

	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"> • Program management and change management • Establish goals and priorities • Monitor and manage goals and priorities with the team • Advocate for purchasing decisions • Have a strong business acumen • Manage budgets • Have a strong data analysis 	<p>Design, deliver, and execute global payroll solutions, including:</p> <ul style="list-style-type: none"> • Program management and change management • Establish goals and priorities • Accountability, including key performance indicators (KPIs) • Budgeting and funding, creation, and management • Purchasing, including signing contracts and statements of work (SOWs)
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 prioritise team's annual programs or daily activities</p>	<p>Manage team(s) of people</p> <p>Supervise daily activities and prioritise tasks and duties</p> <p>Manage annual and/or large programs and deliverables</p>	<p>Manage complex operations and teams of people</p> <p>Prioritise 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>Prioritise 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 organisation</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 organisation</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>

	Entry (0-5 years)	Mid-Entry (3-8 years)	Mid (6-10 years)	Mid-Senior (8-15 years)	Senior/Executive (13+ years)
CRITICAL THINKING/ ANALYSIS CAPABILITIES	Use a spreadsheet and analytics tools efficiently to analyse, problem solve, and prepare analyses	Expert use of spreadsheets and tools for analytics and reporting to analyse, problem solve, and prepare analysis	Develop reporting for medium to complex business requests Leverage technology effectively to analyse, 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 analyse information and problem solve for decision making and complex business cases Populate dashboards and scorecards	Analyse, 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 organisation 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 organisation 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 organisation 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 organisation 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 organisation 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 organisation 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 organisation 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"> • Cyber security • Project management and related methodologies • Ability to perform data analysis, accounting, finance, data forecasting, general ledger accounting • Audit principles, developing audit mitigation strategies • Human resource administration, payroll administration, customer service • Phone skills, writing, productivity tools, time administration • Research, regulatory interpretation, and application • Virtual communications, defining agendas, and running meetings (in person and virtually) 	Proficient in software applications (e.g., Excel, Word, PowerPoint, and MS Office) Proficiency in: <ul style="list-style-type: none"> • Cyber security • Project management and related methodologies, and technical writing • Data analysis, accounting, finance, data forecasting, general ledger accounting, audit principles • Developing audit mitigation strategies, human resource administration, payroll administration, customer service • Phone skills, writing, productivity tools, time administration • Research, regulatory interpretation, and application • Virtual communication, defining agendas, and running meetings (in person and virtually) 	Expert in software applications (e.g., Excel, Word, PowerPoint, MS Office, and Visio) Strong knowledge and application of: <ul style="list-style-type: none"> • Cyber security, penetration testing, system integration • Programming languages, common operating systems • Project management and related methodologies, technical writing • Ability to perform data analysis, accounting, finance, data forecasting, general ledger accounting • Audit principles, developing audit mitigation strategies • Human resource administration, payroll administration, customer service, communication, virtual communications • Phone skills, writing, productivity tools, time administration • Research, regulatory interpretation, and application • Defining agendas and running meetings (in person and virtually) 	Expert in software applications (e.g., Excel, Word, PowerPoint, MS Office, and Visio) Expert knowledge and application of: <ul style="list-style-type: none"> • Cyber security, penetration testing, system integration • Programming languages, common operating systems • Project management and related methodologies, technical writing • Ability to perform data analysis, accounting, finance, data forecasting, general ledger accounting • Audit principles, developing audit mitigation strategies • Human resource administration, payroll administration • Customer service, communication, phone skills, writing, virtual communications • Productivity tools, time administration • Research, regulatory interpretation, and application • Defining agendas and running meetings (in person and virtually) 	Strong proficiency in software applications (e.g., Excel, Word, PowerPoint, and MS Office) Strong knowledge and application of: <ul style="list-style-type: none"> • Cyber security, penetration testing, system integration, programming languages, common operating systems • Project management and related methodologies, technical writing • Interpreting data analysis, accounting, finance, data forecasting, general ledger accounting • Audit principles, developing audit mitigation strategies • Legal entity structure basics, corporate income tax reporting, employment tax reporting, risk-reward strategies • Human resource administration, payroll administration, customer service, time administration • Communication, phone skills, writing, productivity tools, social media, investor relations • Research, regulatory interpretation, and application • Virtual communications, defining agendas, and running meetings (in person and virtually)

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

Global Payroll Professional Career Skills Inventory

Entry
(0-5 years)

Mid-Entry
(3-8 years)

Mid
(6-10 years)

Mid-Senior
(8-15 years)

Senior/Executive
(13+ years)

FINANCE/ TREASURY

Be skilled in: generally accepted accounting principles (GAAP), cost accounting, reconciliation

Be skilled in: general ledger accounting, generally accepted accounting principles, international generally accepted accounting principles

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

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

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

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

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

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

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

BUSINESS CONTINUITY

Understand all contingency planning

Report all unusual business activity

Participate in all testing

Monitor end-to-end plan updating as necessary, including people, processes, technology, and location

Consult on thresholds to trigger business continuity plan execution

Participate and run test plans based on scenario events

Develop and share emergency business contacts for process to share with managers

Participate in training for entire organisation

Ensure updates to end-to-end plan including people, processes, technology, and location

Perform multi-layer analysis and approach for dependencies

Develop thresholds to trigger business continuity plan execution

Lead project management mitigation events

Participate and run test plans based on scenario events

Develop and share emergency business contacts for process to share with managers

Develop training for entire organisation

Develop maintenance/update schedule for end-to-end plan

Perform multi-layer analysis and approach for dependencies

Approve thresholds to trigger business continuity plan execution

Oversee project management mitigation events

Oversee development and run test plans based on scenario events

Approve training for entire organisation

Communicate end-to-end plan and updates to executive staff

Perform multi-layer analysis and approach for dependencies

Advise thresholds to trigger business continuity plan execution

Audit project management mitigation events

Audit test plans based on scenario events

Communicate and share emergency business contacts for process with executive team

Audit and report on training for entire organisation