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:

A. Foundational Academic Expectations
B. Essential Knowledge and Skills
C. Cluster (Foundation) Knowledge and Skills
D. Pathway Knowledge and Skills

PATHWAY DESCRIPTION

Insurance Pathway: The insurance industry, which exists to protect individuals and businesses from financial losses, delivers services that transfer risk from an individual or business to an insurance company.
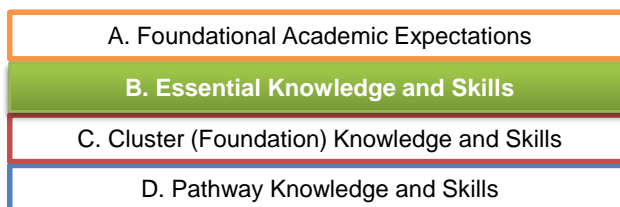
A. FOUNDATIONAL ACADEMIC EXPECTATIONS

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.

A. Foundational Academic Expectations
B. Essential Knowledge and Skills
C. Cluster (Foundation) Knowledge and Skills
D. Pathway Knowledge and Skills
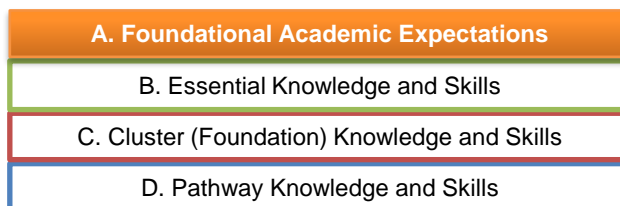
B. ESSENTIAL KNOWLEDGE AND SKILLS

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.

A. Foundational Academic Expectations
B. Essential Knowledge and Skills
C. Cluster (Foundation) Knowledge and Skills
D. Pathway Knowledge and Skills

Essential Topic ESS01	ACADEMIC FOUNDATIONS: *Achieve additional academic knowledge and skills required to pursue the full range of career and postsecondary education opportunities within a career cluster.*
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.
ESS01.03.07	Analyze data when interpreting operational documents.

ESS01.04	**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:** *Use oral and written communication skills in creating, expressing and interpreting information and ideas including technical terminology and information.*
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.
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.**

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.
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.
ESS03.03.04	Communicate goal achievement with managers and co-workers.
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.
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.*

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.

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.

Essential Topic ESS07	**LEADERSHIP AND TEAMWORK:** *Use leadership and teamwork skills in collaborating with others to accomplish organizational goals and objectives.*

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.**

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.**

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.

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.

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.*

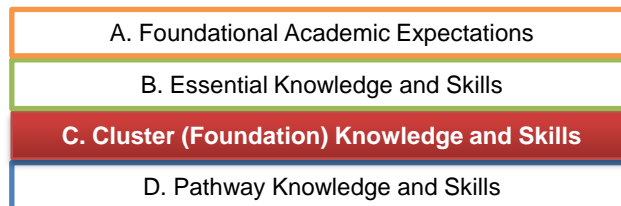| **ESS10.01**	**Employ information management techniques and strategies in the workplace to assist in decision-making.**
ESS10.01.01	Use information literacy skills when accessing, evaluating and disseminating information.
ESS10.01.02	Describe the nature and scope of information management.
ESS10.01.03	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.

A. Foundational Academic Expectations
B. Essential Knowledge and Skills
C. Cluster (Foundation) Knowledge and Skills
D. Pathway Knowledge and Skills

Cluster Topic FNC01	**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
	Take measurements correctly
FNC01.01.04	Perform data analysis to make business decisions.
Sample Indicators	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	Use problem-solving techniques to evaluate the accuracy of mathematical responses in finance.
Sample Indicators	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	Discuss economic concepts impacting finance.
Sample Indicators	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	Explain the nature of business.
Sample Indicators	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	Describe economic systems.
Sample Indicators	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	Explain the impact of government on business activities.
Sample Indicators	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	Analyze cost/profit relationships in finance.
Sample Indicators	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
	Describe the concept of economies of scale

FNC01.02.06	Describe economic indicators impacting financial decision-making.
Sample Indicators	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.

Cluster Topic FNC03	**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.*
	No additional statements in the topic beyond those found in the Essential Knowledge and Skills Chart.

Cluster Topic FNC04	**INFORMATION TECHNOLOGY APPLICATIONS:** *Use information technology tools specific to the career cluster to access, manage, integrate, and create information.*
	No additional statements in the topic beyond those found in the Essential Knowledge and Skills Chart.

Cluster Topic FNC05	**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.*

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   Employ entrepreneurial discovery strategies in finance.
Sample Indicators
      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   Develop concept for new finance venture.
Sample Indicators
      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   Determine needed resources for a new finance venture.
Sample Indicators
      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

FNC05.01.04   Actualize new finance venture.
Sample Indicators
      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   Select harvesting strategies for finance venture.
Sample Indicators   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   Describe the nature and scope of accounting.
Sample Indicators   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   Implement accounting procedures for tracking money flow and determining financial status.
Sample Indicators   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   Describe the nature and scope of finance.
Sample Indicators   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   Describe the role and function of human resources management.
Sample Indicators   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

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.
Sample Indicators	Explain the concept of production
	Describe production activities
FNC05.07.04	Implement quality-control processes in finance.
Sample Indicators	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.**

FNC06.01.01 — Adhere to health and safety regulations in finance.
Sample Indicators
  Describe health and safety regulations in business
  Report noncompliance with business health and safety regulations

FNC06.01.02 — Implement safety procedures in finance.
Sample Indicators
  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.
Sample Indicators
  Identify potential safety issues
  Establish safety policies and procedures

FNC06.01.04 — Implement security policies/procedures in finance.
Sample Indicators
  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.
Sample Indicators
  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.*

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.
Sample Indicators
  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.
Sample Indicators
  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.**
Sample Indicators	Treat others fairly at work
	Describe ethics in human resources issues
FNC08.01.04	**Explain the nature and scope of business laws and regulations.**
Sample Indicators	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.**
Sample Indicators	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.**
Sample Indicators	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.**
Sample Indicators	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.**
Sample Indicators	Explain types of business ownership
	Select form of business ownership
FNC08.01.09	**Explain commerce laws and regulations.**
Sample Indicators	Explain the nature of trade regulations
	Describe the impact of anti-trust legislation
FNC08.01.10	**Discuss tax laws and regulations.**
Sample Indicators	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.**
Sample Indicators	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.**
Sample Indicators	Discuss the nature and scope of compliance in the finance industry
	Describe the use of technology in compliance
	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

    FNC10.01.06   Identify potential business threats and opportunities to protect a business's financial well-being.
Sample Indicators   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.
Sample Indicators   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.
Sample Indicators	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.
Sample Indicators	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.
	Discuss factors that affect the value of an asset (e.g., cash flows, growth rate, timing,
Sample Indicators	inflation, interest rate, opportunity cost, and risk and required return)
FNC10.01.11	Utilize sources of securities information to make informed financial decisions.
Sample Indicators	Describe sources of securities information
	Read/Interpret securities table
FNC10.01.12	Use debt and equity capital to raise funds for business growth.
Sample Indicators	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.
Sample Indicators	Explain the concept of management
	Explain the nature of managerial ethics
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
- 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
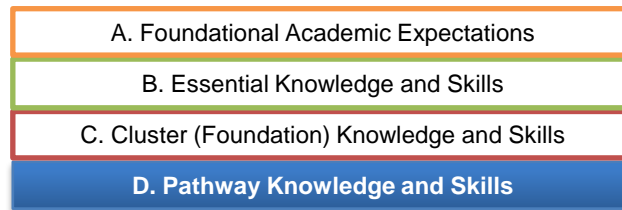   Evaluate a risk management program

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
    Discuss risk control systems

D. PATHWAY KNOWLEDGE AND SKILLS

The following knowledge and skill statements apply to all careers in the Insurance Pathway. The statements are organized within six topics.

| A. Foundational Academic Expectations |
| B. Essential Knowledge and Skills |
| C. Cluster (Foundation) Knowledge and Skills |
| **D. Pathway Knowledge and Skills** |

| Pathway Topic FNPD01 | **BUSINESS LAW** |

FNPD01.01

Describe and abide by laws and regulations in order to manage business operations and transactions in the insurance industry.

FNPD01.01.01
Sample Indicators

Define regulations that ensure compliance and demonstrate adherence to insurance industry regulations.

Discuss federal and state regulation governing the insurance industry

Explain the significance of the Consolidated Omnibus Budget Reconciliation Act (COBRA)

Discuss Title I of the Health Insurance Portability and Accountability Act (HIPAA)

FNPD01.01.02
Sample Indicators

Explain legal concepts pertinent to the insurance industry.

Discuss fundamental legal principles that pertain to insurance (e.g. indemnity, insurable interest, subrogation, utmost good faith)

Describe the nature of insurance contracts

| Pathway Topic FNPD02 | **INFORMATION MANAGEMENT** |

FNPD02.01

Access, process, maintain, evaluate and disseminate information to assist in making decisions common to the insurance industry.

FNPD02.01.01
Sample Indicators

Utilize information-technology tools when underwriting an insurance policy.

Use computer smart systems/applications to assist in the underwriting process

Use the Internet to determine a potential client's risk

FNPD02.01.02
Sample Indicators

Acquire information necessary to investigate insurance fraud.

Conduct a database search to obtain background information on claimants and witnesses

| Pathway Topic FNPD03 | **OPERATIONS** |

FNPD03.01

Monitor, plan, and control day-to-day insurance organization activities to ensure continued business functioning.

FNPD03.01.01
Sample Indicators

Use investigative techniques to identify insurance fraud.

Discuss the nature of insurance fraud

Investigate suspected insurance fraud

Conduct surveillance work

FNPD03.01.02
Sample Indicators

Manage agency/company policies to protect the insurance company's financial wellbeing.

Notify client in writing when policy is cancelled

	Monitor agency accounts
FNPD03.01.03	Process a claim to fulfill company's legal obligation to client.
Sample Indicators	Discuss the nature of insurance claims
	Process an insurance claim
	Interview claimant and witnesses
	Inspect property damage
	Compile claim report
	Negotiate with claimant
	Settle insurance claim

Pathway Topic FNPD04	**PROFESSIONAL DEVELOPMENT**

FNPD04.01	**Utilize career planning concepts, tools, and strategies to explore, obtain, and develop a career in insurance.**
FNPD04.01.01 *Sample Indicators*	Describe essential knowledge and skills needed to be employed in the insurance industry.
	Describe the nature of the insurance industry
	Discuss the manner in which insurance companies generate income
	Explain the use of state risk pool programs
	Discuss trends in the insurance industry (e.g. hacker insurance, identity theft insurance, etc.)
	Discuss licensing and certification in the insurance industry
FNPD04.01.02 *Sample Indicators*	Describe roles and responsibilities in insurance.
	Discuss the role and responsibilities of an underwriter
	Discuss the role and responsibilities of an insurance sales representative
	Discuss the role and responsibilities of an actuary
	Discuss the role and responsibilities of claims personnel
	Explain the role and responsibilities of a loss control specialist
FNPD04.01.03	Describe insurance licensing and certification programs.

Pathway Topic FNPD05	**RISK ANALYSIS**

FNPD05.01	**Employ underwriting techniques and strategies to gather, access, and evaluate the risk posed by potential insurance clients.**
FNPD05.01.01 *Sample Indicators*	Analyze the risk posed by potential clients in order to make insurance approval/denial decisions.
	Explain the importance of actuarial science in the insurance industry
	Discuss the nature of credit-based insurance scores
	Underwrite an insurance policy

Pathway Topic FNPD06	**SELLING**

FNPD06.01	**Determine client needs and wants and respond through planned, personalized communication to influence purchase decisions and enhance future insurance business opportunities.**

FNPD06.01.01	Describe insurance products and their benefits.
Sample Indicators	Explain the nature of liability insurance
	Describe components of automobile insurance coverage
	Discuss components of homeowners insurance
	Discuss components of flood and earthquake insurance
	Describe components of commercial property insurance
	Explain the nature of commercial liability insurance
	Discuss the nature of title insurance
	Discuss the nature of health insurance coverage
	Discuss the nature of long-term care insurance
	Explain the nature of Medicare
	Discuss the nature of Medicaid
	Discuss the nature of unemployment insurance
	Explain the nature of workers compensation insurance
	Describe the nature of disability insurance
	Discuss the nature of life insurance
	Discuss the role of life insurance in investment and estate planning
FNPD06.01.02	Evaluate existing client insurance and risk management needs.
Sample Indicators	Evaluate a client's insurance needs
	Recommend coverage upgrades to clients where appropriate
FNPD06.01.03	Complete an insurance sale.
Sample Indicators	Identify prospective clients
	Schedule appointments with prospective clients
	Interview client
	Determine client's insurance needs
	Prepare sales presentation materials
	Present insurance recommendation to client
	Close the insurance sale
	Handle objections
	Process insurance documentation