



The *Global Payroll Professional Career Skills Matrix* outlines the progression of competencies, responsibilities, and skills across five career stages: Entry, Mid Entry, Mid, Mid-Senior, and Senior Executive. It defines 18 functional areas for each stage, detailing the traits and expectations at every level. The matrix emphasizes career growth, skill development, and alignment with organizational goals.

	Entry (0-5 years)	Mid-Entry (3-8 years)	Mid (6-10 years)	Mid-Senior (8-15 years)	Senior/Executive (13+ years)
LEADERSHIP	<p>Understand goals, standards, and processes</p> <p>Provide feedback on progress and challenges</p>	<p>Manage goals and priorities</p> <p>Plan team schedules and deliverables</p> <p>Measure team success and individual performance against goals</p>	<p>Have a strong business acumen</p> <p>Manage goals and priorities, and delegate them to team</p> <p>Plan team schedules and deliverables</p> <p>Advocate for changes</p>	<p>Deliver global payroll solutions and services including:</p> <ul style="list-style-type: none"><li>• Program management and change management</li><li>• Establish goals and priorities</li><li>• Monitor and manage goals and priorities with the team</li><li>• Advocate for purchasing decisions</li><li>• Have a strong business acumen</li><li>• Manage budgets</li><li>• Have a strong data analysis</li></ul>	<p>Design, deliver, and execute global payroll solutions including:</p> <ul style="list-style-type: none"><li>• Program management and change management</li><li>• Establish goals and priorities</li><li>• Accountability, including key performance indicators (KPIs)</li><li>• Budgeting and funding, creation, and management</li><li>• Purchasing, including signing contracts and statements of work (SOWs)</li></ul>
MANAGEMENT	<p>Follow and take directions to deliver daily activities and annual programs</p>	<p>Manage a team of people</p> <p>Supervise and/or prioritize team's annual programs or daily activities</p>	<p>Manage team(s) of people</p> <p>Supervise daily activities and prioritize tasks and duties</p> <p>Manage annual and/or large programs and deliverables</p>	<p>Manage complex operations and teams of people</p> <p>Prioritize goals and delegate tasks</p> <p>Monitor, direct, and oversee at the departmental level</p>	<p>Manage complex operations and large teams of people</p> <p>Prioritize goals, delegate tasks</p> <p>Direct and oversee career development and inspire others</p>
BRAND MANAGEMENT	<p>Understand brand expectations and perform to meet expectations</p>	<p>Lead by example and support a team with brand expectations</p>	<p>Manage, enforce, and maintain brand standards</p>	<p>Manage, enforce, and maintain brand standards that meet corporate standards</p>	<p>Design and build a positive brand and reputation</p> <p>Establish brand standards</p>
INFLUENCE	<p>Collaborate with all teams</p> <p>Promote department, team, and services</p> <p>Have a positive attitude and be resilient to change</p>	<p>Build relationships</p> <p>Promote department, team, and services</p> <p>Have a positive attitude and be resilient to change</p>	<p>Build relationships, sell ideas, and business cases</p> <p>Market, negotiate, convince, promote, or persuade</p> <p>Be a change agent</p>	<p>Build relationships across the organization</p> <p>Sell ideas and business cases</p> <p>Market, negotiate, convince, promote, or persuade</p> <p>Advocate and support change</p>	<p>Build relationships across the organization</p> <p>Sell ideas and business cases</p> <p>Market, negotiate, convince, promote, or persuade</p> <p>Be an advocate of change</p>
SOLVING PROBLEMS	<p>Seek help when needed</p> <p>Contribute to ideas and brainstorming to address challenges and meet business needs</p> <p>Solve problems in a cooperative way</p>	<p>Contribute to ideas and brainstorming to address challenges and meet business needs</p> <p>Solve problems in a cooperative way</p>	<p>Oversee timelines and objectives with intention to address challenges and meet business needs</p> <p>Solve problems in a cooperative way, collaborating with peers and business partners</p>	<p>Oversee timelines and objectives with intention to address challenges and meet business needs</p> <p>Collaborate with business partners, peers, and key stakeholders</p>	<p>Establish timelines and objectives</p> <p>Provide capacity, resources, and time to meet business needs and solve business problems</p> <p>Collaborate with business partners and key stakeholders</p>
STRATEGY	<p>Execute on strategy to meet daily, weekly, monthly, and annual goals and services</p>	<p>Execute on strategy to meet daily, weekly, monthly, and annual goals and services</p>	<p>Develop objectives to achieve business goals and service levels</p>	<p>Develop objectives to align to strategy and achieve financial and business goals.</p>	<p>Develop strategy and objectives to achieve financial and business goals</p> <p>Monitor and adjust strategy as needed to meet corporate needs</p>
REGULATORY, COMPLIANCE, AND CONTROLS	<p>Perform services to meet regulatory compliance and controls, audit, and review work deliverables</p>	<p>Perform services and lead a team to meet regulatory compliance and controls</p> <p>Support audits and control reviews</p>	<p>Perform services and lead a team to meet regulatory compliance and controls</p> <p>Mitigate audit findings</p>	<p>Oversee team to meet all regulatory compliance and controls</p> <p>Sign-off on internal and external audits</p>	<p>Ensure compliance of work rules and pay schemes</p> <p>Attest to financial controls for internal regulatory controls and general ledger SOX compliance</p> <p>Approve all internal and external audit findings</p>
SERVICE LEVEL AGREEMENTS	<p>Perform according to all SLAs</p>	<p>Lead teams and support individual activities to meet all SLAs</p>	<p>Manage a team to deliver and meet all SLAs</p>	<p>Develop SLAs for internal services, deliverables, and external partners</p>	<p>Develop and monitor SLAs for internal services, deliverables, and external partners</p>
DASHBOARDS AND SCORECARDS	<p>Gather data for reporting</p>	<p>Manage activities via reporting</p> <p>Gather data for reporting and dashboards</p>	<p>Manage ongoing activities via dashboards and reporting</p>	<p>Develop scorecards</p> <p>Measure service delivery and operational accomplishments via scorecards and dashboards</p>	<p>Develop scorecards, benchmarks, and baselines</p> <p>Measure service delivery and operational accomplishments via scorecards and dashboards</p>

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CRITICAL THINKING/ ANALYSIS CAPABILITIES	Use a spreadsheet and analytics tools efficiently to analyze, problem solve, and prepare analyses	Expert use of spreadsheets and tools for analytics and reporting to analyze, problem solve, and prepare analysis	Develop reporting for medium to complex business requests  Leverage technology effectively to analyze, use logic, problem solve, and prepare analysis to support reporting	Prepare complex analytical scenarios  Forecast through computation, calculation, comparison  Leverage analytical skills and technology to analyze information and problem solve for decision making and complex business cases  Populate dashboards and scorecards	Analyze, use logic, problem solve, examine, and develop schedules, forecasts, estimates, and business cases via computing, calculation, comparisons, and forecasts  Appraise or estimate numerical information for decision making and complex business cases
COMMUNICATION	Demonstrate excellent written and verbal communication skills, with effective articulation and tone of voice  Converse at all levels of the organization including conversational small talk and sharing technical expertise in simple, easy to understand concepts and examples  Be respectful	Demonstrate excellent written and verbal communication skills, with effective articulation and tone of voice  Converse at all levels of the organization including sharing technical expertise in simple, easy to understand concepts and examples  Be respectful, speak to motivate, and engage customers, partners, peers, and team	Communicate at all levels within the organization  Influence decisions to senior leadership and drive significant conversations to successful results  Demonstrate clear, concise, and strong presentation skills, including excellent written and verbal communication skills with effective articulation and tone of voice  Converse at all levels of the organization including sharing technical expertise in simple, easy to understand concepts and examples  Be respectful, speak to motivate, and engage customers, partners, peers, and team	Communicate at all levels within the organization  Influence decisions to senior leadership and drive significant conversations to successful results  Demonstrate strong presentation skills, excellent written and verbal communication skills  Converse at all levels of the organization including sharing technical expertise in simple, easy to understand concepts and examples  Be respectful, speak to motivate, and engage customers, partners, peers and team	Communicate at all levels within the organization  Influence decisions to senior leadership and drive significant conversations to successful results  Demonstrate strong presentation skills, excellent written and verbal communication skills  Be respectful, speak to motivate, and engage customers, partners, peers, and team
TECHNICAL KNOWLEDGE	Knowledge of software applications (e.g., Excel, Word, PowerPoint, and MS Office)  Basic understanding of: <ul style="list-style-type: none"><li>• Cyber security</li><li>• Project management and related methodologies</li><li>• Ability to perform data analysis, accounting, finance, data forecasting, general ledger accounting</li><li>• Audit principles, developing audit mitigation strategies</li><li>• Human resource administration, payroll administration, customer service</li><li>• Phone skills, writing, productivity tools, time administration</li><li>• Research, regulatory interpretation, and application</li><li>• Virtual communications, defining agendas, and running meetings (in person and virtually)</li></ul>	Proficient in software applications (e.g., Excel, Word, PowerPoint, and MS Office)  Proficiency in: <ul style="list-style-type: none"><li>• Cyber security</li><li>• Project management and related methodologies, and technical writing</li><li>• Data analysis, accounting, finance, data forecasting, general ledger accounting, audit principles</li><li>• Developing audit mitigation strategies, human resource administration, payroll administration, customer service</li><li>• Phone skills, writing, productivity tools, time administration</li><li>• Research, regulatory interpretation, and application</li><li>• Virtual communication, defining agendas, and running meetings (in person and virtually)</li></ul>	Expert in software applications (e.g., Excel, Word, PowerPoint, MS Office, and Visio)  Strong knowledge and application of: <ul style="list-style-type: none"><li>• Cyber security, penetration testing, system integration</li><li>• Programming languages, common operating systems</li><li>• Project management and related methodologies, technical writing</li><li>• Ability to perform data analysis, accounting, finance, data forecasting, general ledger accounting</li><li>• Audit principles, developing audit mitigation strategies</li><li>• Human resource administration, payroll administration, customer service, communication, virtual communications</li><li>• Phone skills, writing, productivity tools, time administration</li><li>• Research, regulatory interpretation, and application</li><li>• Defining agendas and running meetings (in person and virtually)</li></ul>	Expert in software applications (e.g., Excel, Word, PowerPoint, MS Office, and Visio)  Expert knowledge and application of: <ul style="list-style-type: none"><li>• Cyber security, penetration testing, system integration</li><li>• Programming languages, common operating systems</li><li>• Project management and related methodologies, technical writing</li><li>• Ability to perform data analysis, accounting, finance, data forecasting, general ledger accounting</li><li>• Audit principles, developing audit mitigation strategies</li><li>• Human resource administration, payroll administration</li><li>• Customer service, communication, phone skills, writing, virtual communications</li><li>• Productivity tools, time administration</li><li>• Research, regulatory interpretation, and application</li><li>• Defining agendas and running meetings (in person and virtually)</li></ul>	Strong proficiency in software applications (e.g., Excel, Word, PowerPoint, and MS Office)  Strong knowledge and application of: <ul style="list-style-type: none"><li>• Cyber security, penetration testing, system integration, programming languages, common operating systems</li><li>• Project management and related methodologies, technical writing</li><li>• Interpreting data analysis, accounting, finance, data forecasting, general ledger accounting</li><li>• Audit principles, developing audit mitigation strategies</li><li>• Legal entity structure basics, corporate income tax reporting, employment tax reporting, risk-reward strategies</li><li>• Human resource administration, payroll administration, customer service, time administration</li><li>• Communication, phone skills, writing, productivity tools, social media, investor relations</li><li>• Research, regulatory interpretation, and application</li><li>• Virtual communications, defining agendas, and running meetings (in person and virtually)</li></ul>

	Entry (0-5 years)	Mid-Entry (3-8 years)	Mid (6-10 years)	Mid-Senior (8-15 years)	Senior/Executive (13+ years)
SOFT SKILLS	Be skilled in: customer service, intercultural awareness	Be skilled in: adaptability, negotiation, influence, writing reports, non-traditional problem solving, team building, increased independence, working well under pressure	Be skilled in: delegation, negotiation, influence, strategic thinking, project management coaching, talent management, presentation, motivation, performance management	Be skilled in: conflict management and resolution, negotiation, business storytelling	Be skilled as a: big picture strategy thinker, mentor, coalition builder, public speaker, active listener
	Demonstrate technology savvy, trainability, collaborative emotional intelligence, active listening, awareness of body language, emotional intelligence	Demonstrate active listening, awareness of body language, emotional intelligence	Demonstrate active listening, awareness of body language, emotional intelligence	Demonstrate active listening, awareness of body language, emotional intelligence, effective articulation and tone of voice	Have honesty, inspire others, use conflict management and resolution skills
	Be trainable		Share empathy	Share empathy	Share empathy
	Be a self-starter	Be a clear communicator	Share empathy	Be assertive	Be assertive
		Be results-oriented	Be assertive and respectful		
GOVERNANCE/ INTERNAL POLICY	Understand, follow, and implement policy in day-to-day processing	Provide feedback on the policies based on the outcomes of day-to-day processing	Ability to lead critical conversations to drive decisions, accountability, action, responsibility, assessments, status, risk awareness and impacts, and information sharing	Ability to lead critical conversations to drive decisions, accountability, action, responsibility, assessments, status, risk awareness and impacts, and information sharing	Ability to lead critical conversations to drive decisions, accountability, action, responsibility, assessments, status, risk awareness and impacts, and information sharing
	Ability to identify potential anomalies and escalate for resolution	Identify any exceptions (potential or real) that would affect payroll, escalate the issues	Assess and advise on governance roles and responsibilities	Assess and advise on governance roles and responsibilities	Assess and advise on governance roles and responsibilities
		Evaluate issues, provide low level analysis to assist management teams in rectifying the issue	Assess and advise on transparency, accountability, and financial oversight	Assess and advise on transparency, accountability, and financial oversight	Assess and advise on transparency, accountability, and financial oversight
			Advise on strategic planning, policy implementation, and facilitate change	Advise on strategic planning, policy implementation, and facilitate change	Advise on strategic planning, policy implementation, and facilitate change
			Promote good governance	Promote good governance	Promote good governance
			Drive clear accountability	Drive clear accountability	Drive clear accountability
			Manage exception processes	Manage exception processes	Manage exception processes
			Engage in negotiation, mitigate risk	Engage in negotiation, mitigate risk	Leverage analytics and metrics
			Leverage analytics and metrics, ability to influence leadership	Leverage analytics and metrics, ability to influence leadership	Lead change management, legislative compliance
					Oversee escalation and resolution process
VENDOR RELATIONS	Provide feedback on day-to-day operations, raising any concerns about the vendor relationship/partnership	Provide process analysis, examining the positive and negative outcomes during processing	Be skilled in: action plan development, customer service and collaboration, financial business analysis skills	Be skilled in: business case and action plan development, negotiation and contract management, customer service and collaboration, financial and business analysis skills	Be skilled in: business case and action plan development, negotiation and contract management, customer service and collaboration, financial and business analysis skills
	Be open and able to change as business needs require	Demonstrate knowledge of end-to-end processes	Demonstrate knowledge in: management with metrics, risk management and oversight, litigation, research of industry practices, suppliers, payment, and invoicing terms and conditions	Demonstrate knowledge in: management with metrics and SLAs, risk management and oversight, litigation, research of industry practices, suppliers, payment, and invoicing terms and conditions	Demonstrate knowledge in: management with metrics and SLAs, risk management and oversight, litigation, research of industry practices and suppliers, payment and invoicing terms and conditions
		Understand and document standard operating procedures (SOPs)	Be able to drive crucial conversations and build role responsibility (RACI) matrix	Build role responsibility (RACI) matrix	Build role responsibility (RACI) matrix
		Be able to understand interfaces, details of the processes, and where ownership passes back and forth	Create business requirements, facilitate project support/management, user interface (UI)/user experience (UX) design	Document and validate changes with vendor	Enhance strategic business direction
		Be able to accept change and champion new processes and procedures		Resolve issues with vendor of operations	Resolve issues with vendor operations
				Process flowchart mapping and gap analysis	Process flowchart mapping and gap analysis
CULTURAL AWARENESS	Effectively communicate	Effectively communicate	Effectively communicate and facilitate conversation	Effectively communicate, facilitate conversation, and guide conflict resolution	Effectively communicate, guide conflict resolution, and provide feedback
	Be cognizant of people with various cultural backgrounds	Begin developing meaningful relationships with people of various cultural backgrounds	Foster and grow meaningful relationships with people of various cultural backgrounds	Maintain and increase the depth of meaningful relationships with people of various cultural backgrounds	Show through example how to develop meaningful relationships with people of various cultural backgrounds
	Engage in active listening	Engage in active listening	Engage in active listening	Engage in active listening	Engage in active listening
	Be curious	Practice positive inquisition	Be aware of body language	Understand body language	Demonstrate strong understanding cognizant of body language
	Demonstrate respect	Be curious	Research cultural norms and guidelines and provide guidance	Demonstrate strong understanding of cultural norms and guidelines	Set the example for cultural norms and guidelines
		Demonstrate respect	Practice positive inquisition	Facilitate conversations that practice positive inquisition	Guide and educate others on how to practice positive inquisition
		Practice flexibility with diverse ways of thinking, interacting, and behaving	Be curious	Be curious	Be curious
			Demonstrate respect	Demonstrate respect	Demonstrate respect
			Practice flexibility with diverse ways of thinking, interacting, and behaving	Be flexible with diverse ways of thinking, interacting, and behaving, ensure others do as well	Show flexibility with diverse ways of thinking, interacting, and behaving
					Establish a “safe place” for all to experience for sharing these perspectives



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<b>FINANCE/ TREASURY</b>	Be skilled in: generally accepted accounting principles (GAAP), cost accounting, reconciliation	<p>Be skilled in: general ledger accounting, generally accepted accounting principles, international generally accepted accounting principles</p> <p>Demonstrate knowledge of: cash forecasting, treasury and banking principles, fraud prevention, collection services, reconciliation of accounting, clearing aged balances, intercompany accounting, project accounting, cost accounting</p>	<p>Be skilled in: economic and social understanding and analysis, financial statement understanding and analysis, general ledger accounting, generally accepted accounting principles, international generally accepted accounting principles</p> <p>Demonstrate knowledge of: cash forecasting, treasury and banking principles, fraud prevention, collection services, reconciliation of accounting, clearing aged balances, intercompany accounting, project accounting, cost accounting</p>	<p>Be skilled in: economic and social understanding and analysis, financial statement understanding and analysis, general ledger accounting, generally accepted accounting principles, international generally accepted accounting principles</p> <p>Demonstrate knowledge of: cash forecasting, treasury and banking principles, fraud prevention, collection services, reconciliation of accounting, clearing aged balances, intercompany accounting, project accounting, cost accounting</p>	<p>Be skilled in: economic and social understanding and analysis, financial statement understanding and analysis, general ledger accounting, generally accepted accounting principles, international generally accepted accounting principles</p> <p>Demonstrate knowledge of: cash forecasting, treasury and banking principles, fraud prevention, collection services, reconciliation of accounting, clearing aged balances, intercompany accounting, project accounting, cost accounting</p>
<b>BUSINESS CONTINUITY</b>	<p>Understand all contingency planning</p> <p>Report all unusual business activity</p> <p>Participate in all testing</p>	<p>Monitor end-to-end plan updating as necessary, including people, processes, technology, and location</p> <p>Consult on thresholds to trigger business continuity plan execution</p> <p>Participate and run test plans based on scenario events</p> <p>Develop and share emergency business contacts for process to share with managers</p> <p>Participate in training for entire organization</p>	<p>Ensure updates to end-to-end plan including people, processes, technology, and location</p> <p>Perform multi-layer analysis and approach for dependencies</p> <p>Develop thresholds to trigger business continuity plan execution</p> <p>Lead project management mitigation events</p> <p>Participate and run test plans based on scenario events</p> <p>Develop and share emergency business contacts for process to share with managers</p> <p>Develop training for entire organization</p>	<p>Develop maintenance/update schedule for end-to-end plan</p> <p>Perform multi-layer analysis and approach for dependencies</p> <p>Approve thresholds to trigger business continuity plan execution</p> <p>Oversee project management mitigation events</p> <p>Oversee development and run test plans based on scenario events</p> <p>Approve training for entire organization</p>	<p>Communicate end-to-end plan and updates to executive staff</p> <p>Perform multi-layer analysis and approach for dependencies</p> <p>Advise thresholds to trigger business continuity plan execution</p> <p>Audit project management mitigation events</p> <p>Audit test plans based on scenario events</p> <p>Communicate and share emergency business contacts for process with executive team</p> <p>Audit and report on training for entire organization</p>