

# Career Progression Chart

## Key skills to accelerate your career.

It should be noted that exceptional talent may allow an individual to progress in an accelerated manner. As can be seen in the progression of the below roles, it takes more than just showing up to work and doing the “job” to progress towards Partner opportunities, it takes an advancement of skills to succeed. A well-rounded professional will display the desire and commitment to succeed and will go above and beyond standard expectations.

## PARTNER



- Achieves or exceeds the Six Key Attributes of a Crowe MacKay Partner: **Leadership, Client Service Excellence, Growth, Quality & Expertise, Profitability and People Management.**
- Excels in living the Crowe MacKay values.
- Actively contributes to a culture of respect and trust amongst management of Crowe MacKay.
- Executes firm vision, and promotes change management where needed to achieve firm goals.
- Consistently helps others develop by regularly transferring work and/or clients.
- Manages a highly profitable revenue base
- Supports firm resources; Training, HR, Marketing, PSO, etc. to effectively manage the business.
- Effectively and competitively execute engagements.
- Ensure timely billings/collections and mentors others in the ways of effective financial performance.

## SENIOR MANAGER

- Mentors the Crowe MacKay team in growth initiatives, takes responsibility for particular industry segments. Actively uses cross service selling techniques, and takes accountability for the growth of their client list.
- Executes firm vision, and promotes change management where needed to achieve firm goals.
- Actively participates to elevate Crowe MacKay's brand.
- Utilizes firm wide expertise to provide lasting solutions to clients.
- Is an example of and creates innovative change within their circle of influence.
- Assist in managing business risk.
- Clearly demonstrates a long-term commitment to the Firm.
- Formally and informally seeks to identify staff career development and work/life goals and aspirations as both a career advisor and a mentor.
- Actively builds developmental opportunities into engagement plans and enables staff to achieve such goals and aspirations.



## MANAGER



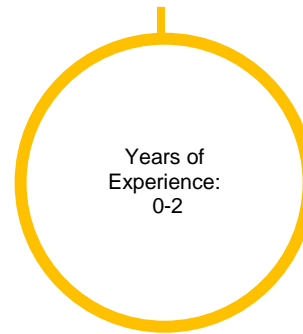
- Exemplifies personal integrity, honesty, respect, and self-accountability.
- Manages engagement expectations effectively through proper planning, execution and nurturing client relationships.
- Demonstrates business acumen by understanding clients' complete situation.
- Effectively operates within and promotes the standards and policies of the firm.
- Exercises leadership by allocating resources, and promoting team work through inclusion and respecting diversity.
- Builds talent pipeline by coaching and developing team members through on the job training.
- Promotes the firm services and specialties through marketing/networking activities.
- Identifies opportunities for new business; develops proposals and contributes to the development of new services and/or specialties.
- Takes on additional areas of responsibility to help execute the office business plan.

## SENIOR ACCOUNTANT

- Exhibits commitment to firm values..... **We Care, We Share, We Invest and We Grow**, through proactively participating in training, mentoring and developing Staff Accountants, Co-Op/Interns.
- Develops a good understanding of Crowe MacKay services and specialties.
- Establishes and maintains effective client relationships at appropriate levels.
- Applies sound professional judgement.
- Develops project management skills. Assumes role of a biller.
- Accountable to chargeable hours and efficient recoveries on engagements.
- Exhibits strong communication skills.
- Committed to development over one to two years post-designation to consolidate technical, administrative and networking skills.



## STAFF ACCOUNTANT



- Demonstrates personal integrity, honesty, and self-accountability.
- Successful pursuit of CPA designation.
- Comprehension of and quick to apply knowledge learned.
- Manages time, applies organizational skills and demonstrates empathy and composure.
- Proactive in seeking out assignments to develop and grow by working outside of comfort zones.
- Takes ownership of personal career goals and seeks out mentors, advisors and coaches.
- Takes initiative to identify and appropriately communicate technical issues and file status'.

This chart serves as a general overview and guideline created for Crowe MacKay LLP employees to reference when career planning. Parameters may vary and offices may include other stipulations when advancing to new positions. Employees are encouraged to talk to their local office HR Partner for more details.