| **Employee title** | **What they should be able to do** | **What you shouldn't expect them to do** | **Qualifications** | **Key characteristics to look for** | **Salary level (CEO=10, lowest paid=1** |
| --- | --- | --- | --- | --- | --- |
| **Cashier** | + Keep control over business cash and bank accounts  + Make payments using cash, cheques and bank transfers  + Accept cash and cheque receipts  + Deposit receipts into bank and withdraw cash as needed  + Keep records of all cash and cheque payments and receipts  + Carry out monthly reconciliations between cash book and actual cash held  + Monthly bank reconciliations | - Produce financial reports  - Provide financial analysis of results  - Give financial advice  - Negotiate with suppliers & customers | + Local recruitment  + Secondary school certificate  ? Further education qualifications in quantitative subject | + Honest  + Loyal  + Well organized  + Detail orientated | 3 |
| **Bookkeeper** | + Maintain multiple books of account simultaneously  + Maintain multiple files of invoices and receipts  + Keep all books and records accurately and neatly  + Keep all filing up to date and well organized  + Produce basic financial reports each month  + Line manage a cashier | - Manage cash  - Provide financial analysis of results  - Give high level financial advice  ? Negotiate with suppliers and customers | + Local recruitment  + Further education certificate in accounting or bookkeeping  + Higher education (diploma) in accounting | + Attention to detail  + Well organized  + Logical thinker  + Methodical | 4 or 5 |
| **Credit Controller** | + Chase down credit customers for payment  + Handle queries from suppliers re payments  + Reconcile supplier and customer accounts monthly  + Keep track of any disputes with customers or suppliers | - Manage cash  - Produce general financial reports  - Give high level financial advice | + Local recruitment  + Further education certificate in accounting or bookkeeping  + Higher education (diploma) in accounting  ? Specific training in credit control | + Thick skinned  + Tenacious  + Trustworthy  + Goal orientated | 4 or 5 |
| **Accountant** | + Manage the whole finance function  + Supervise cash management and bookkeeping  + Produce high level financial reports including cash flow projections  + Provide financial analysis of results and recommend action  + Ensure all accounting complies with local company and tax laws and regulations  + Sign cheques  + Develop and follow a procedures manual  + Provide training to staff with financial responsibility | - Manage cash  - Negotiate with suppliers and customers  - Represent the business to investors or lenders | + Local/Regional recruitment  + Accounting degree  + National/professional certification (CPA, CA, etc)  + International Management Accounting qualification (ACCA, ACMA)  ? MBA | + Professional  + Organised  + Leader  + On the way up in career terms | 6 or 7 |
| **Internal auditor** | + Carry out periodic checks on different parts of the business to ensure that internal procedures are being followed  + Provide confidential reports to the Board and Chief Exec on compliance  + Provide recommendations to staff with financial responsibility on how to improve.  + Analyse senior management for weak controls | - Manage staff  - Negotiate with suppliers and customers  - Report to anyone other than CEO or Board Chairman | + Local/regional recruitment  + Accounting degree  + National/professional certification (CPA, CA, etc)  + Internal audit qualification  + Courage to challenge the CEO and senior colleagues | + Professional  + Attention to detail  + Integrity  + Tact and diplomacy | 6 or 7 |
| **Finance Director** | + Manage the whole financial operations of the business  + Develop strategic financing and growth plans  + Give high quality strategic advice to CEO and Board on financial investments  + Negotiate with investors and lenders  + Manage relationship with external auditors  + Monitor all critical financial ratios and provide regular briefings to Executives  + Provides strong counterbalance to CEO's impulses | - Maintain accounting records (bookkeeping)  - Make payments (although signing cheques is fine)  - Have complete control over all finances without supervision by CEO/Owner  - Manage the internal audit function | + Local/international recruitment  + Accounting degree  + National/professional certification (CPA, CA, etc)  + International Accounting qualification (US CPA, ACCA, etc)  ? International experience | + Professionalism  + Strategic thinker  + Confident around high level bankers/investors/political figures etc.  + Loyal  + Reliable number 2 in business | 8 or 9 |
| **Chief Financial Officer** | + Same as for Finance Director, but usually in larger businesses operating internationally, especially listed companies | - As above  - Always agree with CEO or Board | + International recruitment  + Accounting degree  + National/professional certification (CPA, CA, etc)  + International Accounting qualification (US CPA, ACCA, etc)  + Many years’ of experience in the industry and with similar sized businesses | + Professionalism  + Strategic thinker  + Confident around high level bankers/investors/political figures etc.  + Loyal reliable number 2 in business  + Able to operate at the highest levels of international finance | 9 or 10 |