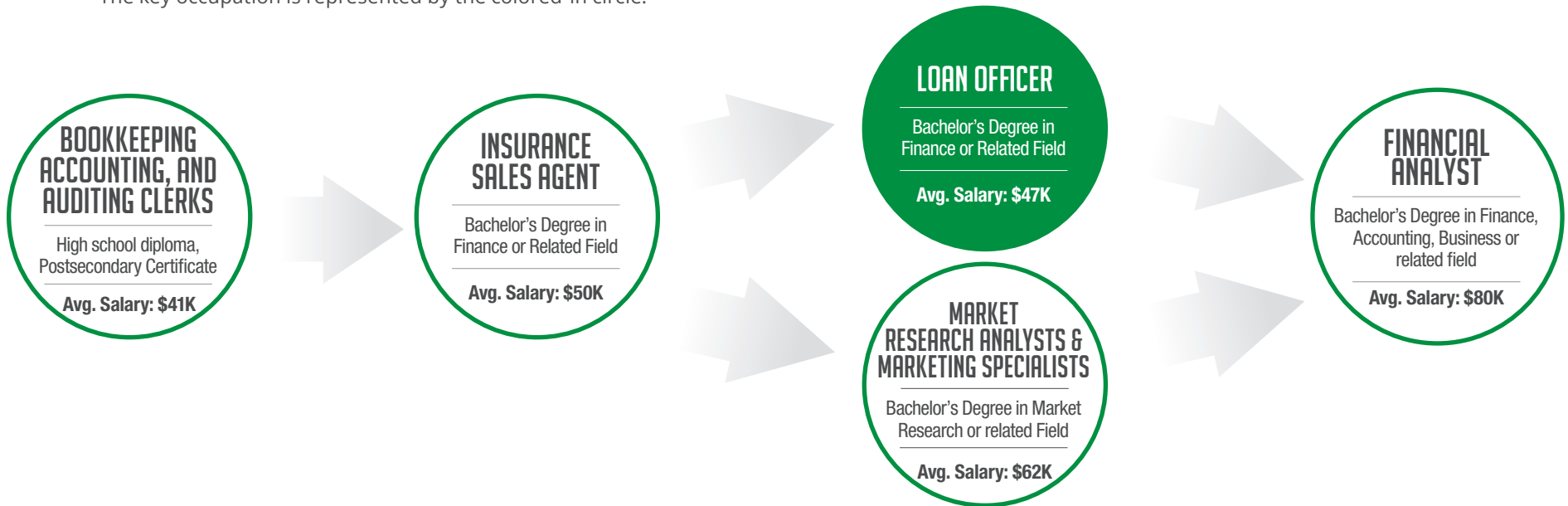
LOAN OFFICERS

SALARY RANGE	Entry Level: \$30,000 - \$65,000 (depending on region and employer)	Advanced Level: \$65,000 - \$130,000
TECHNOLOGIES	<ul style="list-style-type: none"> ⌚ Accounting software ⌚ Compliance software ⌚ Content workflow software ⌚ Customer relationship management CRM software ⌚ Database user interface and query software 	<ul style="list-style-type: none"> ⌚ Data entry software ⌚ Development environment software ⌚ Common business oriented language COBOL ⌚ Document management software ⌚ Electronic mail software ⌚ Financial analysis software
		<ul style="list-style-type: none"> ⌚ Information retrieval or search software ⌚ Internet browser software ⌚ Office suite software ⌚ Presentation software ⌚ Spreadsheet software ⌚ Transaction server software ⌚ Word processing software
CREDENTIALS	Required: Bachelor's degree in Finance or related fields such as Accounting or Economics; Mortgage Loan Certification; State Licensure	Optional/Dependent on Specialty: LendingTree Certification, American Bankers Association Certification, Mortgage Bankers Association Certification
WORK EXPERIENCE	2 - 3 years	
OTHER JOB TITLES/ROLES	Business Banking Officer, Business Loan Officer, Commercial Banker, Commercial Loan Officer, Consumer Loan Underwriter, Corporate Banking Officer, Loan Advisor, Loan Officer, Mortgage Loan Officer, Mortgage Loan Originator	



LOAN OFFICERS PATHWAY

The pathway below represents a typical career pathway in the ever-changing industry of Finance & Business Services. The key occupation is represented by the colored-in circle.





JOB DESCRIPTION

Advise clients on financial plans using knowledge of tax and investment strategies, securities, insurance, pension plans, and real estate. Duties include assessing clients' assets, liabilities, cash flow, insurance coverage, tax status, and financial objectives.

KEY FOUNDATIONAL SKILLS

Leadership, Communications, Initiative, Customer Focus, Basic Computer Skills

PRODUCTS & CONCEPTS

Monitor Trends: Ensure that client plans are responsive by monitoring financial market trends.

Recommend Products: Recommend financial products, such as stocks, bonds, mutual funds, or insurance. Implement financial planning recommendations or refer clients to someone who can assist them with plan implementation.

BUSINESS OPERATIONS

Interviewing: Develop a financial plan by interviewing clients to determine their current income, expenses, insurance coverage, tax status, financial objectives, risk tolerance, or other information as needed.

Client Management: Manage client portfolios, keeping client plans up-to-date. Contact clients periodically to determine any changes in their financial status. Explain to clients the personal financial advisor's responsibilities and the types of services to be provided. Recruit and maintain client bases. Meet with clients' other advisors, such as attorneys, accountants, trust officers, or investment bankers, to fully understand clients' financial goals and circumstances.

Consulting: Review clients' accounts and plans regularly to determine whether life changes, economic changes, environmental concerns, or financial performance indicate a need for plan reassessment. Recommend to clients strategies in cash management, insurance coverage, investment planning, or other areas to help them achieve their financial goals. Devise debt liquidation plans that include payoff priorities and timelines.

Research: Determine compatibility with client financial plans by investigating available investment opportunities.

Analyze and Present Data: Analyze financial information obtained from clients to determine strategies for meeting clients' financial objectives. Prepare or interpret for clients information, such as investment performance reports, financial document summaries, or income projections.

Advising/Coaching: Guide clients in the gathering of information, such as bank account records, income tax returns, life and disability insurance records, pension plans, or wills. Answer clients' questions about the purposes and details of financial plans and strategies.



FINANCE & BUSINESS SERVICES

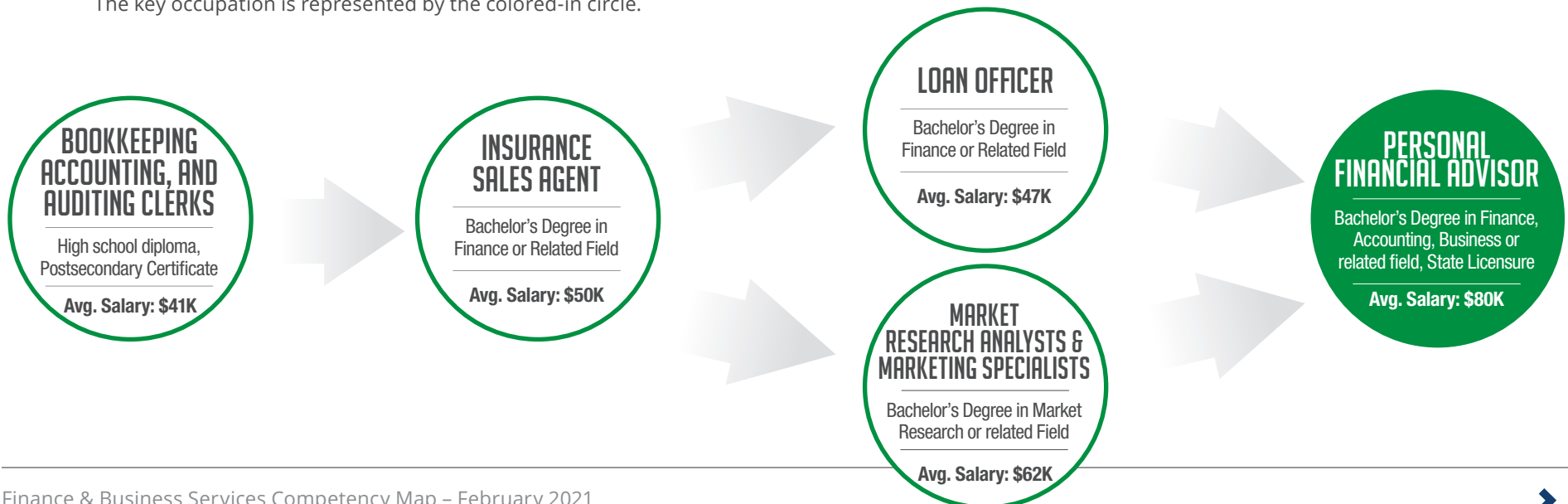
PERSONAL FINANCIAL ADVISORS

SALARY RANGE	Entry Level: \$40,000 - \$75,000 (depending on region and employer)	Advanced Level: \$75,000 - \$200,000
TECHNOLOGIES	<ul style="list-style-type: none"> ⌚ Accounting software ⌚ Analytical or scientific software ⌚ Calendar and scheduling software ⌚ Communications server software ⌚ Compliance software ⌚ Customer relationship management CRM software . ⌚ Database user interface and query software ⌚ Document management software ⌚ Enterprise resource planning ERP software 	<ul style="list-style-type: none"> ⌚ Financial analysis software ⌚ Internet browser software ⌚ Object or component oriented development software ⌚ Office suite software ⌚ Presentation software ⌚ Financial planning presentation software ⌚ Spreadsheet software ⌚ Word processing software
CREDENTIALS	Required: Bachelor's Degree in Finance, Economics or related field; Certified Financial Planner (CFP); State Licensure dependent on specialty	Optional/Dependent on Specialty: Master's Degree in Finance or related field.
WORK EXPERIENCE	2-3+ years	
OTHER JOB TITLES/ROLES	Certified Financial Planner (CFP), Financial Advisor, Financial Consultant, Financial Counselor, Financial Planner, Investment Adviser, Investment Advisor, Portfolio Manager, Registered Representative, Wealth Advisor	



PERSONAL FINANCIAL ADVISORS PATHWAY

The pathway below represents a typical career pathway in the ever-changing industry of Finance & Business Services. The key occupation is represented by the colored-in circle.





JOB DESCRIPTION	Conduct quantitative analyses of information affecting investment programs of public or private institutions.
KEY FOUNDATIONAL SKILLS	Communications, Leadership, Initiative, Customer Focus, Detail Orientation
PRODUCTS & CONCEPTS	<p>Data Analysis: Evaluate and compare the relative quality of various securities in a given industry and inform investment decisions by analyzing financial information to forecast business, industry, or economic conditions. Monitor fundamental economic, industrial, and corporate developments by analyzing information from financial publications and services, investment banking firms, government agencies, trade publications, company sources, or personal interviews.</p> <p>Decision Making: Recommend investments and investment timing to companies, investment firm staff, or the public. Prepare plans of action for investment, using financial analyses. Purchase investments for companies in accordance with company policy.</p> <p>Monitor Trends: Monitor developments in the fields of industrial technology, business, finance, and economic theory.</p> <p>Marketing & Sales: Collaborate with investment bankers to attract new corporate clients to securities firms.</p>
BUSINESS OPERATIONS	Communication: Present oral or written reports on general economic trends, individual corporations, and entire industries
FINANCIAL REPORTING	<p>Present Data: Draw charts and graphs, using computer spreadsheets, to illustrate technical reports.</p> <p>Data Analysis: Interpret data on price, yield, stability, future investment-risk trends, economic influences, and other factors affecting investment programs.</p>
KNOWLEDGE	<ul style="list-style-type: none">Ⓞ Economics and AccountingⓄ English LanguageⓄ MathematicsⓄ Computers and ElectronicsⓄ Communications and MediaⓄ Customer and Personal ServiceⓄ Law and GovernmentⓄ Administration and ManagementⓄ Sales and Marketing



FINANCE & BUSINESS SERVICES

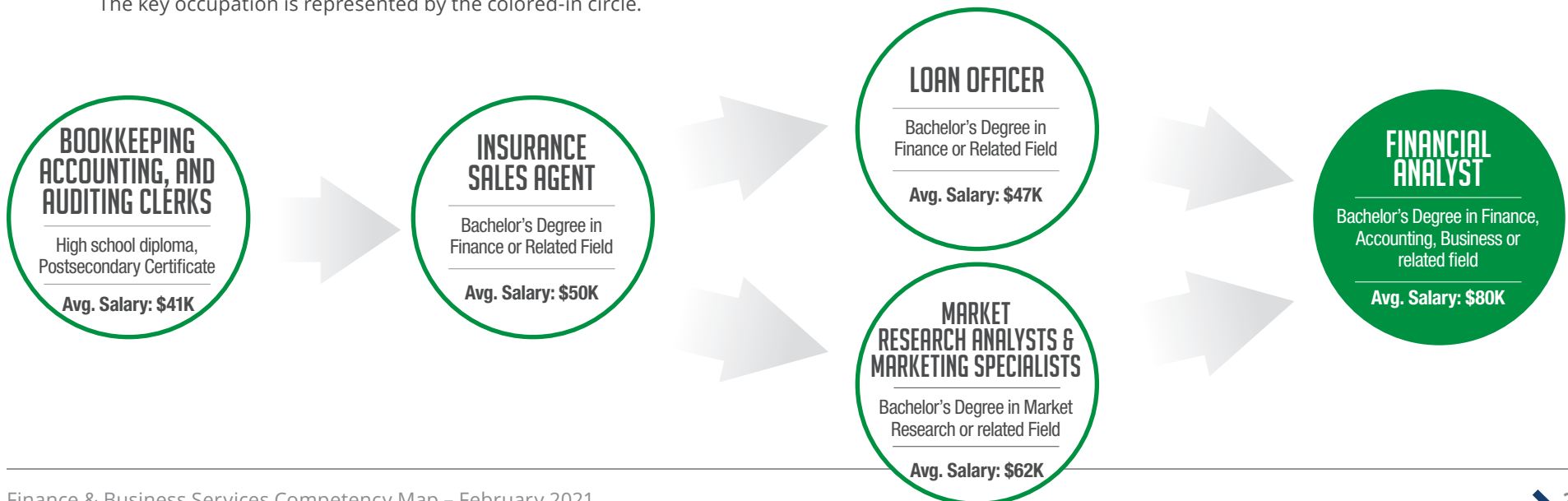
FINANCIAL ANALYSTS

SALARY RANGE	Entry Level: \$40,000 - \$80,000 (depending on region and employer)	Advanced Level: \$80,000 - \$140,000
TECHNOLOGIES	<ul style="list-style-type: none"> Ⓢ Accounting software Ⓢ Analytical or scientific software Ⓢ Business Intelligence software Ⓢ Configuration Management software Ⓢ Charting software Ⓢ Customer relationship management CRM software Ⓢ Database management system software Ⓢ Database reporting software 	<ul style="list-style-type: none"> Ⓢ Database user interface and query software Ⓢ Development environment software Ⓢ Document management software Ⓢ Electronic mail software Ⓢ Enterprise resource planning ERP software Ⓢ Enterprise system management software Ⓢ Expert system software
		<ul style="list-style-type: none"> Ⓢ Information retrieval or search software Ⓢ Internet browser software Ⓢ Office suite software Ⓢ Presentation software Ⓢ Spreadsheet software Ⓢ Transaction server software Ⓢ Word processing software
CREDENTIALS	Required: Bachelor's in Finance, Accounting, Business or related field; Certified Financial Analyst (CFA) Certification	Optional/Dependent on Specialty: Master's Degree in Finance or related field
WORK EXPERIENCE	2 - 5 years	
OTHER JOB TITLES/ROLES	Analyst, Credit Products Officer, Equity Research Analyst, Financial Analyst, Investment Analyst, Planning Analyst, Portfolio Manager, Real Estate Analyst, Securities Analyst, Trust Officer	



FINANCIAL ANALYSTS PATHWAY

The pathway below represents a typical career pathway in the ever-changing industry of Finance & Business Services. The key occupation is represented by the colored-in circle.





FINANCE & BUSINESS SERVICES

BOOKKEEPING, ACCOUNTING, AND AUDITING CLERKS

JOB DESCRIPTION

Compute, classify, and record numerical data to keep financial records complete. Perform any combination of routine calculating, posting, and verifying duties to obtain primary financial data for use in maintaining accounting records. May also check the accuracy of figures, calculations, and postings pertaining to business transactions recorded by other workers.

KEY FOUNDATIONAL SKILLS

Detail Orientation, Communications, Basic Computer Skills, Problem Solving/Decision Making, Mathematics

PRODUCTS & CONCEPTS

Tax Preparation: Complete and submit tax forms and returns, workers' compensation forms, pension contribution forms, and other government documents. Compute deductions for income and social security taxes.

Payroll: Prepare and process payroll information.

BUSINESS OPERATIONS

Reconcile and Review Data: Check figures, postings, and documents for correct entry, mathematical accuracy, and proper codes. Code documents according to company procedures. Monitor status of loans and accounts to ensure that payments are up to date. Reconcile records of bank transactions.

Process Management: Perform personal bookkeeping services. Prepare bank deposits by compiling data from cashiers, verifying and balancing receipts, and sending cash, checks, or other forms of payment to banks. Prepare purchase orders, expense reports, and trial balances of books.

Gather Data: Compile statistical, financial, accounting, or auditing reports and tables pertaining to such matters as cash receipts, expenditures, accounts payable and receivable, and profits and losses.

Budget Management: Compile budget data and documents, based on estimated revenues and expenses and previous budgets.

Administrative Tasks: Perform general office duties by filing, answering telephones, and handling routine correspondence.

FINANCIAL REPORTING

Organize & Track Data: Classify, record, and summarize numerical and financial data to compile and keep financial records, using journals and ledgers or computers. Maintain inventory records. Transfer details from separate journals to general ledgers or data processing sheets. Match order forms with invoices, and record the necessary information.

Financial Management: Calculate, prepare, and issue bills, invoices, account statements, and other financial statements according to established procedures. Calculate costs of materials, overhead, and other expenses, based on estimates, quotations, and price lists. Calculate and prepare checks for utilities, taxes, and other payments.

Mathematics: Perform financial calculations, such as amounts due, interest charges, balances, discounts, equity, and principal.

REGULATIONS AND CODES

Compliance: Comply with federal, state, and company policies, procedures, and regulations.

TECHNOLOGY APPLICATIONS

Analyze Data: Reconcile or note and report discrepancies found in records. Compare computer printouts to manually maintained journals to determine if they match. Debit, credit, and total accounts on computer spreadsheets and databases, using specialized accounting software. Operate computers programmed with accounting software to record, store, and analyze information. Operate 10-key calculators, typewriters, and copy machines to perform calculations and produce documents. Access computerized financial information to answer general questions as well as those related to specific accounts.



FINANCE & BUSINESS SERVICES

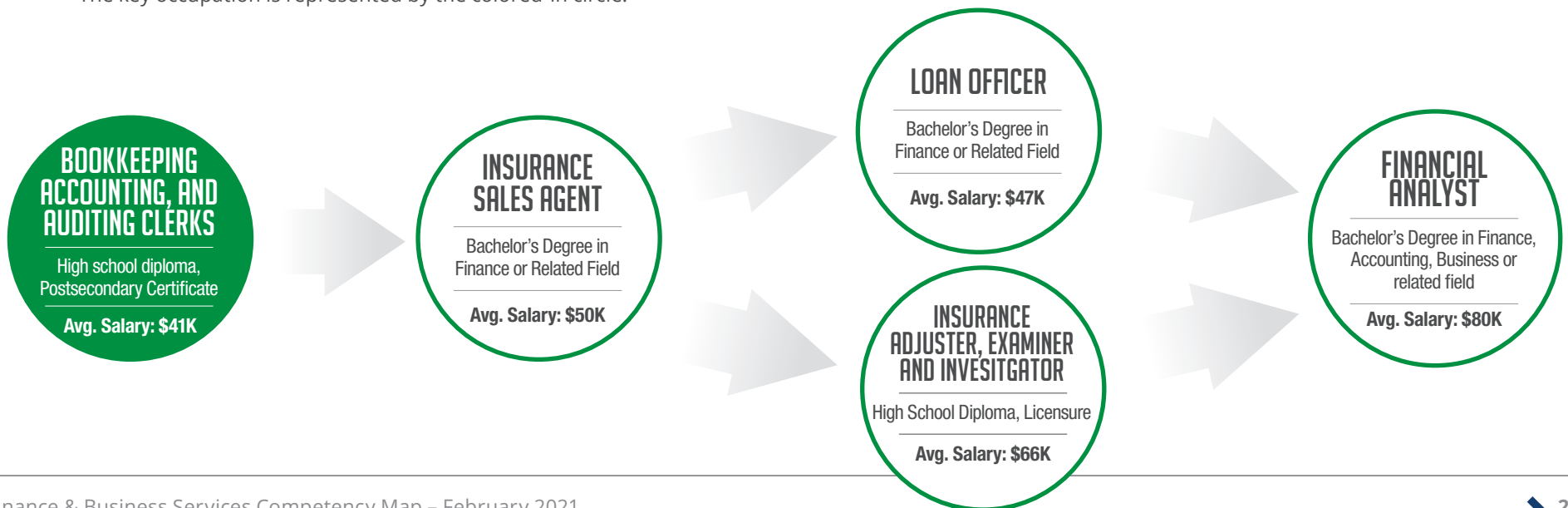
BOOKKEEPING, ACCOUNTING, AND AUDITING CLERKS

SALARY RANGE	Entry Level: \$25,000 - \$40,000 (depending on region and employer)	Advanced Level: \$40,000 - \$60,000
TECHNOLOGIES	<ul style="list-style-type: none"> ⌚ Accounting software ⌚ Business intelligence and data analysis software ⌚ Compliance software ⌚ Customer relationship management CRM software ⌚ Database reporting software ⌚ Financial analysis software 	<ul style="list-style-type: none"> ⌚ Information retrieval or search software ⌚ Internet browser software ⌚ Medical software ⌚ Medical procedure coding software ⌚ Office suite software ⌚ Time accounting software
		<ul style="list-style-type: none"> ⌚ Human resources software ⌚ Data entry software ⌚ Desktop publishing software ⌚ Document management software ⌚ Electronic mail software ⌚ Enterprise application integration software ⌚ Enterprise resource planning ERP software
CREDENTIALS	Required: High School Diploma, Postsecondary Certificate in Accounting or related field	Optional/Dependent on Specialty: Certified Bookkeeper (CB) Certification
WORK EXPERIENCE	0-3 years	
OTHER JOB TITLES/ROLES	Account Clerk, Accounting Assistant, Accounting Associate, Accounting Clerk, Accounting Specialist, Accounting Technician, Accounts Payable Clerk, Accounts Payable Specialist, Accounts Receivable Clerk	



BOOKKEEPING, ACCOUNTING, AND AUDITING CLERKS PATHWAY

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