



**Finance Career Cluster
Banking Services Pathway
Knowledge and Skill Statements**

The Pathway Knowledge and Skills Chart describes what all/most learners/workers need to know and be able to do to demonstrate competence within a career pathway. Following the pathway description, there are four sets of knowledge and skill expectations:

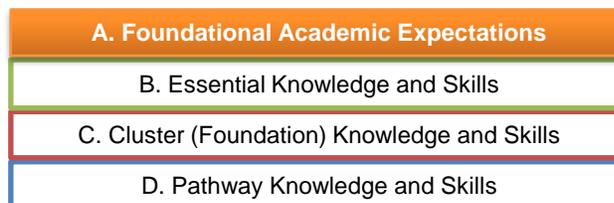


PATHWAY DESCRIPTION

Banking Services Pathway: Primarily concerned with accepting deposits, lending funds, and extending credit, banking services include cash management, short-term investments, mortgages and other loans, credit cards, and bill payment. Banking services are delivered via a number of different institutions, from commercial banks (the largest group) and other traditional means (savings and loans associations, credit unions, and local banks) to newer ventures through insurance companies, brokerage houses, and the internet.

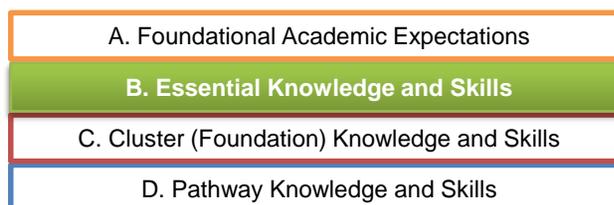
A. FOUNDATIONAL ACADEMIC EXPECTATIONS

All secondary students should meet their state's academic standards. All Essential Cluster and Pathway Knowledge and Skills are predicated on the assumption that foundational academic skills have been attained. Some knowledge and skill statements will further define critical linkages and applications of academics in the cluster and/or pathway.



B. ESSENTIAL KNOWLEDGE AND SKILLS

The following Essential Knowledge and Skill statements apply to careers in all clusters and pathways. Persons preparing for careers in this pathway should be able to demonstrate these skills in the context of this cluster and pathway.



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| Essential Topic ESS01 | ACADEMIC FOUNDATIONS: <i>Achieve additional academic knowledge and skills required to pursue the full range of career and postsecondary education opportunities within a career cluster.</i> |
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ESS01.01 Complete required training, education, and certification to prepare for employment in a particular career field.

- ESS01.01.01 Identify training, education and certification requirements for occupational choice.
- ESS01.01.02 Participate in career-related training and/or degree programs.
- ESS01.01.03 Pass certification tests to qualify for licensure and/or certification in chosen occupational area.

ESS01.02 Demonstrate language arts knowledge and skills required to pursue the full range of post-secondary education and career opportunities.

- ESS01.02.01 Model behaviors that demonstrate active listening.
- ESS01.02.02 Adapt language for audience, purpose, situation. (i.e. diction/structure, style).
- ESS01.02.03 Organize oral and written information.
- ESS01.02.04 Compose focused copy for a variety of written documents such as agendas, audio-visuals, bibliographies, drafts, forms/documents, notes, oral presentations, reports, and technical terminology.
- ESS01.02.05 Edit copy to create focused written documents such as agendas, audio-visuals, bibliographies, drafts, forms/documents, notes, oral presentations, reports, and technical terminology.
- ESS01.02.06 Comprehend key elements of oral and written information such as cause/effect, comparisons/contrasts, conclusions, context, purpose, charts/tables/graphs, evaluation/critiques, mood, persuasive text, sequence, summaries, and technical subject matter.
- ESS01.02.07 Evaluate oral and written information for accuracy, adequacy/sufficiency, appropriateness, clarity, conclusions/solutions, fact/opinion, propaganda, relevancy, validity, and relationship of ideas.
- ESS01.02.08 Identify assumptions, purpose, outcomes/solutions, and propaganda techniques.
- ESS01.02.09 Predict potential outcomes and/or solutions based on oral and written information regarding trends.
- ESS01.02.10 Present formal and informal speeches including discussion, information requests, interpretation, and persuasive arguments.

ESS01.03 Demonstrate mathematics knowledge and skills required to pursue the full range of post-secondary education and career opportunities.

- ESS01.03.01 Identify whole numbers, decimals, and fractions.
- ESS01.03.02 Demonstrate knowledge of basic arithmetic operations such as addition, subtraction, multiplication, and division.
- ESS01.03.03 Demonstrate use of relational expressions such as equal to, not equal, greater than, less than, etc.
- ESS01.03.04 Apply data and measurements to solve a problem.
- ESS01.03.05 Analyze Mathematical problem statements for missing and/or irrelevant data.
- ESS01.03.06 Construct charts/tables/graphs from functions and data.



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| ESS01.03.07 ESS01.04 | Analyze data when interpreting operational documents. Demonstrate science knowledge and skills required to pursue the full range of post-secondary and career education opportunities. |
| ESS01.04.01 | Evaluate scientific constructs including conclusions, conflicting data, controls, data, inferences, limitations, questions, sources of errors, and variables. |
| ESS01.04.02 | Apply scientific methods in qualitative and quantitative analysis, data gathering, direct and indirect observation, predictions, and problem identification. |
| Essential Topic ESS02 | COMMUNICATIONS: <i>Use oral and written communication skills in creating, expressing and interpreting information and ideas including technical terminology and information.</i> |
| ESS02.01 | Select and employ appropriate reading and communication strategies to learn and use technical concepts and vocabulary in practice. |
| ESS02.01.01 | Determine the most appropriate reading strategy for identifying the overarching purpose of a text (i.e. skimming, reading for detail, reading for meaning or critical analysis). |
| ESS02.01.02 | Demonstrate use of content, technical concepts and vocabulary when analyzing information and following directions. |
| ESS02.01.03 | Select the reading strategy or strategies needed to fully comprehend the content within a written document (i.e., skimming, reading for detail, reading for meaning or critical analysis). |
| ESS02.01.04 | Interpret information, data, and observations to apply information learned from reading to actual practice. |
| ESS02.01.05 | Transcribe information, data, and observations to apply information learned from reading to actual practice. |
| ESS02.01.06 | Communicate information, data, and observations to apply information learned from reading to actual practice. |
| ESS02.02 | Demonstrate use of the concepts, strategies, and systems for obtaining and conveying ideas and information to enhance communication in the workplace. |
| ESS02.02.01 | Employ verbal skills when obtaining and conveying information. |
| ESS02.02.02 | Record information needed to present a report on a given topic or problem. |
| ESS02.02.03 | Write internal and external business correspondence that conveys and/or obtains information effectively. |
| ESS02.02.04 | Communicate with other employees to clarify workplace objectives. |
| ESS02.02.05 | Communicate effectively with customers and employees to foster positive relationships. |



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- ESS02.03** **Locate, organize and reference written information from various sources to communicate with co-workers and clients/participants.**
- ESS02.03.01 Locate written information used to communicate with co-workers and customers.
 - ESS02.03.02 Organize information to use in written and oral communications.
 - ESS02.03.03 Reference the sources of information.
- ESS02.04** **Evaluate and use information resources to accomplish specific occupational tasks.**
- ESS02.04.01 Use informational texts, Internet web sites, and/or technical materials to review and apply information sources for occupational tasks.
 - ESS02.04.02 Evaluate the reliability of information from informational texts, Internet Web sites, and/or technical materials and resources.
- ESS02.05** **Use correct grammar, punctuation and terminology to write and edit documents.**
- ESS02.05.01 Compose multi-paragraph documents clearly, succinctly, and accurately.
 - ESS02.05.02 Use descriptions of audience and purpose when preparing and editing written documents.
 - ESS02.05.03 Use correct grammar, spelling, punctuation, and capitalization when preparing written documents.
- ESS02.06** **Develop and deliver formal and informal presentations using appropriate media to engage and inform audiences.**
- ESS02.06.01 Prepare oral presentations to provide information for specific purposes and audiences.
 - ESS02.06.02 Identify support materials that will enhance an oral presentation.
 - ESS02.06.03 Prepare support materials that will enhance an oral presentation.
 - ESS02.06.04 Deliver an oral presentation that sustains listeners' attention and interest.
 - ESS02.06.05 Align presentation strategies to the intended audience.
 - ESS02.06.06 Implement multi-media strategies for presentations.
- ESS02.07** **Interpret verbal and nonverbal cues/behaviors to enhance communication with co-workers and clients/participants.**
- ESS02.07.01 Interpret verbal behaviors when communicating with clients and co-workers.
 - ESS02.07.02 Interpret nonverbal behaviors when communicating with clients and co-workers.
- ESS02.08** **Apply active listening skills to obtain and clarify information.**
- ESS02.08.01 Interpret a given verbal message/information.
 - ESS02.08.02 Respond with restatement and clarification techniques to clarify information.
- ESS02.09** **Develop and interpret tables, charts, and figures to support written and oral communications.**



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- ESS02.09.01 Create tables, charts, and figures to support written and oral communications.
- ESS02.09.02 Interpret tables, charts, and figures used to support written and oral communication.

ESS02.10 Listen to and speak with diverse individuals to enhance communication skills.

- ESS02.10.01 Apply factors and strategies for communicating with a diverse workforce.
- ESS02.10.02 Demonstrate ability to communicate and resolve conflicts within a diverse workforce.

ESS02.11 Exhibit public relations skills to increase internal and external customer/client satisfaction.

- ESS02.11.01 Communicate effectively when developing positive customer/client relationships.

Essential Topic
ESS03
PROBLEM SOLVING AND CRITICAL THINKING: *Solve problems using critical thinking skills (analyze, synthesize, and evaluate) independently and in teams. Solve problems using creativity and innovation.*

ESS03.01 Employ critical thinking skills independently and in teams to solve problems and make decisions (e.g., analyze, synthesize and evaluate).

- ESS03.01.01 Identify common tasks that require employees to use problem-solving skills.
- ESS03.01.02 Analyze elements of a problem to develop creative solutions.
- ESS03.01.03 Describe the value of using problem-solving and critical thinking skills to improve a situation or process.
- ESS03.01.04 Create ideas, proposals, and solutions to problems.
- ESS03.01.05 Evaluate ideas, proposals, and solutions to problems.
- ESS03.01.06 Use structured problem-solving methods when developing proposals and solutions.
- ESS03.01.07 Generate new and creative ideas to solve problems by brainstorming possible solutions.
- ESS03.01.08 Critically analyze information to determine value to the problem-solving task.
- ESS03.01.09 Guide individuals through the process of recognizing concerns and making informed decisions.
- ESS03.01.10 Identify alternatives using a variety of problem-solving and critical thinking skills.
- ESS03.01.11 Evaluate alternatives using a variety of problem-solving and critical thinking skills.

ESS03.02 Employ critical thinking and interpersonal skills to resolve conflicts with staff and/or customers.

- ESS03.02.01 Analyze situations and behaviors that affect conflict management.
- ESS03.02.02 Determine best options/outcomes for conflict resolution using critical thinking skills.



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- ESS03.02.03 Identify with others' feelings, needs, and concerns.
- ESS03.02.04 Implement stress management techniques.
- ESS03.02.05 Resolve conflicts with/for customers using conflict resolution skills.
- ESS03.02.06 Implement conflict resolution skills to address staff issues/problems.

ESS03.03 Identify, write and monitor workplace performance goals to guide progress in assigned areas of responsibility and accountability.

- ESS03.03.01 Write realistic performance goals, objectives and action plans.
- ESS03.03.02 Monitor performance goals and adjust as necessary.
- ESS03.03.03 Recognize goal achievement using appropriate rewards in the workplace.

ESS03.04 Conduct technical research to gather information necessary for decision-making.

- ESS03.04.01 Align the information gathered to the needs of the audience.
- ESS03.04.02 Gather technical information and data using a variety of resources.
- ESS03.04.03 Analyze information and data for value to the research objectives.
- ESS03.04.04 Evaluate information and data to determine value to research objectives.

Essential Topic ESS04 INFORMATION TECHNOLOGY APPLICATIONS: *Use information technology tools specific to the career cluster to access, manage, integrate, and create information.*

ESS04.01 Use Personal Information Management (PIM) applications to increase workplace efficiency.

- ESS04.01.01 Manage personal schedules and contact information.
- ESS04.01.02 Create memos and notes.

ESS04.02 Employ technological tools to expedite workflow.

- ESS04.02.01 Use information technology tools to manage and perform work responsibilities.

ESS04.03 Operate electronic mail applications to communicate within a workplace.

- ESS04.03.01 Use email to share files and documents.
- ESS04.03.02 Identify the functions and purpose of email systems.
- ESS04.03.03 Use email to communicate within and across organizations.

ESS04.04 Operate Internet applications to perform workplace tasks.

- ESS04.04.01 Access and navigate Internet (e.g., use a web browser).
- ESS04.04.02 Search for information and resources.
- ESS04.04.03 Evaluate Internet resources for reliability and validity.

ESS04.05 Operate writing and publishing applications to prepare business communications.

- ESS04.05.01 Prepare simple documents and other business communications.
- ESS04.05.02 Prepare reports and other business communications by integrating graphics and other non-text elements.



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| ESS04.05.03 | Prepare complex multi-media publications. |
| ESS04.06 | Operate presentation applications to prepare presentations. |
| ESS04.06.01 | Prepare presentations for training, sales and information sharing. |
| ESS04.06.02 | Deliver presentations with supporting materials. |
| ESS04.07 | Employ spreadsheet applications to organize and manipulate data. |
| ESS04.07.01 | Create a spreadsheet. |
| ESS04.07.02 | Perform calculations and analyses on data using a spreadsheet. |
| ESS04.08 | Employ database applications to manage data. |
| ESS04.08.01 | Manipulate data elements. |
| ESS04.08.02 | Manage interrelated data elements. |
| ESS04.08.03 | Analyze interrelated data elements. |
| ESS04.08.04 | Generate reports showing interrelated data elements. |
| ESS04.09 | Employ collaborative/groupware applications to facilitate group work. |
| ESS04.09.01 | Facilitate group work through management of shared schedule and contact information. |
| ESS04.09.02 | Facilitate group work through management of shared files and online information. |
| ESS04.09.03 | Facilitate group work through instant messaging or virtual meetings. |
| ESS04.10 | Employ computer operations applications to manage work tasks. |
| ESS04.10.01 | Manage computer operations. |
| ESS04.10.02 | Manage file storage. |
| ESS04.10.03 | Compress or alter files. |
| ESS04.11 | Use computer-based equipment (containing embedded computers or processors) to control devices. |
| ESS04.11.01 | Operate computer driven equipment and machines. |
| ESS04.11.02 | Use installation and operation manuals. |
| ESS04.11.03 | Troubleshoot computer driven equipment and machines. |
| ESS04.11.04 | Access support as needed to maintain operation of computer driven equipment and machines. |

Essential Topic
ESS05

SYSTEMS: *Understand roles within teams, work units, departments, organizations, inter-organizational systems, and the larger environment. Identify how key organizational systems affect organizational performance and the quality of products and services. Understand global context of industries and careers.*

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| ESS05.01 | Describe the nature and types of business organizations to build an understanding of the scope of organizations. |
| ESS05.01.01 | List the types and functions of businesses. |
| ESS05.01.02 | Describe the types and functions of businesses. |
| ESS05.01.03 | Explain the functions and interactions of common departments within a business. |



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ESS05.02 Implement quality control systems and practices to ensure quality products and services.

ESS05.02.01 Describe quality control standards and practices common to the workplace.

**Essential Topic
ESS06**

SAFETY, HEALTH AND ENVIRONMENTAL: *Understand the importance of health, safety, and environmental management systems in organizations and their importance to organizational performance and regulatory compliance. Follow organizational policies and procedures and contribute to continuous improvement in performance and compliance.*

ESS06.01 Implement personal and jobsite safety rules and regulations to maintain safe and healthful working conditions and environments.

ESS06.01.01 Assess workplace conditions with regard to safety and health.
ESS06.01.02 Align safety issues with appropriate safety standards to ensure a safe workplace/jobsite.
ESS06.01.03 Identify safety hazards common to workplaces.
ESS06.01.04 Identify safety precautions to maintain a safe worksite.
ESS06.01.05 Select appropriate personal protective equipment as needed for a safe workplace/jobsite.
ESS06.01.06 Inspect personal protective equipment commonly used for selected career pathway.
ESS06.01.07 Use personal protective equipment according to manufacturer rules and regulations.
ESS06.01.08 Employ a safety hierarchy and communication system within the workplace/jobsite.
ESS06.01.09 Implement safety precautions to maintain a safe worksite.

ESS06.02 Complete work tasks in accordance with employee rights and responsibilities and employers obligations to maintain workplace safety and health.

ESS06.02.01 Identify rules and laws designed to promote safety and health in the workplace.
ESS06.02.02 State the rationale of rules and laws designed to promote safety and health.

ESS06.03 Employ emergency procedures as necessary to provide aid in workplace accidents.

ESS06.03.01 Use knowledge of First Aid procedures as necessary.
ESS06.03.02 Use knowledge of CPR procedures as necessary.
ESS06.03.03 Use safety equipment as necessary.

ESS06.04 Employ knowledge of response techniques to create a disaster and/or emergency response plan.

ESS06.04.01 Complete an assessment of an emergency and/or disaster situation.
ESS06.04.02 Create an emergency and/or disaster plan.



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| Essential Topic ESS07 | LEADERSHIP AND TEAMWORK: <i>Use leadership and teamwork skills in collaborating with others to accomplish organizational goals and objectives.</i> |
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| ESS07.01 | Employ leadership skills to accomplish organizational goals and objectives. |
| ESS07.01.01 | Analyze the various roles of leaders within organizations (e.g. contribute ideas; share in building an organization; act as role models to employees by adhering to company policies, procedures, and standards; promote the organization's vision; and mentor others). |
| ESS07.01.02 | Exhibit traits such as empowerment, risk, communication, focusing on results, decision-making, problem solution, and investment in individuals when leading a group in solving a problem. |
| ESS07.01.03 | Exhibit traits such as compassion, service, listening, coaching, developing others, team development, and understanding and appreciating others when acting as a manager of others in the workplace. |
| ESS07.01.04 | Exhibit traits such as enthusiasm, creativity, conviction, mission, courage, concept, focus, principle-centered living, and change when interacting with others in general. |
| ESS07.01.05 | Consider issues related to self, team, community, diversity, environment, and global awareness when leading others. |
| ESS07.01.06 | Exhibit traits such as innovation, intuition, adaptation, life-long learning and coachability to develop leadership potential over time. |
| ESS07.01.07 | Analyze leadership in relation to trust, positive attitude, integrity, and willingness to accept key responsibilities in a work situation. |
| ESS07.01.08 | Describe observations of outstanding leaders using effective management styles. |
| ESS07.01.09 | Participate in civic and community leadership and teamwork opportunities to enhance skills. |
| ESS07.02 | Employ organizational and staff development skills to foster positive working relationships and accomplish organizational goals. |
| ESS07.02.01 | Implement organizational skills when facilitating others' work efforts. |
| ESS07.02.02 | Explain how to manage a staff that satisfies work demands while adhering to budget constraints. |
| ESS07.02.03 | Describe how staff growth and development to increase productivity and employee satisfaction. |
| ESS07.02.04 | Organize team involvement within a group environment. |
| ESS07.02.05 | Work with others to develop and gain commitment to team goals. |
| ESS07.02.06 | Distribute responsibility and work load fairly. |
| ESS07.02.07 | Model leadership and teamwork qualities to aid in employee morale. |
| ESS07.02.08 | Identify best practices for successful team functioning. |
| ESS07.02.09 | Explain best practices for successful team functioning. |
| ESS07.03 | Employ teamwork skills to achieve collective goals and use team member's talents effectively. |



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- ESS07.03.01 Work with others to achieve objectives in a timely manner.
- ESS07.03.02 Promote the full involvement and use of team member's individual talents and skills.
- ESS07.03.03 Employ conflict-management skills to facilitate solutions.
- ESS07.03.04 Demonstrate teamwork skills through working cooperatively with co-workers, supervisory staff, and others, both in and out of the organization, to achieve particular tasks.
- ESS07.03.05 Demonstrate teamwork processes that provide team building, consensus, continuous improvement, respect for the opinions of others, cooperation, adaptability, and conflict resolution.
- ESS07.03.06 Develop plans to improve team performance.
- ESS07.03.07 Demonstrate commitment to and a positive attitude toward team goals.
- ESS07.03.08 Take responsibility for shared group and individual work tasks.
- ESS07.03.09 Assist team members in completing their work.
- ESS07.03.10 Adapt effectively to changes in projects and work activities.
- ESS07.03.11 Negotiate effectively to arrive at decisions.

ESS07.04 Establish and maintain effective working relationships with all levels of personnel and other departments in order to accomplish objectives and tasks.

- ESS07.04.01 Build effective working relationships using interpersonal skills.
- ESS07.04.02 Use positive interpersonal skills to work cooperatively with co-workers representing different cultures, genders and backgrounds.
- ESS07.04.03 Manage personal skills to accomplish assignments.
- ESS07.04.04 Treat people with respect.
- ESS07.04.05 Provide constructive praise and criticism.
- ESS07.04.06 Demonstrate sensitivity to and value for diversity.
- ESS07.04.07 Manage stress and control emotions.

ESS07.05 Conduct and participate in meetings to accomplish work tasks.

- ESS07.05.01 Develop meeting goals, objectives and agenda.
- ESS07.05.02 Assign responsibilities for preparing materials and leading discussions.
- ESS07.05.03 Prepare materials for leading discussion.
- ESS07.05.04 Assemble and distribute meeting materials.
- ESS07.05.05 Conduct meeting to achieve objectives within scheduled time.
- ESS07.05.06 Demonstrate effective communication skills in meetings.
- ESS07.05.07 Produce meeting minutes including decisions and next steps.
- ESS07.05.08 Use parliamentary procedure, as needed, to conduct meetings.

ESS07.06 Employ mentoring skills to inspire and teach others.

- ESS07.06.01 Use motivational techniques to enhance performance in others.
- ESS07.06.02 Provide guidance to enhance performance in others.

Essential Topic ESS08 ETHICS AND LEGAL RESPONSIBILITIES: *Know and understand the importance of professional ethics and legal responsibilities.*

ESS08.01 Apply ethical reasoning to a variety of workplace situations in order to make ethical decisions.



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- ESS08.01.01 Evaluate alternative responses to workplace situations based on legal responsibilities and employer policies.
- ESS08.01.02 Evaluate alternative responses to workplace situations based on personal or professional ethical responsibilities.
- ESS08.01.03 Identify personal and long-term workplace consequences of unethical or illegal behaviors.
- ESS08.01.04 Explain personal and long-term workplace consequences of unethical or illegal behaviors.
- ESS08.01.05 Determine the most appropriate response to workplace situations based on legal and ethical considerations.
- ESS08.01.06 Explain the most appropriate response to workplace situations based on legal and ethical considerations.

ESS08.02 Interpret and explain written organizational policies and procedures to help employees perform their jobs according to employer rules and expectations.

- ESS08.02.01 Locate information on organizational policies in handbooks and manuals.
- ESS08.02.02 Discuss how specific organizational policies and procedures influence a specific work situation.

Essential Topic
ESS09

EMPLOYABILITY AND CAREER DEVELOPMENT: *Know and understand the importance of employability skills. Explore, plan, and effectively manage careers. Know and understand the importance of entrepreneurship skills.*

ESS09.01 Identify and demonstrate positive work behaviors and personal qualities needed to be employable.

- ESS09.01.01 Demonstrate self-discipline, self-worth, positive attitude, and integrity in a work situation.
- ESS09.01.02 Demonstrate flexibility and willingness to learn new knowledge and skills.
- ESS09.01.03 Exhibit commitment to the organization.
- ESS09.01.04 Identify how work varies with regard to site, from indoor confined spaces to outdoor areas, including aerial space and a variety of climatic and physical conditions.
- ESS09.01.05 Apply communication strategies when adapting to a culturally diverse environment.
- ESS09.01.06 Manage resources in relation to the position (i.e. budget, supplies, computer, etc).
- ESS09.01.07 Identify positive work-qualities typically desired in each of the career cluster's pathways.
- ESS09.01.08 Manage work roles and responsibilities to balance them with other life roles and responsibilities.

ESS09.02 Develop a personal career plan to meet career goals and objectives.



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ESS09.02.01 Develop career goals and objectives as part of a plan for future career direction.

ESS09.02.02 Develop strategies to reach career objectives.

ESS09.03 Demonstrate skills related to seeking and applying for employment to find and obtain a desired job.

ESS09.03.01 Use multiple resources to locate job opportunities.

ESS09.03.02 Prepare a résumé.

ESS09.03.03 Prepare a letter of application.

ESS09.03.04 Complete an employment application.

ESS09.03.05 Interview for employment.

ESS09.03.06 List the standards and qualifications that must be met in order to enter a given industry.

ESS09.03.07 Employ critical thinking and decision-making skills to exhibit qualifications to a potential employer.

ESS09.04 Maintain a career portfolio to document knowledge, skills and experience in a career field.

ESS09.04.01 Select educational and work history highlights to include in a career portfolio.

ESS09.04.02 Produce a record of work experiences, licenses, certifications and products.

ESS09.04.03 Organize electronic or physical portfolio for use in demonstrating knowledge, skills and experiences.

ESS09.05 Demonstrate skills in evaluating and comparing employment opportunities in order to accept employment positions that match career goals.

ESS09.05.01 Compare employment opportunities to individual needs and career plan objectives.

ESS09.05.02 Evaluate employment opportunities based upon individual needs and career plan objectives.

ESS09.05.03 Demonstrate appropriate methods for accepting or rejecting employment offers.

ESS09.06 Identify and exhibit traits for retaining employment to maintain employment once secured.

ESS09.06.01 Model behaviors that demonstrate reliability and dependability.

ESS09.06.02 Maintain appropriate dress and behavior for the job to contribute to a safe and effective workplace/jobsite.

ESS09.06.03 Complete required employment forms and documentation such as I-9 form, work visa, W-4 and licensures to meet employment requirements.

ESS09.06.04 Summarize key activities necessary to retain a job in the industry.

ESS09.06.05 Identify positive work behaviors and personal qualities necessary to retain employment.



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ESS09.07 Identify and explore career opportunities in one or more career pathways to build an understanding of the opportunities available in the cluster.

ESS09.07.01 Locate and identify career opportunities that appeal to personal career goals.

ESS09.07.02 Match personal interest and aptitudes to selected careers.

ESS09.08 Recognize and act upon requirements for career advancement to plan for continuing education and training.

ESS09.08.01 Identify opportunities for career advancement.

ESS09.08.02 Pursue education and training opportunities to acquire skills necessary for career advancement.

ESS09.08.03 Examine the organization and structure of various segments of the industry to prepare for career advancement.

ESS09.08.04 Research local and regional labor (workforce) market and job growth information to project potential for advancement.

ESS09.08.05 Manage employment relations to make career advancements.

ESS09.09 Continue professional development to keep current on relevant trends and information within the industry.

ESS09.09.01 Use self assessment, organizational priorities, journals, Internet sites, professional associations, peers and other resources to develop goals that address training, education and self-improvement issues.

ESS09.09.02 Read trade magazines and journals, manufacturers' catalogues, industry publications and Internet sites to keep current on industry trends.

ESS09.09.03 Participate in relevant conferences, workshops, mentoring activities and in-service training to stay current with recent changes in the field.

ESS09.10 Examine licensing, certification and credentialing requirements at the national, state and local levels to maintain compliance with industry requirements.

ESS09.10.01 Examine continuing education requirements related to licensing, certification, and credentialing requirements at the local, state and national levels for chosen occupation.

ESS09.10.02 Examine the procedures and paperwork involved in maintaining and updating licensure, certification and credentials for chosen occupation.

ESS09.10.03 Align ongoing licensing, certification and credentialing requirements to career plans and goals.

ESS09.11 Examine employment opportunities in entrepreneurship to consider entrepreneurship as an option for career planning.

ESS09.11.01 Describe the opportunities for entrepreneurship in a given industry.

Essential Topic
ESS10

TECHNICAL SKILLS: *Use of technical knowledge and skills required to pursue careers in all career cluster, including knowledge of design, operation, and maintenance of technological systems critical to the career cluster.*



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ESS10.01 Employ information management techniques and strategies in the workplace to assist in decision-making.

- ESS10.01.01 Use information literacy skills when accessing, evaluating and disseminating information.
- ESS10.01.02 Describe the nature and scope of information management.
- ESS10.01.03 Maintain records to facilitate ongoing business operations.

ESS10.02 Employ planning and time management skills and tools to enhance results and complete work tasks.

- ESS10.02.01 Develop goals and objectives.
- ESS10.02.02 Prioritize tasks to be completed.
- ESS10.02.03 Develop timelines using time management knowledge and skills.
- ESS10.02.04 Use project-management skills to improve workflow and minimize costs.

C. CLUSTER (FOUNDATION) KNOWLEDGE AND SKILLS

The following Cluster (Foundation) Knowledge and Skill statements apply to all careers in the Finance Cluster. Persons preparing for careers in the Finance Cluster should be able to demonstrate these skills in addition to those found on the Essential Knowledge and Skills Chart.



Cluster Topic ACADEMIC FOUNDATIONS: Achieve additional academic knowledge and skills required to pursue the full range of career and postsecondary education opportunities within a career cluster.

FNC01.01 Solve mathematical problems to obtain information for decision making in finance.

- FNC01.01.01 **Employ numbers and operations in finance.**
Sample Indicators Recognize relationships among numbers
 Employ mathematical operations
 Perform computations successfully
 Predict reasonable estimations
- FNC01.01.02 **Apply algebraic skills to make business decisions.**
Sample Indicators Recognize patterns and mathematical relations
 Use algebraic symbols to represent, solve, and analyze mathematical problems
 Create mathematical models from real-life situations
 Represent changes in quantities mathematically
 Determine rate of change mathematically
 Interpret graphical and numerical data
- FNC01.01.03 **Employ measurement skills to make business decisions.**
Sample Indicators Recognize measurable attributes of objects



Finance Career Cluster
Banking Services Pathway
Knowledge and Skill Statements

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| FNC01.01.04 <i>Sample Indicators</i> | Take measurements correctly Perform data analysis to make business decisions. Formulate questions effectively Collect relevant data Organize useful data Answer questions appropriately Employ appropriate statistical methods in data analysis Develop and evaluate inferences and predictions Apply basic concepts of probability |
| FNC01.01.05 <i>Sample Indicators</i> | Use problem-solving techniques to evaluate the accuracy of mathematical responses in finance. Identify problem-solving techniques Apply a variety of problem-solving strategies Adjust problem-solving strategies, when needed |
| FNC01.02 | Discuss the economic principles and concepts fundamental to financial operations. |
| FNC01.02.01 <i>Sample Indicators</i> | Discuss economic concepts impacting finance. Distinguish between economic goods and services Explain the concept of economic resources Describe the concepts of economics and economic activities Determine economic utilities created by business activities Explain the principles of supply and demand Describe the functions of prices in markets |
| FNC01.02.02 <i>Sample Indicators</i> | Explain the nature of business. Explain the role of business in society Describe types of business activities Explain the organizational design of businesses Discuss the global environment in which businesses operate Describe factors that affect the business environment Explain how organizations adapt to today's markets |
| FNC01.02.03 <i>Sample Indicators</i> | Describe economic systems. Explain the types of economic systems Explain the concept of private enterprise Identify factors affecting a business's profit Determine factors affecting business risk Explain the concept of competition Describe market structures |
| FNC01.02.04 <i>Sample Indicators</i> | Explain the impact of government on business activities. Determine the relationship between government and business Describe the nature of taxes Discuss the nature of monetary policy Discuss the supply and demand for money Explain the role of the Federal Reserve System Explain the concept of fiscal policies Describe the effects of fiscal and monetary policies |
| FNC01.02.05 <i>Sample Indicators</i> | Analyze cost/profit relationships in finance. Explain the concept of productivity Analyze impact of specialization/division of labor on productivity Explain the concept of organized labor and business Explain the impact of the law of diminishing returns |



Finance Career Cluster
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Knowledge and Skill Statements

FNC01.02.06 Describe the concept of economies of scale
Sample Indicators
Describe economic indicators impacting financial decision-making.
Describe the concept of price stability as an economic measure
Discuss the measure of consumer spending as an economic indicator
Discuss the impact of a nation's unemployment rates
Explain the concept of Gross Domestic Product
Describe the economic impact of inflation on business
Explain unemployment and inflation tradeoffs
Explain the economic impact of interest-rate fluctuations
Determine the impact of business cycles on business activities

FNC01.02.07 Determine global trade's impact on business decision-making.
Sample Indicators
Explain the nature of global trade
Describe the determinants of exchange rates and their effects on the domestic economy
Discuss the impact of cultural and social environments on global trade
Explain labor issues associated with global trade

FNC01.03 Integrate sociological knowledge of group behavior to understand customer decision-making in finance.

FNC01.03.01 Employ sociological knowledge to facilitate finance activities.
Sample Indicators
Analyze and interpret complex societal issues, events, and problems
Analyze researched information and statistics
Reach reasoned conclusions
Examine social beliefs, influences, and behavior
Analyze group dynamics
Assess human behavior

FNC01.04 Integrate psychological knowledge to understand finance customer motivation.

FNC01.04.01 Apply psychological knowledge to facilitate finance activities.
Sample Indicators
Recognize factors influencing perception
Identify sources of attitude formation
Assess methods used to evaluate attitudes
Identify basic social and cultural strata
Determine behavioral effects of social and cultural strata
Analyze effects of others on individual behavior
Predict likelihood of conformity and obedience
Determine significance of aggression
Recognize factors affecting personality
Evaluate the nature of change over a lifetime
Identify sources of stress
Detail reactions to stress
Employ strategies for dealing with stress
Investigate factors affecting motivation
Analyze cues to basic drives/motives
Analyze the development of motives

Cluster Topic
FNC02

COMMUNICATIONS: Use oral and written communication skills in creating, expressing and interpreting information and ideas including technical terminology and information.

No additional statements in the topic beyond those found in the Essential Knowledge and Skills Chart.



**Finance Career Cluster
Banking Services Pathway
Knowledge and Skill Statements**

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| Cluster Topic FNC03 | <p>PROBLEM SOLVING AND CRITICAL THINKING: <i>Solve problems using critical thinking skills (analyze, synthesize, and evaluate) independently and in teams. Solve problems using creativity and innovation.</i></p> <p><i>No additional statements in the topic beyond those found in the Essential Knowledge and Skills Chart.</i></p> |
| Cluster Topic FNC04 | <p>INFORMATION TECHNOLOGY APPLICATIONS: <i>Use information technology tools specific to the career cluster to access, manage, integrate, and create information.</i></p> <p><i>No additional statements in the topic beyond those found in the Essential Knowledge and Skills Chart.</i></p> |
| Cluster Topic FNC05 | <p>SYSTEMS: <i>Understand roles within teams, work units, departments, organizations, inter-organizational systems, and the larger environment. Identify how key organizational systems affect organizational performance and the quality of products and services. Understand global context of industries and careers.</i></p> |
| FNC05.01 | Discuss the concepts, processes, and skills used to identify new ideas, opportunities, and methods and to create or start a new finance project or venture. |
| FNC05.01.01 <i>Sample Indicators</i> | <p>Employ entrepreneurial discovery strategies in finance.</p> <ul style="list-style-type: none"> Explain the need for entrepreneurial discovery Discuss entrepreneurial discovery processes Assess global trends and opportunities Determine opportunities for venture creation Assess opportunities for venture creation Describe idea-generation methods Generate venture ideas Determine feasibility of venture ideas |
| FNC05.01.02 <i>Sample Indicators</i> | <p>Develop concept for new finance venture.</p> <ul style="list-style-type: none"> Describe entrepreneurial planning considerations Explain tools used by entrepreneurs for venture planning Assess start-up requirements Assess risks associated with venture Describe external resources useful to entrepreneurs during concept development Assess the need to use external resources for concept development Describe strategies to protect intellectual property Use components of business plan to define venture idea |
| FNC05.01.03 <i>Sample Indicators</i> | <p>Determine needed resources for a new finance venture.</p> <ul style="list-style-type: none"> Describe processes used to acquire adequate financial resources for venture creation/start-up Select sources to finance venture creation/start-up Explain factors to consider in determining a venture's human-resource needs Explain considerations in making the decision to hire staff Describe considerations in selecting capital resources Identify capital resources needed for the venture Assess the costs/benefits associated with resources |



Finance Career Cluster
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Knowledge and Skill Statements

FNC05.01.04
Sample Indicators

Actualize new finance venture.

- Use external resources to supplement entrepreneur's expertise
- Explain the complexity of business operations
- Evaluate risk-taking opportunities
- Explain the need for business systems and procedures
- Describe the use of operating procedures
- Explain methods/processes for organizing workflow
- Develop and/or provide product/service
- Use creative problem solving in business activities/decisions
- Explain the impact of resource productivity on venture success
- Create processes for ongoing opportunity recognition

- Develop plan to invest resources into improving current products or creating new ones
- Adapt to changes in business environment

FNC05.01.05
Sample Indicators

Select harvesting strategies for finance venture.

- Explain the need for continuation planning
- Describe methods of venture harvesting
- Evaluate options for continued venture involvement
- Develop exit strategies

FNC05.02 Analyze accounting systems to examine their contribution to the fiscal stability of businesses.

FNC05.02.01
Sample Indicators

Describe the nature and scope of accounting.

- Explain the concept of accounting
- Explain the need for accounting standards (GAAP)
- Discuss the role of ethics in accounting
- Explain the use of technology in accounting
- Explain legal considerations for accounting

FNC05.02.02
Sample Indicators

Implement accounting procedures for tracking money flow and determining financial status.

- Describe the nature of cash flow statements
- Prepare cash flow statements
- Explain the nature of balance sheets
- Describe the nature of income statements

FNC05.03 Describe tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources.

FNC05.03.01
Sample Indicators

Describe the nature and scope of finance.

- Explain the role of finance in business
- Discuss the role of ethics in finance
- Explain legal considerations for finance
- Discuss trends in the current financial environment (i.e., consolidation, regulatory burden, role of technology, and globalization)

FNC05.04 Plan, staff, lead, and organize human resources in finance to enhance productivity and job satisfaction.

FNC05.04.01
Sample Indicators

Describe the role and function of human resources management.

- Discuss the nature of human resources management
- Explain the role of ethics in human resources management
- Describe the use of technology in human resources management



Finance Career Cluster
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Knowledge and Skill Statements

FNC05.05 Describe the tools, techniques, and systems that businesses use to create, communicate, and deliver value to finance customers and to manage customer relationships in ways that benefit the organization and its stakeholders.

- FNC05.05.01 Discuss marketing's role and function.
Sample Indicators Explain marketing and its importance in a global economy
Describe marketing functions and related activities
- FNC05.05.02 Describe customer/client/business behavior in finance.
Sample Indicators Explain customer/client/business buying behavior
Discuss actions employees can take to achieve the company's desired results
Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.)
- FNC05.05.03 Explain a finance organization's unique selling proposition.
Sample Indicators Identify company's unique selling proposition
Identify internal and external service standards

FNC05.06 Utilize customer relations techniques and strategies to foster positive, ongoing relationships with finance customers.

- FNC05.06.01 Foster positive relationships with finance customers.
Sample Indicators Explain the nature of positive customer relations
Demonstrate a customer-service mindset
Explain management's role in customer relations
- FNC05.06.02 Reinforce finance organization's image by exhibiting the company's brand promise.
Sample Indicators Identify company's brand promise
Determine ways of reinforcing the company's image through employee performance
- FNC05.06.03 Explain the nature and scope of customer relationship management in finance.
Sample Indicators Discuss the nature of customer relationship management
Explain the role of ethics in customer relationship management
Describe the use of technology in customer relationship management
Discuss customer relationship management as a key factor to success in the finance industry
Explain trends in customer relationship management that impact finance

FNC05.07 Plan, monitor, and control day-to-day activities to enable continued functioning in finance.

- FNC05.07.01 Discuss operation's role and function in finance.
Sample Indicators Explain the nature of operations
Discuss the role of ethics in operations
Describe the use of technology in operations
- FNC05.07.02 Implement purchasing activities in finance.
Sample Indicators Explain the nature and scope of purchasing
Place orders/reorders
Maintain inventory of supplies
Manage the bid process in purchasing
Select vendors
Evaluate vendor's performance
- FNC05.07.03 Describe production's role and function.



**Finance Career Cluster
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Knowledge and Skill Statements**

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| <i>Sample Indicators</i> | Explain the concept of production Describe production activities |
| FNC05.07.04 | Implement quality-control processes in finance. |
| <i>Sample Indicators</i> | Identify quality-control measures Utilize quality control methods at work Describe crucial elements of a quality culture Describe the role of management in the achievement of quality Establish efficient operating systems |

Cluster Topic FNC06 **SAFETY, HEALTH AND ENVIRONMENTAL: *Understand the importance of health, safety, and environmental management systems in organizations and their importance to organizational performance and regulatory compliance. Follow organizational policies and procedures and contribute to continuous improvement in performance and compliance.***

FNC06.01 **Implement safety, health, and environmental controls to enhance productivity in finance.**

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| FNC06.01.01 | Adhere to health and safety regulations in finance. |
| <i>Sample Indicators</i> | Describe health and safety regulations in business Report noncompliance with business health and safety regulations |
| FNC06.01.02 | Implement safety procedures in finance. |
| <i>Sample Indicators</i> | Follow instructions for use of equipment, tools, and machinery Follow safety precautions Maintain a safe work environment Explain procedures for handling accidents Handle and report emergency situations |
| FNC06.01.03 | Determine needed safety policies/procedures in finance. |
| <i>Sample Indicators</i> | Identify potential safety issues Establish safety policies and procedures |
| FNC06.01.04 | Implement security policies/procedures in finance. |
| <i>Sample Indicators</i> | Explain routine security precautions Follow established security procedures/policies Protect company information and intangibles |
| FNC06.01.05 | Develop policies/procedures to protect workplace security in finance. |
| <i>Sample Indicators</i> | Identify potential security issues Establish policies to protect company information and intangibles Establish policies to maintain a non-hostile work environment Establish policies and procedures to maintain physical security of the work environment |

Cluster Topic FNC07 **LEADERSHIP AND TEAMWORK: *Use leadership and teamwork skills in collaborating with others to accomplish organizational goals and objectives.***

No additional statements in the topic beyond those found in the Essential Knowledge and Skills Chart.

Cluster Topic FNC08 **ETHICS AND LEGAL RESPONSIBILITIES: *Know and understand the importance of professional ethics and legal responsibilities.***



Finance Career Cluster
Banking Services Pathway
Knowledge and Skill Statements

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| FNC08.01 | Know and abide by laws, regulations, and ethical behavior that affect finance operations and transactions. |
| FNC08.01.01 | Employ ethical actions in obtaining and providing finance information. |
| <i>Sample Indicators</i> | Respect the privacy of others Explain ethical considerations in providing information Protect confidential information Determine information appropriate to obtain from a client or another employee |
| FNC08.01.02 | Apply ethics in finance. |
| <i>Sample Indicators</i> | Explain the nature of business ethics Demonstrate responsible behavior Demonstrate honesty and integrity Demonstrate ethical work habits |
| FNC08.01.03 | Manage internal and external business relationships in finance. |
| <i>Sample Indicators</i> | Treat others fairly at work Describe ethics in human resources issues |
| FNC08.01.04 | Explain the nature and scope of business laws and regulations. |
| <i>Sample Indicators</i> | Discuss the nature of law and sources of law in the United States Describe the United States' judicial system Describe legal issues affecting businesses |
| FNC08.01.05 | Discuss the civil foundations of the legal environment of business. |
| <i>Sample Indicators</i> | Identify the basic torts relating to business enterprises Describe the nature of legally binding contracts |
| FNC08.01.06 | Explore the regulatory environment of United States' businesses. |
| <i>Sample Indicators</i> | Describe the nature of legal procedures Discuss the nature of debtor-creditor relationships Explain the nature of agency relationships Discuss the nature of environmental law Discuss the role of administrative law |
| FNC08.01.07 | Describe human resources laws and regulations. |
| <i>Sample Indicators</i> | Explain the nature of human resources regulations Explain the nature of workplace regulations (including OSHA, ADA) Discuss employment relationships |
| FNC08.01.08 | Determine form of business ownership. |
| <i>Sample Indicators</i> | Explain types of business ownership Select form of business ownership |
| FNC08.01.09 | Explain commerce laws and regulations. |
| <i>Sample Indicators</i> | Explain the nature of trade regulations Describe the impact of anti-trust legislation |
| FNC08.01.10 | Discuss tax laws and regulations. |
| <i>Sample Indicators</i> | Explain the nature of tax regulations on business Explain the nature of businesses' reporting requirements Develop strategies for legal/government compliance |
| FNC08.01.11 | Describe government regulation of the finance industry. |
| <i>Sample Indicators</i> | Explain federal legislation impacting the finance industry (e.g., Gramm-Leach-Bliley Act, Sarbanes-Oxley Act, Uniform Commercial Code, etc.) Discuss the effect of tax laws and regulations on financial transactions |
| FNC08.01.12 | Discuss the nature and scope of compliance in finance. |
| <i>Sample Indicators</i> | Discuss the nature and scope of compliance in the finance industry Describe the use of technology in compliance |



Finance Career Cluster
Banking Services Pathway
Knowledge and Skill Statements

Explain the role of business ethics in compliance

Cluster Topic
FNC09

EMPLOYABILITY AND CAREER DEVELOPMENT: *Know and understand the importance of employability skills. Explore, plan, and effectively manage careers. Know and understand the importance of entrepreneurship skills.*

No additional statements in the topic beyond those found in the Essential Knowledge and Skills Chart.

Cluster Topic
FNC10

TECHNICAL SKILLS: *Use the technical knowledge and skills required to pursue the targeted careers for all pathways in the career cluster, including knowledge of design, operation, and maintenance of technological systems critical to the career cluster.*

FNC10.01

Maintain, control, and plan the use of financial resources to protect solvency.

FNC10.01.01

Discuss the fundamental principles of money.

Sample Indicators

Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.)
 Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.)

Describe functions of money (medium of exchange, unit of measure, store of value)
 Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.)
 Explain the time value of money
 Explain the purposes and importance of credit
 Explain legal responsibilities associated with financial exchanges

FNC10.01.02

Analyze personal financial needs and goals.

Sample Indicators

Explain the nature of financial needs (e.g., college, retirement, wills, insurance, etc.)
 Set financial goals
 Develop personal budget
 Explain the need to save and invest

FNC10.01.03

Manage personal finances to achieve financial goals.

Sample Indicators

Explain the nature of tax liabilities
 Interpret a pay stub
 Read and reconcile bank statements
 Maintain financial records
 Demonstrate the wise use of credit
 Validate credit history
 Protect against identity theft
 Prepare personal income tax forms (i.e., 1040 EZ)

FNC10.01.04

Describe the use of financial-services providers.

Sample Indicators

Describe types of financial-services providers
 Discuss considerations in selecting a financial-services provider

FNC10.01.05

Use investment strategies.

Sample Indicators

Explain types of investments
 Explain the nature of capital investment
 Establish investment goals and objectives



**Finance Career Cluster
Banking Services Pathway
Knowledge and Skill Statements**

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| FNC10.01.06 | Identify potential business threats and opportunities to protect a business's financial well-being. |
| <i>Sample Indicators</i> | Describe the concept of insurance Obtain insurance coverage Settle insurance losses Identify speculative business risks Explain the nature of risk management |
| FNC10.01.07 | Obtain business credit and control its use. |
| <i>Sample Indicators</i> | Explain the purposes and importance of obtaining business credit Analyze critical banking relationships Make critical decisions regarding acceptance of bank cards Determine financing needed for business operations Identify risks associated with obtaining business credit Explain sources of financial assistance Explain loan evaluation criteria used by lending institutions Complete loan application package |
| FNC10.01.08 | Manage financial resources to ensure solvency. |
| <i>Sample Indicators</i> | Describe the nature of budgets Explain the nature of operating budgets Describe the nature of cost/benefit analysis Determine relationships among total revenue, marginal revenue, output, and profit Develop company's/department's budget Forecast sales Calculate financial ratios Interpret financial statements Describe types of financial statement analysis (e.g., ratio analysis, trend analysis, etc.) Spot problems in/issues with financial statements |
| FNC10.01.09 | Explain the importance of financial markets in business. |
| <i>Sample Indicators</i> | Describe the role of financial institutions Explain types of financial markets (i.e., money markets, securities markets, property market, market for risk transfer) |
| FNC10.01.10 | Explain the nature of assets' values. |
| <i>Sample Indicators</i> | Discuss factors that affect the value of an asset (e.g., cash flows, growth rate, timing, inflation, interest rate, opportunity cost, and risk and required return) |
| FNC10.01.11 | Utilize sources of securities information to make informed financial decisions. |
| <i>Sample Indicators</i> | Describe sources of securities information Read/Interpret securities table |
| FNC10.01.12 | Use debt and equity capital to raise funds for business growth. |
| <i>Sample Indicators</i> | Describe the financial needs of a business at different stages of its development Discuss factors to consider in choosing between debt and equity capital Explain the significance of a firm's capital structure |
| FNC10.02 | Plan, control, and organize a finance organization/department. |
| FNC10.02.01 | Explain management's role in business success. |
| <i>Sample Indicators</i> | Explain the concept of management Explain the nature of managerial ethics |



**Finance Career Cluster
Banking Services Pathway
Knowledge and Skill Statements**

FNC10.02.02 Utilize planning tools that can guide finance organization's/department's activities.

Sample Indicators

- Explain the nature of business plans
- Develop company goals/objectives
- Define business mission
- Conduct an organizational SWOT
- Explain external planning considerations
- Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.)
- Develop action plans
- Develop business plan

FNC10.02.03 Control a finance organization's/department's activities.

Sample Indicators

- Describe the nature of managerial control (control process, types of control, what is controlled)
- Analyze operating results in relation to budget/industry
- Track performance of business plan

FNC10.03 Monitor, plan, and control day-to-day activities required for continued business functioning.

FNC10.03.01 Implement expense-control strategies.

Sample Indicators

- Explain the nature of overhead/operating costs
- Explain employee's role in expense control
- Control use of supplies
- Conduct breakeven analysis
- Negotiate service and maintenance contracts
- Negotiate lease or purchase of facility
- Develop expense control plans
- Use budgets to control operations

FNC10.03.02 Maintain property and equipment.

Sample Indicators

- Identify routine activities for maintaining business facilities and equipment
- Plan maintenance program

FNC10.04 Discuss techniques and strategies used in finance to foster positive, ongoing relationships with customers.

FNC10.04.01 Describe characteristics, motivations, and behaviors of finance clients.

Sample Indicators

- Describe customer needs and wants that are met by financial products and services
- Explain the responsibilities of finance professionals in providing client services

FNC10.04.02 Use Customer Relationship Management technology.

Sample Indicators

- Explain the use of databases in customer relationship management
- Use Customer Relationship Management (CRM) technology

FNC10.05 Access, process, maintain, evaluate, and disseminate financial information to assist business decision-making.

FNC10.05.01 Explain the nature and scope of financial-information management.

Sample Indicators

- Describe the need for financial information
- Explain the nature and scope of the financial-information management function
- Explain the role of ethics in financial-information management

FNC10.05.02 Discuss the importance of accurately reporting a business's financial position.

Sample Indicators

- Describe the need to accurately report a business's financial position



**Finance Career Cluster
Banking Services Pathway
Knowledge and Skill Statements**

Describe the relationship between accounting (with an emphasis on cash flow) and finance (with an emphasis on decision-making)
Discuss types of accounting systems used to report a business's financial position (i.e., financial, tax, management, cost, accrual)

FNC10.05.03 Discuss the nature and scope of financial information analysis.

Sample Indicators

Discuss the impact of economic conditions on finance
Explain the use of financial information to identify trends
Describe the need to analyze customer financial information

Identify reasons to analyze financial data (e.g., to understand accounting treatment, to verify information, to analyze variances, to guide financial decision-making)

FNC10.05.04 Utilize financial-information technology tools.

Sample Indicators

Describe the use of technology in the financial-information management function
Demonstrate data mining techniques
Demonstrate budgeting applications
Demonstrate financial analysis applications
Demonstrate advanced database applications

FNC10.06 **Obtain, develop, maintain, and improve a financial product or service mix in order to respond to market opportunities.**

FNC10.06.01 Explain the nature and scope of product/service management.

Sample Indicators

Explain the nature and scope of the product/service management function
Identify the impact of product life cycles on business decisions
Explain the use of technology in the product/service management function
Discuss business ethics in product/service management

FNC10.06.02 Develop a financial product/service mix.

Sample Indicators

Explain the concept of financial product/service mix
Describe the nature of financial product/service bundling
Identify financial product/service to fill a customer need

FNC10.06.03 Position financial products/services to acquire desired business image.

Sample Indicators

Describe factors used to position financial products/services
Explain the nature of financial product/service branding
Explain the role of customer service in positioning/image

FNC10.06.04 Position company to acquire desired business image.

Sample Indicators

Explain the nature of corporate branding
Describe factors used by businesses to position corporate brands

FNC10.07 **Employ financial risk-management strategies and techniques used to minimize business loss.**

FNC10.07.01 Describe the nature and scope of risk management in finance.

Sample Indicators

Explain the role of ethics in risk management
Describe the use of technology in risk management
Discuss legal considerations affecting risk management

FNC10.07.02 Use risk management techniques in finance.

Sample Indicators

Discuss the relationship between risk and business objectives
Develop a risk management program
Evaluate a risk management program

FNC10.07.03 Describe risk control methods in finance.

Sample Indicators

Discuss the nature of risk control (i.e., internal and external)
Explain ways to assess risk
Describe the importance of auditing risk control

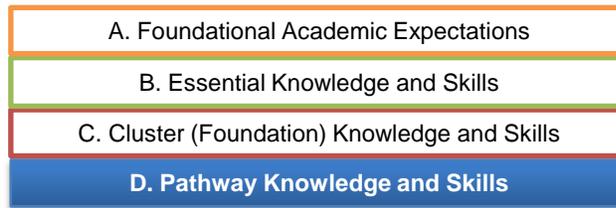


**Finance Career Cluster
Banking Services Pathway
Knowledge and Skill Statements**

Discuss risk control systems

D. PATHWAY KNOWLEDGE AND SKILLS

The following knowledge and skill statements apply to all careers in the Banking Services Pathway. The statements are organized within seven topics.



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| Pathway Topic FNPB01 | BUSINESS LAW |
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Describe and abide by laws and regulations in order to manage business operations and transactions in the banking services industry.

FNPB01.01

FNPB01.01.01
Sample Indicators

Develop a compliance program to protect the company wellbeing.
 Explain the elements of a compliance program
 Discuss functional areas of a compliance audit
 Develop a compliance program

FNPB01.01.02
Sample Indicators

Describe regulations governing banking services.
 Discuss e-compliance issues in banking services
 Discuss federal regulation of lending functions
 Discuss federal regulation of operations functions in banking services

Discuss the responsibilities of regulatory agencies that oversee the banking industry
 Describe the process for implementing regulatory changes
 Describe provisions of bankruptcy law

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| Pathway Topic FNPB02 | CUSTOMER RELATIONS |
|---------------------------------|---------------------------|

Create and maintain positive, ongoing relationships with banking customers in order to enhance the organization's image.

FNPB02.01

FNPB02.01.01
Sample Indicators

Foster positive relationships with customers to enhance company image.
 Discuss the importance of meeting and exceeding customer expectations
 Describe the relationships that institutions providing banking services have with their communities

FNPB02.01.02
Sample Indicators

Manage a profitable investment portfolio to build customer relationships.
 Select customers for portfolios using established criteria
 Establish portfolio criteria that support the institution's business goals



Finance Career Cluster
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Knowledge and Skill Statements

Pathway Topic
FNPB03

FINANCIAL ANALYSIS

Maintain, monitor, control and plan the use of financial resources to enhance banking performance.

FNPB03.01

FNPB03.01.01

Sample Indicators

Describe the manner in which banks generate profit.

Explain measures banks have taken to ensure profitability

Utilize financial formulas commonly used in banking to aid in the growth and stability of banking services.

FNPB03.01.02

Sample Indicators

Explain key ratios/terms in banking

Compute key banking calculations (e.g. interest, annual percentage rate, etc.)

Explain the CAMELS rating system (i.e. Capital adequacy, Asset quality, Management administration, Earnings, Liquidity, and Sensitivity to market risk)

Pathway Topic
FNPB04

INFORMATION MANAGEMENT

FNPB04.01

Use tools, strategies and systems to operate banking equipment.

Utilize banking technology to increase workplace efficiency and effectiveness.

FNPB04.01.01

Sample Indicators

Fill/empty ATMs (Automatic Teller Machines)

Process numeric data using 10-key pad

Discuss the impact of technology on the banking industry

Pathway Topic
FNPB05

OPERATIONS

FNPB05.01

Monitor, plan, and control the day-to-day activities within a banking organization in order to ensure secure operations.

FNPB05.01.01

Sample Indicators

Describe how bank security programs minimize chance for loss.

Discuss procedures for the secure handling of cash

Discuss the secure handling of checks

Explain procedures for detecting and reporting counterfeit currency

Describe crimes to which a bank could fall victim (e.g. fraud, robbery, phishing, etc.)

Discuss the elements and role of a bank security program

Describe the nature of business continuity plans

FNPB05.01.02

Sample Indicators

Perform daily cash processing activities.

Process damaged and/or mutilated currency and coin

Order and deposit currency/coin

Deposit checks

Handle differences in cash received/deposited

Identify requirements for transporting cash

Discuss the role of the Federal Reserve system in banking operations

FNPB05.01.03

Sample Indicators

Underwrite loan applications to determine creditworthiness of customers.

Describe the loan application generating process

Explain the process of credit analysis

Describe factors affecting loan pricing and loan structuring



Finance Career Cluster
Banking Services Pathway
Knowledge and Skill Statements

- FNPB05.01.04 Underwrite a loan application
Sample Indicators Discuss real estate lending and servicing.
 Discuss the involvement of financial institutions in the real estate industry
 Explain approaches to real estate lending
 Describe the functions and responsibilities of the loan servicing department
- FNPB05.01.05 Manage problem loans.
Sample Indicators Discuss the nature of problem loan management
 Handle problem loans

Pathway Topic
FNPB06 PROFESSIONAL DEVELOPMENT

FNPB06.01 Utilize career planning concepts, tools, and strategies to explore, obtain, and develop a career in banking services.

- FNPB06.01.01 Describe environments in which banking services are offered.
Sample Indicators Explain the evolution of commercial banking
 Discuss ethical issues in the banking industry
 Discuss the fiduciary role of banks
 Describe bank policies that pertain to fiduciary activities
- FNPB06.01.02 Identify the nature and scope of types of banking institutions.
Sample Indicators Describe the nature of the national banking system
 Explain the role of central banks
 Describe the nature of retail banking
 Explain the nature of investment banking
 Explain the nature of financial services companies (universal banks)
 Discuss the role of credit unions
 Explain the role of savings and loan associations
 Discuss the role of the World Bank Group in international financial assistance
- Explain the nature of government agencies that provide financing to businesses (e.g. Export-Import Bank of the United States, Small Business Administration, etc.)
- FNPB06.01.03 Acquire knowledge of banking processes and services to facilitate workplace activities.
Sample Indicators Describe the nature of banking processes
 Describe types of banking services
 Discuss retail bank products and services
 Explain business bank products and services
 Describe basic teller performance standards
 Discuss the nature of loan products
 Describe trust services available to customers
- FNPB06.01.04 Describe roles and responsibilities in banking services.
Sample Indicators Explain the role and responsibilities of administrative careers in banking services
 Describe the role and responsibilities of executive/managerial careers in banking services

Pathway Topic
FNPB07 SELLING



**Finance Career Cluster
Banking Services Pathway
Knowledge and Skill Statements**

Determine client needs and wants and respond through planned, personalized communication to influence purchase decisions and enhance future business opportunities in banking services.

FNPB07.01

FNPB07.01.01

Sample Indicators

Generate new business using sales techniques.

Describe the importance of selling in the banking industry

Cross-sell banking products and services

Demonstrate the relationship-selling process

Assist a customer in the opening of an account

Call on small business clients

Interpret loan terms for a client

Describe the nature of event-based selling

Plan a sales campaign