

# Performance Management Careers and Roles

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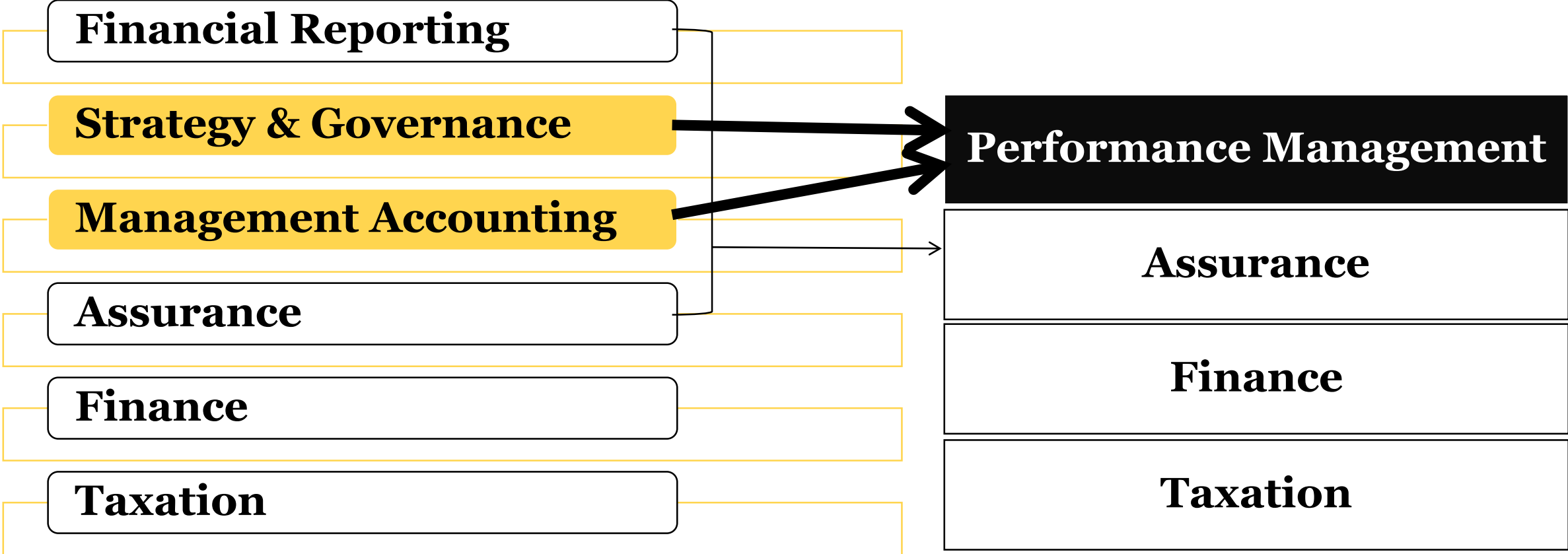
UNIVERSITY OF  
**WATERLOO**

SCHOOL OF ACCOUNTING  
AND FINANCE

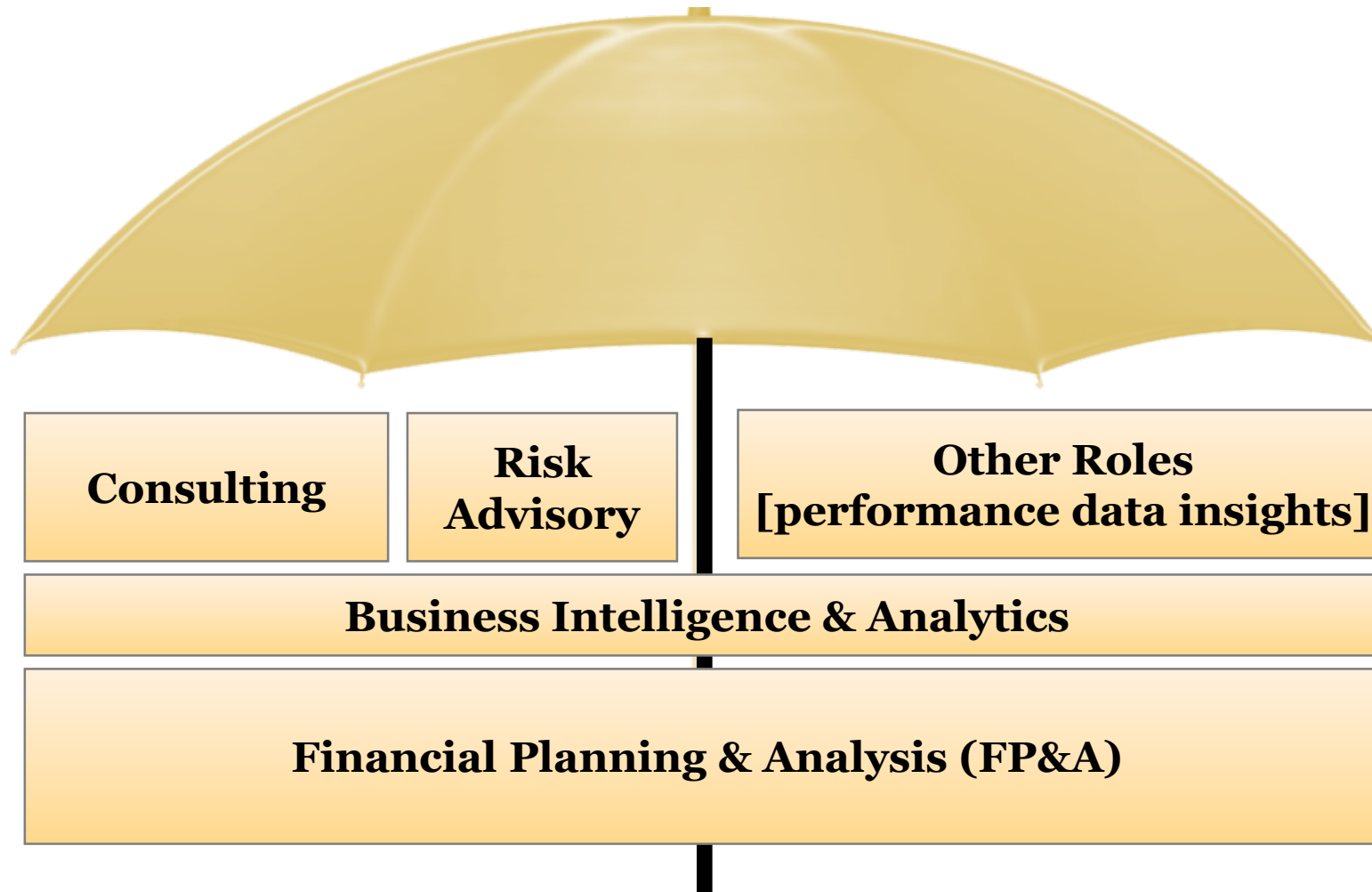
# Can you answer these questions?

- What is Performance Management (PM)?
- What do PM people do?
- What co-op roles would allow me to explore PM?
- How many PM jobs are available?
- What skills help position me for PM roles?
- Q&A

# CPA Canada defines PM as a combination of competencies



# The CPMRE views PM as an umbrella for specific careers



# Financial Planning & Analysis grads support decisions

## Job Profiles say...



Source: Word cloud from Sophie Fu, CPMRE employer research project, Fall 2019.  
 Source: Sample of SAF grads working in FP&A roles from Nancy Vanden Bosch's Linked-In network @ 14 January 2020.

# Grads in Consulting/Advisory help clients solve problems

## Job Profiles say...

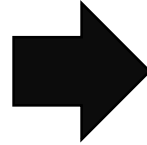
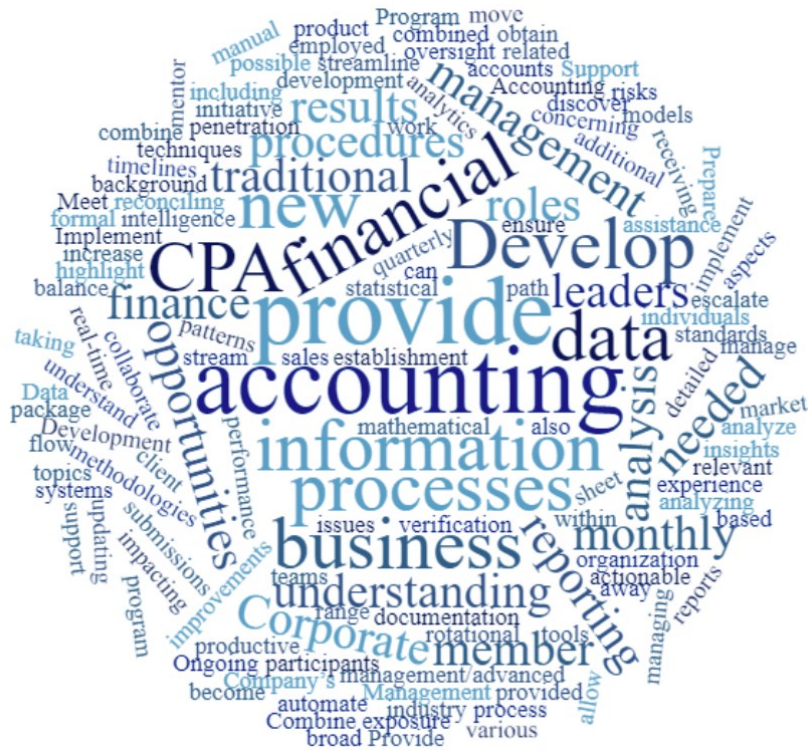


Source: Word cloud from Sophie Fu, CPMRE employer research project, Fall 2019.  
 Source: Sample of SAF grads working in consulting from Nancy Vanden Bosch's Linked-In network @ 14 January 2020.

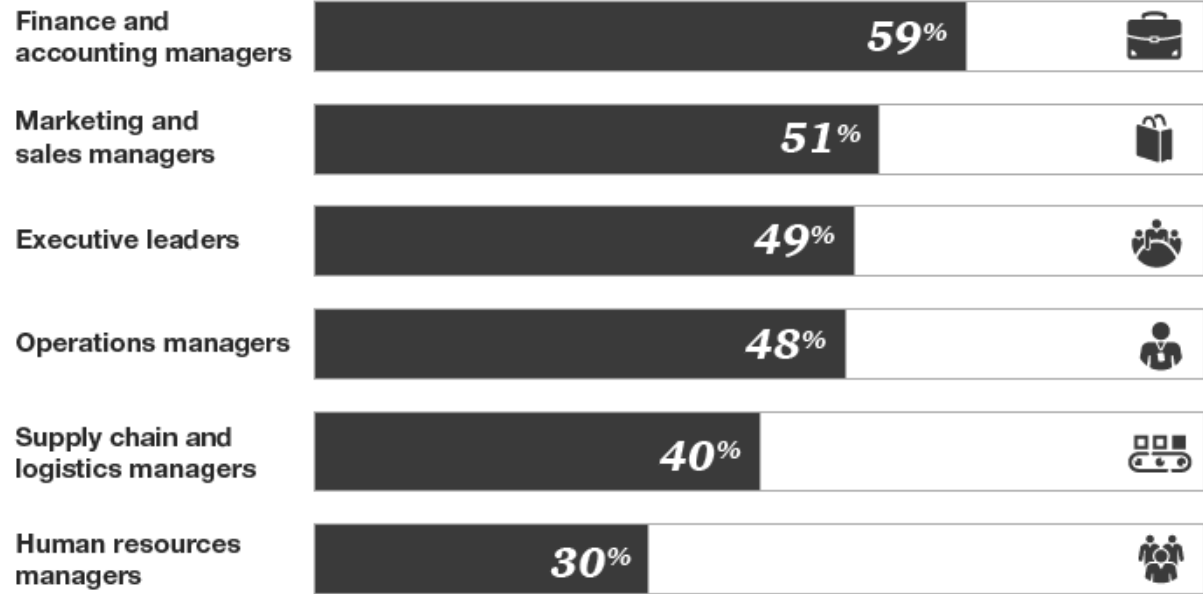


# Demand for business intelligence and analytics skills

## Job Profile says...



Percent of employers who say data science and analytics skills will be 'required of all managers' by 2020



Base: 63 US business leaders  
 Source: BHEF and Gallup, *Data Science and Analytics Business Survey* (December 2016).

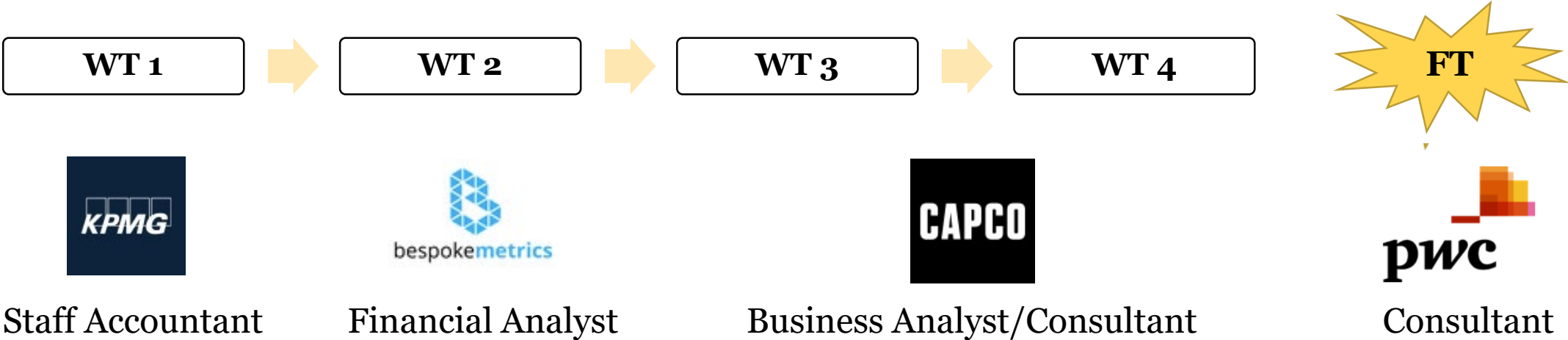
# Many paths to a full-time role in FP&A



Source: jobs from SAF grad's profile in Nancy Vanden Bosch's Linked-In network @ 14 January 2020.

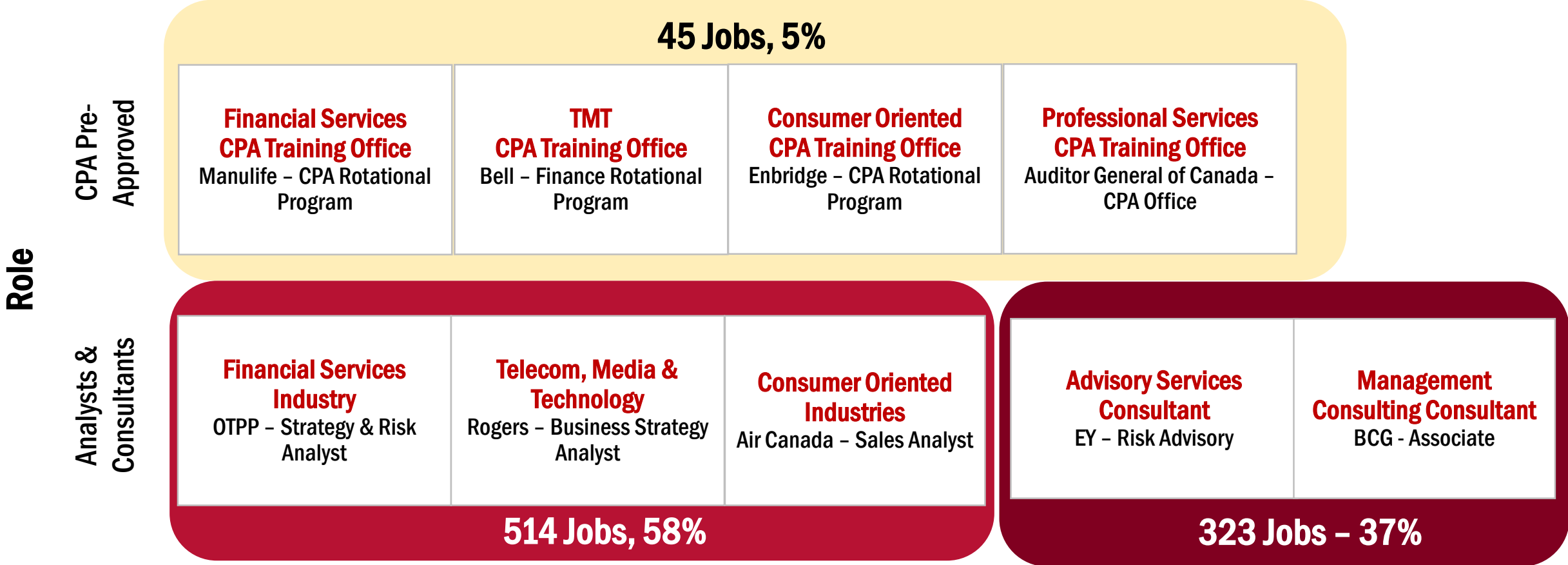


# Many paths to a full-time role in Consulting & Advisory



Source: jobs from SAF grad's profile in Nancy Vanden Bosch's Linked-In network @ 14 January 2020.

# Research says... 882 jobs in 2019 addressable job market



Source: Sophie Fu, CPMRE employer research project, Fall 2019.  
 Note: total of 882 jobs split approximately 65% co-op jobs and 35% full-time jobs

# Most frequently mentioned skills in job profiles

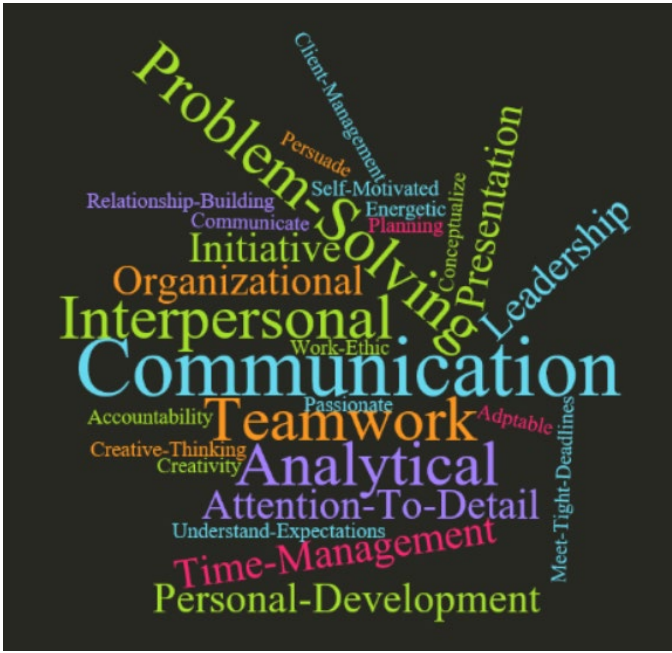
## Financial Planning & Analysis

Communication  
 Teamwork  
 Analytical



## Consulting & Advisory

Communication  
 Problem-solving  
 Teamwork



Source: Sophie Fu, CPMRE employer research project, Fall 2019.

# Any questions for me?

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