

TRAINING MANAGERS' GUIDE

At a glance

Contact ACCA

Find contact details for your country or region at www.accaglobal.com/contacts/offices

Your business relationship manager is

Telephone number

For general enquiries please contact *ACCA Connect*:

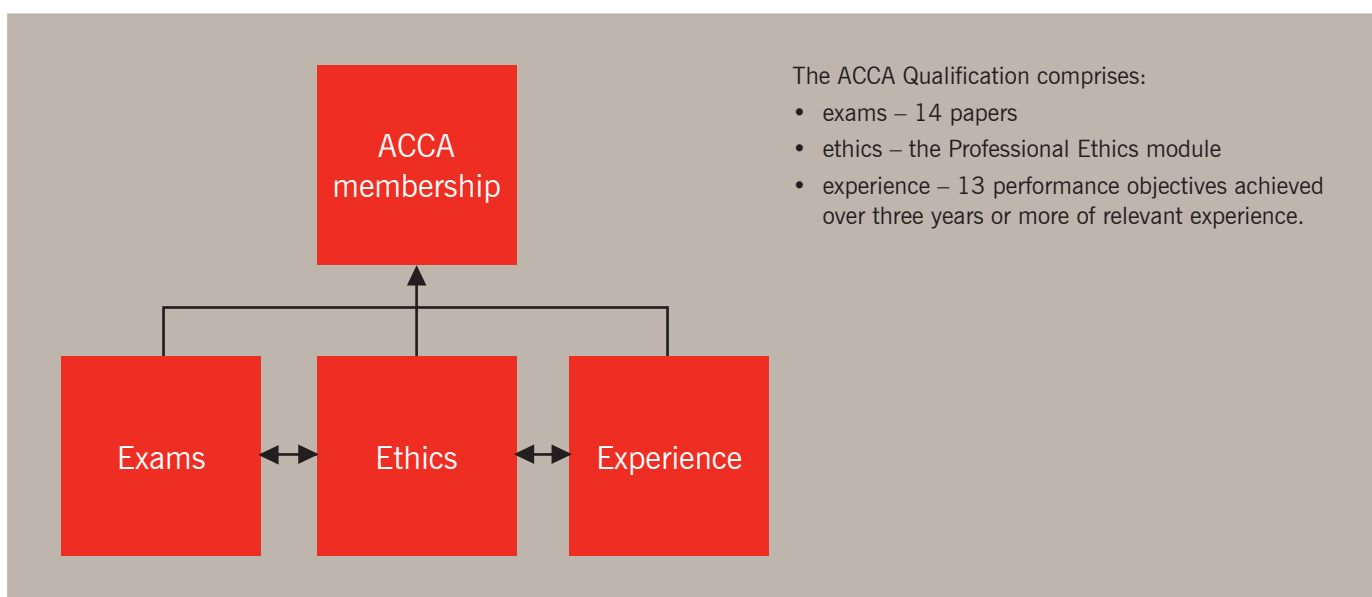
General enquiries: info@accaglobal.com

Student enquiries: students@accaglobal.com

Member enquiries: members@accaglobal.com

tel: +44 (0)141 582 2000 fax: +44 (0)141 582 2222

Summary of the ACCA Qualification



Types of fee

Trainees (students and affiliates) and members are all required to pay an annual subscription fee. In addition, trainees are also required to pay fees for their initial registration, each exam entry and, where applicable, exemptions.

For the latest information on trainee fees please visit www.accaglobal.com/students/exams

Details of member fees can be found online at www.accaglobal.com/members/admin/subscriptions

Employer checklist

Is everything in place to support your ACCA trainees and members? Use the checklist below for a quick review. For a more detailed analysis please refer to the Approved Employer assessment matrix at www.accaglobal.com or speak to your business relationship manager.

Trainees

Task	Done	To do by (insert date)
Does your organisation have a study policy?		
Is your study policy up to date?		
Is an induction and orientation programme in place for trainees?		
Are workplace mentors available?		
Has each of your trainees been allocated a workplace mentor?		
Do workplace mentors understand what is expected of them?		
Do workplace mentors regularly review exam progress and assist trainees to plan their studies (ideally at least twice a year)?		
Do workplace mentors ensure that trainees are gaining relevant experience?		
Have you scheduled time out of the trainees' work duties to sit, and possibly prepare for, exams?		
Do workplace mentors review the TDM to ensure that their trainees are meeting ACCA's practical experience requirements?		
Are annual appraisals and half-yearly reviews scheduled for trainees?		
Does each appraisal include a personal development plan?		

Members

Task	Done	To do by (insert date)
Are annual appraisals and half-yearly reviews scheduled for qualified accountants?		
Does each appraisal include a personal development plan which enables the individual to meet their annual CPD requirement?		
Is there a policy supporting continuous membership of ACCA, for example does your organisation cover the cost of annual subscriptions?		

Trainee administration – key dates

January

- 1 – Ensure annual subscription fee is paid
- 31 – Applications for exemptions must be submitted by this date (or at least two weeks earlier if submitting to an ACCA office outside the UK).

February

Results of December exams sent to trainees and also available on www.accaglobal.com

Examination Entry Form and Status Report sent to all trainees.

Trainees who have completed all exams are automatically sent a membership application form.

March

Reminders for the annual subscription payment despatched to trainees who have not paid.

- 15 – Requests for special exam centres for the June exam session must be received by this date.

April

Examination Entry Acknowledgement sent to trainees who have entered to sit June exams.

- 15 – Deadline for June exam session online entries to be completed or Examination Entry Forms to be received by ACCA

Applications to change variant or stream for June exams must be received by this date

Trainees who have not paid their Annual Subscription by this date will be notified of their removal from the ACCA student register.

May

Trainees who have entered for the June exams will receive an Examination Attendance Docket detailing the subjects they will attempt and the address of the exam centre.

June

Exams are normally held over an eight-day period in the first and second week.

July

- 31 – Applications for exemptions for December exams must be received by this date (or at least two weeks earlier if submitting to an ACCA office outside the UK).

August

Results of June exams sent to trainees and also available on www.accaglobal.com

Examination Entry Form and Status Report sent to trainees.

Trainees who have completed all exams are automatically sent a membership application form.

- 15 – Deadline for receipt by ACCA of new trainee registrations and re-registrations for those wishing to attempt exams in December. Please note that applications must be submitted at least two weeks earlier if submitting to an ACCA office outside the UK.

September

- 15 – Requests for special exam centres for the December exam session must be received by this date.

October

Examination Entry Acknowledgement sent to trainees entered to sit the December exams.

- 15 – Deadline for December online exam entries to be completed or Examination Entry Forms to be received by ACCA

Applications to change variant or stream for December exams sitting must be received by this date.

November

Trainees who have entered for the December exams will receive their Examination Attendance Docket detailing the subjects they will attempt and the address of the exam centre.

Subscription Demand notices sent to trainees for the following year's annual subscription.

December

Exams normally held over an eight-day period in the first and second week.

- 31 – Deadline for receipt by ACCA of new trainee registrations and re-registrations for those wishing to attempt exams in June. Please note that applications must be sent at least two weeks earlier if submitted to an ACCA office outside the UK.

For key dates for the Certified Accounting Technician (CAT) qualification and the Diploma in Financial Management (Dip FM) please visit www.accaglobal.com/students/exams/timetables

Contents

Introduction	8
Joining ACCA	9
Entering for exams	10
Taking exams	11
Tuition and study support	14
The ACCA Qualification – exams	15
The ACCA Qualification – ethics	17
The ACCA Qualification – practical experience requirement	18
Applying for membership	21
Continuing professional development (CPD)	22
Practising certificates	23
Approved Employer programme	25
Managing Human Capital programme	26
Our qualifications	27
Questions your trainees may ask you	28
Appendix – Approved Employer sample training policies	29

Introduction

Why use this guide?

The Training Managers' Guide is designed to help employers of both ACCA trainees (students and affiliates undertaking the ACCA Qualification) and ACCA members.

This guide contains the information you need to support your trainees and members and indicates where further guidance is available from the ACCA website, ACCA publications or your local business relationship manager.

Separate guidance has been produced for trainees and is issued to them on registration.

This guide will help you to support your trainees and members efficiently in their interactions with ACCA, including preparing for and taking exams, satisfying the practical experience requirements (PER), applying for membership, undertaking continuing professional development (CPD), and gaining practising certificates.

The guide also contains information on the Approved Employer programme, which recognises best practice in the support of trainees and members. It also includes information about events, products and services offered by ACCA as part of our Managing Human Capital programme. ACCA encourages all employers to become an Approved Employer.

Any questions?

If you have further questions about supporting your trainees and members, your local business relationship manager is available to help. Contact details are available from your national office, details of which can be found online at www.accaglobal.com/contacts/offices

Joining ACCA

Entry requirements

For maximum flexibility, there are various entry points to the ACCA Qualification and country-specific minimum entry requirements for registration.

Exemption guidelines

Where an individual has additional academic or professional qualifications, exemptions from ACCA's exams may be available.

How to register

- **Online**
Online registration at our website is fast and simple.
- **By post**
Trainees can also register with ACCA by completing an Initial Registration form.

Please visit www.accaglobal.com/join for more information on joining ACCA or to request a registration pack.

For each registration method, the following supporting documentation must be supplied:

- copies of educational certificates and transcripts issued by awarding bodies (with official translations when not in English)
- passport photo
- copy of birth certificate or passport
- copy of marriage certificate (if documents are in trainee's maiden name).

If registering online, documents should be sent to ACCA in the UK. If registering by post, send documents to the appropriate national office. Where there is no national office, documents should be sent to ACCA in the UK.

The registration fee should also be included with each application.

What do trainees get?

Registered trainees receive:

- a letter confirming their registration
- an ACCA registration card
- access to their individual *myACCA* e-business account
- trainee information in CD-ROM or brochure format
- an exemption invoice, if they have been awarded exemptions
- *student accountant* magazine every month.

How long does the registration process take?

Registration takes approximately four to six weeks.

Entering for exams

How to enter for exams

Trainees can enter for ACCA exams using the following methods:

- returning the exam entry section of their Results/Examination Entry Form to ACCA
- online via their individual *myACCA* e-business account
 - trainees will need their ACCA number and passcode to access this service.

An acknowledgement e-mail or letter will be sent as soon as each entry has been processed.

If no acknowledgement has been received within 10 days of sending the entry form, trainees are advised to contact ACCA or access *myACCA* to ensure that their entry has been received.

Please note that exam entries can only be made using the above methods. Entries sent by fax or e-mail will not be accepted. All exam entries must be accompanied by the correct fee plus any outstanding fees.

Associated registration deadline dates

Although trainees can register at any time, trainees wishing to sit paper-based exams at a specific exam session must ensure they register by the following deadline dates:

- **June exams – register by 31 December of the preceding year**
- **December exams – register by 15 August of the same year.**

Trainees outside the UK are advised to register at least two weeks earlier.

Once the application for trainee registration has been processed, the trainee will receive an exam entry form.

Taking exams

Exam timetable

ACCA exams extend over an eight-day period with one session of exams each day. The exams are held concurrently in five different time zones.

Details of local start times can be found against each centre on the exam centre list accompanying the trainee's exam entry form.

Dates for all exams can be found on our website at www.accaglobal.com/students

Exam format

As well as paper-based exams, we offer computer-based exams (CBE) for some of our papers.

What are CBE?

CBE have been developed by ACCA as part of our overall e-business strategy, providing learning and assessment online and continuing to offer trainees access, opportunity and flexibility.

ACCA offers CBE for all exams in the Knowledge module (papers F1, F2 and F3).

Benefits of CBE

- flexibility – trainees are not restricted to June and December paper-based exam sessions as they can sit CBE at any time of year. CBE also offer flexibility for re-sits, which trainees can take at any time, there is no restriction on the number of times they sit the exams by CBE.
- instant feedback – results are displayed on the computer at the end of the exam.
- within 48 hours of their sitting an exam by CBE, trainees' results are uploaded by the licensed centre to ACCA's system.

Where can trainees sit paper-based exams?

ACCA operates over 200 exam centres in more than 140 countries at each exam session. Special facilities can be arranged for trainees with special needs, for example visual impairment. Additionally, ACCA will consider requests to set up alternative exam centres in locations where there is no regular centre.

Please visit www.accaglobal.com/students to search for details of exam centres currently operated by ACCA.

Where can trainees sit CBE?

CBE must be taken at one of ACCA's licensed computer-based exam centres. ACCA has over 160 licensed CBE centres in 31 countries worldwide.

As each centre is responsible for scheduling its own exam timetable, you should contact the centres directly for further information.

A list of licensed CBE centres can be found in the global tuition providers' database. Please visit www.accaglobal.com/students for more information.

Taking the exams

How many exams can be attempted each time?

Trainees can take a maximum of four papers in a six-month cycle. This limit applies whether exams are taken as CBE, paper-based exams or a combination of both.

Taking the maximum four papers may require significant study leave and can be very demanding for trainees in full-time employment.

What is a six-month cycle?

The six-month exam cycles are defined as:

- June cycle – 1 February to 31 July (including the June paper-based exam session).
- December cycle – 1 August to 31 January (including the December paper-based exam session).

What order should papers be attempted in?

Exam modules must be taken in order – Knowledge (F1–F3), Skills (F4–F9), Essentials (P1–P3) and then Options (P4–P7) – but papers within a module can be attempted in any order.

For example, trainees in an audit practice may prefer to take F2 and F3 in the first six-month cycle and then attempt F1, F4 and F8 in the next cycle, as these are likely to be immediately relevant to the work they are undertaking.

Alternatively, trainees working in industry may wish to take papers F1 and F2 in the first six-month cycle and then attempt F3, F5 and F9 in the next cycle, as these are likely to be immediately relevant to their work.

However, the syllabus has been developed to help trainees progress educationally and ACCA recommends that papers within a module are taken in order.

Exams and related performance objectives

Exam paper	Area of knowledge	Performance objective
P1, Professional Accountant	Professionalism, ethics and governance	1* Demonstrate the application of professional ethics, values and judgement 2* Contribute to the effective governance of an organisation 3* Raise awareness of non-financial risk
All exam syllabuses test a range of personal effectiveness skills, including time management and communications skills	Personal effectiveness	4* Manage self 5* Communicate effectively 6* Use information and communications technology
P3, Business Analysis F1, Accountant in Business	Business management	7* Manage ongoing activities in your area of responsibility 8* Improve departmental performance 9* Manage an assignment
P2, Corporate Reporting F7, Financial Reporting F3, Financial Accounting	Financial accounting and reporting	10 Prepare financial statements for external purposes 11 Interpret financial transactions and financial statements
P5, Advanced Performance Management F5, Performance Management F2, Management Accounting	Performance measurement and management accounting	12 Prepare financial information for management 13 Contribute to budget planning and production 14 Monitor and control budgets
P4, Advanced Financial Management F9, Financial Management	Finance and financial management	15 Evaluate potential business/ investment opportunities and the required finance options 16 Manage cash using active cash management and treasury systems
P7, Advanced Audit and Assurance F8, Audit and Assurance	Audit and assurance	17 Prepare for and collect evidence for audit 18 Evaluate and report on audit
P6, Advanced Taxation F6, Taxation	Taxation	19 Evaluate and compute taxes payable 20 Assist with tax planning
F4, Corporate and Business Law	Business and commercial law	Law, regulation and compliance are integrated through appropriate performance objectives

* Performance objectives marked '**' are Essentials and MUST be completed by all trainees.

Note also that papers may be attempted from different modules in the same exam cycle, provided the modules are attempted in order. For example, a trainee taking F8 as their final Skills module paper can take any of P1, P2 and P3 at the same exam session.

How are exams linked to the practical experience requirement?

The ACCA Qualification closely links practical experience to the exam syllabus – reinforcing how capabilities developed through the exam process will have a clear application in the workplace. The links are illustrated in the table on page 12.

For employers wishing to optimise trainees' exam and work performance, ACCA suggests that, wherever possible, the employer should aim to provide practical experience relevant to the exams that trainees are undertaking, or encourage trainees to register for exams linked to the practical experience they are gaining in the workplace.

Further details of ACCA's practical experience requirements (PER) are provided on page 18.

Exam results

Notification of results

Trainees are notified of their exam results by post or e-mail. In addition, trainees can view results online by logging on to *myACCA*.

The marking process

ACCA undertakes many checks and controls during the marking process to ensure that all exam results are accurate. Before marking starts, all markers and examiners meet to discuss the exam papers and agree a detailed marking scheme. The examiner moderates the marking process closely. At the end of the marking period, each examiner is required to review a sample of marked scripts for their paper. This is to ensure that the marking scheme has been applied consistently by all markers. In addition, the

examiner pays special attention to scripts where marginal marks have been awarded. At each session, ACCA also has a team of script checkers who ensure that each question on the script has been marked, that the correct marks have been transferred to the results sheet, and that the total of the final mark is correct.

Appeals

In total there are eight independent checks during the marking process to verify that data returned to ACCA by markers is correct.

The quality controls applied at each stage of the marking process ensure the integrity of our results data. Nonetheless, ACCA recognises that trainees may sometimes believe that their results do not reflect their perceived performance in the exam. In response to this, trainees can request an administrative review of their results if they:

- receive an absent mark but they were present at the exam and submitted an exam paper
- were not present at an exam but received a mark for their paper
- believe that ACCA's quality controls have not been applied properly in arriving at their mark.

Please visit www.accaglobal.com/students for further information and details of the fees for this service.

Tuition and study support

How and where to study

Choosing how to study will be one of the most important decisions trainees make while preparing for ACCA exams. Will they study with a tuition provider, or at home? How do they decide, from all the institutions offering tuition, which will be most suited to their needs? In some cases, employers will guide or make this decision on behalf of their trainees.

There are numerous tuition providers and a wide variety of different study methods to choose from.

If study with a tuition provider is preferred, ACCA strongly recommends opting for one that is registered under the Approved Learning Partner – Student Tuition programme.

Approved Learning Partner – Student Tuition

ACCA's Approved Learning Partner – Student Tuition programme gives leading tuition providers formal recognition of the quality tuition and support that they offer to ACCA trainees.

The Approved Learning Partner – Student Tuition programme features two levels of approval: Gold and Platinum.

Gold Approved Learning Partners have to demonstrate to ACCA that they meet certain performance targets in the way they manage their institution, such as the provision of comfortable premises and adequate facilities, carefully monitored attendance and retention, and financial viability. We also assess the way they manage and deliver their ACCA courses, such as having a knowledgeable experienced teaching team and a structured teaching programme, and providing trainees with advice on study options and tutorial support.

Platinum Approved Learning Partners adhere to the highest standards to provide trainees with the best possible chance of success. In addition to meeting the Gold performance targets, Platinum Approved Learning Partners have to provide evidence of continual improvement and innovation, and must consistently meet exam results targets, set by meeting or exceeding ACCA's worldwide pass rates.

A list of ACCA tuition providers is available from www.accaglobal.com – the list includes both Approved Learning Partners – Student Tuition and tuition providers that do not hold formal approval from ACCA.

Approved Learning Partners – Student Tuition can clearly be identified by the logo indicating their status.

Approved textbook providers

Find a listing of current approved textbook providers at www.accaglobal.com/students

Distance learning

Trainees can study for the ACCA Qualification using distance learning. Please visit www.accaglobal.com/students to find a listing of current distance learning providers.

Trainee support available from ACCA

To support your trainees as they study for ACCA exams we provide a number of online resources, including:

- sample papers, to prepare for the types of question they might face
- syllabus and study guides to help plan study and to provide detailed information on what could be assessed in any examination session
- technical articles on key examinable topics
- reading lists
- information and resources for their training requirements
- project resources.

More information is available at www.accaglobal.com/students

The ACCA Qualification

exams

Summary of papers and rules

Trainees need to complete 14 papers in total. A maximum of nine papers at the Fundamentals level are available for exemption.

FUNDAMENTALS (nine papers in total)	
Knowledge	
F1	Accountant in Business
F2	Management Accounting
F3	Financial Accounting
Skills	
F4	Corporate and Business Law
F5	Performance Management
F6	Taxation
F7	Financial Reporting
F8	Audit and Assurance
F9	Financial Management
PROFESSIONAL (five papers in total)	
Essentials (all three to be completed)	
P1	Professional Accountant
P2	Corporate Reporting
P3	Business Analysis
Options (two to be completed)	
P4	Advanced Financial Management
P5	Advanced Performance Management
P6	Advanced Taxation
P7	Advanced Audit and Assurance

F1 Accountant in Business

To develop knowledge and understanding of the business environment and the influence this has on how organisations and accountants operate, and of the role of the accountant and other key business functions in contributing to an efficient, effective and ethical organisation, and to build knowledge and understanding of the basic principles of effective management.

F2 Management Accounting

To develop knowledge and understanding of how to prepare and process basic cost and quantitative information to support management in planning and decision-making in a variety of business contexts.

F3 Financial Accounting

To develop knowledge and understanding of the underlying principles, concepts and regulations relating to financial accounting and technical proficiency in the use of double-entry accounting techniques, including the preparation of basic financial statements.

F4 Corporate and Business Law

To develop knowledge and skills in the understanding of the general legal framework, and of specific legal areas relating to business, recognising the need to seek further specialist legal advice where necessary.

F5 Performance Management

To develop knowledge and skills in the application of management accounting techniques to quantitative and qualitative information for planning, decision-making, performance evaluation and control.

F6 Taxation

To develop knowledge and skills relating to the tax system as applicable to individuals, single companies, and groups of companies.

F7 Financial Reporting

To develop knowledge and skills in understanding and applying accounting standards and the theoretical framework in the preparation of financial statements of entities, including groups, and how to analyse and interpret those financial statements.

F8 Audit and Assurance

To develop knowledge and skills in the process of carrying out assurance engagement and its application in the context of the professional regulatory framework.

F9 Financial Management

To develop the knowledge and skills expected of a financial manager in relation to issues affecting investment, financing and dividend policy decisions.

P1 Professional Accountant

To apply relevant knowledge and skills and exercise professional judgement in carrying out the role of the accountant in governance, internal control, compliance and the management of risk within an organisation in the context of an overall ethical framework.

P2 Corporate Reporting

To apply knowledge and skills and exercise professional judgement in the application and evaluation of financial reporting principles and practices in a range of business contexts and situations.

P3 Business Analysis

To apply relevant knowledge and skills and exercise professional judgement in assessing strategic position, determining strategic choice, and implementing strategic action through business processes and structural change, coordinating knowledge systems and information technology, and by managing quality processes, projects, and people.

P4 Advanced Financial Management

To apply relevant knowledge and skills and exercise professional judgement as expected of a senior financial executive or advisor in taking or recommending decisions relating to the financial management of an organisation.

P5 Advanced Performance Management

To apply relevant knowledge and skills and exercise professional judgement in selecting and applying strategic management accounting techniques in different business contexts and to contribute to the evaluation of the performance of an organisation and its strategic development.

P6 Advanced Taxation

To apply relevant knowledge and skills and exercise professional judgement in providing relevant information and advice to individuals and businesses on the impact of the major taxes on financial decisions and situations.

P7 Advanced Audit and Assurance

To apply relevant knowledge and skills and exercise professional judgement in analysing, evaluating, concluding and reporting on the assurance engagement and other audit and assurance issues in the context of best practice and current developments.

One of the key features of the ACCA Qualification is that the syllabus has been designed so that there is no requirement for students to sit and/or pass any of the exams together, including the three Essentials exams in the Professional level. This approach gives trainees flexibility to progress through the syllabus and to schedule exam leave around work commitments

The ACCA Qualification

ethics

As part of their ethical development, trainees are required to complete a Professional Ethics module, developed by ACCA. This will give trainees exposure to a range of ethical perspectives. They will be able to apply what they have learned in a case study where they can experience an audit situation from two points of view, that of the auditor and that of the corporate financial accountant.

There is no exam for the Professional Ethics module. Instead, trainees undertake several self-tests that will require them to reflect on their own ethical behaviour and values.

Trainees will be given access to the Professional Ethics module as soon as they become eligible to take Paper P1, *Professional Accountant*. It is recommended that trainees take the Professional Ethics module at the same time as, or before, the *Professional Accountant* paper is taken. While trainees have the flexibility to complete the ethics module at their own convenience, it must be completed before applying for ACCA membership.

The module uses current best practices in online learning. Upon request, alternative arrangements will be provided for trainees who do not have internet access.

Completing the Professional Ethics module will not be a requirement for existing trainees transferring over to the new qualification, although they will be encouraged to complete the module. All trainees registering on the new ACCA Qualification, ie any trainees registering or re-registering from 1 January 2007, including CAT trainees transferring to the ACCA Qualification, will be required to complete the Professional Ethics module.

Approved Employer access to Professional Ethics module

Approved Employers – trainee development stream – may login to the Professional Ethics module with the user name and password that was provided when they were awarded trainee development approved status.

www.accaglobal.com/mhc/approved

Please note this is for DEMONSTRATION PURPOSES ONLY and cannot be used by any ACCA trainee/member or affiliate who is required to or wishes to complete the module and received credit for the learning. Please refer trainees or members to *myACCA* for further details regarding their individual eligibility to attempt the module.

The ACCA Qualification

practical experience requirement

Overview

ACCA's practical experience requirement (PER) is a key component of the ACCA Qualification. As well as successfully completing the required exams and Professional Ethics module, to become ACCA members all trainees must also gain relevant practical experience.

ACCA's PER supports the International Federation of Accountants (IFAC) International Education Standard 5, Practical Experience Requirements, by putting in place a programme that allows trainees to develop their professional knowledge and values, ethics and attitudes required to perform their work with professional competence.

In order to meet ACCA's PER, trainees must complete 36 months' work experience in a relevant role and also demonstrate that they have achieved the required number of performance objectives. Performance objectives are benchmarks of effective performance that describe the types of work activity in which trainees will be involved. They also outline the values and attitudes trainees should demonstrate as they fulfil their PER. Trainees are required to achieve 13 performance objectives in total – all nine Essentials plus any four Options performance objectives.

Trainees should use the online trainee development matrix (TDM) to track and record their achievement of the performance objectives. This can be accessed via *myACCA*.

Trainees are also required to complete a PER annual return stating whether they have gained any practical experience and what has been achieved.

ESSENTIALS (all nine)	
Professionalism, ethics and governance	
1	Demonstrate the application of professional ethics, values and judgement
2	Contribute to the effective governance of an organisation
3	Raise awareness of non-financial risk
Personal effectiveness	
4	Manage self
5	Communicate effectively
6	Use information and communications technology
Business management	
7	Manage on-going activities in your area of responsibility
8	Improve departmental performance
9	Manage an assignment
OPTIONS (any four)	
Financial accounting and reporting	
10	Prepare financial statements for external purposes
11	Interpret financial transactions and financial statements
Performance measurement and management accounting	
12	Prepare financial information for management
13	Contribute to budget planning and production
14	Monitor and control budgets
Finance and financial management	
15	Evaluate potential business/investment opportunities and the required finance options
16	Manage cash using active cash management and treasury systems
Audit and assurance	
17	Prepare for and collect evidence for audit
18	Evaluate and report on audit
Taxation	
19	Evaluate and compute taxes payable
20	Assist with tax planning

Note to Approved Employers – TDM exemption

If your organisation is a gold or platinum ACCA Approved Employer – trainee development stream, you may elect to exempt your trainees from using the TDM to record and report achievement of their performance objectives.

This is because ACCA recognises that your organisation already has a robust training and development programme in place. Nonetheless, please note that even if your organisation decides to use the TDM exemption, trainees will still need to use the TDM to submit their annual PER return.

The employer’s role in PER

As an employer of ACCA trainees, there are a number of ways in which you can support your trainees to achieve their PER.

Make workplace mentors available

This involves identifying and training suitable individuals to act as workplace mentors. Workplace mentors need to:

- work closely with trainees
- have the knowledge and experience to support trainees
- be qualified accountants or auditors (member of an accountancy or audit body recognised by law in their country).

Key responsibilities

The chart below illustrates the key responsibilities for achieving PER and who is involved.

Note: it may be necessary to provide more than one workplace mentor per trainee, each having responsibility for different performance objectives.

Provide practical experience

Employers should aim to provide opportunities for trainees to gain practical experience appropriate to ACCA’s PER. Opportunities may include:

- job rotations
- secondments
- on-the-job training
- workshops
- project work
- shadowing.

Further guidance for employers, including the benefits of becoming a workplace mentor, ideas for development opportunities, getting the best from your employees and case studies of employers’ experience with PER are available to download at www.accaglobal.com/employers

		Employer	Workplace mentor	Trainee
Key responsibilities	Identify and train workplace mentors	✓		
	Provide opportunities for practical experience	✓	✓	
	Target performance objectives		✓	✓
	Review experience against performance objectives		✓	✓
	Complete challenge questions			✓
	Review challenge questions		✓	✓
	Sign-off performance objectives		✓	
	Complete annual return			✓

Further support and guidance for trainees and workplace mentors

The following guidance is available to trainees and workplace mentors via *myACCA*.

PER guide for trainees

Practical ideas to help the trainee choose a workplace mentor, set objectives with the mentor and identify opportunities to gain practical experience.

Trainee development matrix (TDM)

The TDM is the main tool all trainees use to plan and record their practical experience. Workplace mentors also access the TDM to review and sign-off trainees' performance objectives.

User guide to the online TDM

This document is an instructional guide to using the TDM. It provides, step-by-step instructions on how to use the main features of the TDM, for example, how to submit a performance objective to a workplace mentor for review and how to add an employer to the workplace details section.

Support sheets and case studies

The support sheets cover various aspects of the PER and will help trainees and mentors get started. Titles include 'How to find a workplace mentor' and 'Gaining practical experience'.

The case studies profile real trainees and their approach to practical experience. As well as support sheets and case studies for trainees, ACCA has also produced support sheets and case studies for workplace mentors. These are particularly useful for workplace mentors new to their role.

PER interactive case studies

These e-learning case studies are designed to bring the PER to life. They cover a range of scenarios that trainees and workplace mentors are likely to come across when approaching practical experience. They answer questions such as, 'how often should I meet with my workplace mentor?' and 'how do I decide which performance objectives to target?'

Scenarios designed for workplace mentors are also included.

Paper TDM

ACCA encourages trainees to use the online TDM to plan and record their practical experience. Even if trainees do not have regular internet access at home, they may be able to use the internet at work, at a tuition centre or even an internet cafe. But we do understand that for some trainees this is not possible, so paper versions of the main forms needed to plan and record PER are available from *ACCA Connect*.

Applying for membership

Definition of a member

Passing examinations is a huge achievement. Nonetheless, to become an ACCA member the trainee must also complete 36 months of relevant practical experience and undertake the Professional Ethics module.

How to apply

Online

The simplest way for trainees to apply is to login to *myACCA* and complete the application submission online. Once submitted, progress of the application can be viewed through our online application tracking service.

Application form

Alternatively, an application form can be completed and returned to us by post. Trainees who have passed their exams will receive a paper application form by mail.

Please visit www.accaglobal.com/students to access the online application service or download a printable version of the application form.

Completed forms should be returned to:

ACCA Customer Services
2 Central Quay
89 Hydepark Street
Glasgow
United Kingdom
G3 8BW

Continuing professional development

ACCA Realise

ACCA *Realise* is ACCA's continuing professional development (CPD) scheme. All members are required to undertake relevant CPD to ensure that they maintain and develop the knowledge and skills needed to succeed in today's dynamic and demanding business environment.

ACCA *Realise* recognises that members need practical options for achieving CPD. The extensive research that underpinned the development of the policy found that members wanted to complete their CPD in a number of different ways. In response, ACCA *Realise* has been designed to offer three different CPD routes.

- Unit route: for those who are planning and organising their own CPD. The policy requirement is to complete 40 units (hours) per year, 21 verifiable*, 19 non-verifiable. Part-time or semi-retired members, ie those working 770 hours or less a year, are able to set their own level of verifiable CPD relevant to their role and responsibilities. The 19 non-verifiable units requirement still applies.
- Employer route: for those who work for an organisation which is an ACCA Approved Employer – professional development (see below).
- IFAC body route: if you also belong to another IFAC-member body, then you can choose to follow that body's CPD scheme provided it meets IFAC's International Education Standard 7.

*** What is verifiable CPD? If a member can answer 'yes' to the three questions below, they can record their activity as verifiable CPD.**

- 1 Was the learning activity relevant to your career?
- 2 Can you explain how you will apply the learning in the workplace?
- 3 Can you provide evidence that you undertook the learning activity?

If members hold a practising certificate or insolvency licence, ACCA *Realise* requires them to maintain competence in the specialised area(s) of their practice.

Annual return

No matter which route a member chooses to follow, they are required to complete an annual CPD return by 1 January immediately following the CPD year. They are also required to keep evidence consistent with the route they follow.

For more information on CPD please visit www.accaglobal.com/members/cpd

CPD learning opportunities from ACCA and partners

A comprehensive range of services and tools have been developed to support members in planning, sourcing and achieving their CPD, including:

- knowledge library, with over 10,000 reference items
- e-learning, offering a wider range of topics and durations
- CPD events database.

Visit www.accaglobal.com/members for a full listing of current products and services.

Further qualifications from ACCA and partners

ACCA has a range of qualifications designed for members who want to specialise or expand their knowledge and skills. If the qualification is relevant to their current role or their career aspirations, it can count towards all or part of the verifiable CPD requirement. For convenience, each qualification has been allocated CPD units that take account of the time required for study and assessment. The following ACCA qualifications are available:

- MBA
- Diploma in International Financial Reporting
- Certificate in International Financial Reporting
- Certificate in International Auditing.

For a full listing of qualifications offered by our partners and other CPD resources available to members visit www.accaglobal.com/members

Practising certificates

The Chartered Certified Accountants' Global Practising Regulations 2003 set out the eligibility criteria for obtaining a practising certificate and detail the continuing obligations placed on practising certificate holders.

ACCA's Regulations and Code of Ethics and Conduct can be found in the *ACCA Rulebook*, which is automatically circulated to ACCA practising certificate and insolvency licence holders.

Who requires a practising certificate?

Any ACCA member performing work under ACCA's definition of public practice or who is a partner/director of a firm which undertakes public practice is required to hold an ACCA practising certificate.

ACCA issues two types of practising certificates:

- an ACCA practising certificate, and
- an ACCA practising certificate and audit qualification.

An ACCA practising certificate and audit qualification is only available to members who, in addition to providing general accountancy services, wish to undertake audit work in the UK, Republic of Ireland, Cyprus and Zimbabwe where ACCA has specific legislative responsibilities to regulate members providing audit services. It is not generally transferable.

Please note that a UK member who engages exclusively in insolvency work may hold an ACCA insolvency licence on a 'stand-alone' basis and need not also hold a practising certificate. However, a member who holds an insolvency licence issued by another Recognised Professional Body, or engages in activities other than insolvency that fall within ACCA's definition of public practice, will also be required to hold a practising certificate.

Obtaining a practising certificate

ACCA practising certificate

To obtain a globally portable practising certificate, members must meet ACCA's practical training requirements and complete a Practising Certificate Training Record (PCTR). Members who hold a licence to practise issued by a recognised national body or regulatory authority may apply for an ACCA practising certificate that is valid only in the country where the local licence allows the member to practise.

Members are required to complete three years' practical training with an ACCA Approved Employer – practising certificate development, under the supervision of an appropriately qualified principal. At least two of the three years' practical training must be completed post-membership.

An appropriately qualified principal is defined as:

- a member of ACCA who holds an ACCA practising certificate, or
- a member of any other professional body that is recognised for audit purposes under the prevailing legislation in the relevant country, or
- a principal who is eligible to supervise training towards an ACCA practising certificate and audit qualification that is valid in the UK, Republic of Ireland, Cyprus or Zimbabwe, or
- any other person having, in the opinion of ACCA Council, adequate qualifications and experience.

Members should record their experience in the PCTR, then have it reviewed and signed off by their training principal. Guidance on how to complete the PCTR is detailed later in this section.

ACCA practising certificate and audit qualification

Members are required to complete three years' practical training with an ACCA Approved Employer – practising certificate development (audit), under the supervision of an appropriately qualified principal. At least two of the three years' practical training must be completed post-membership.

For an ACCA practising certificate and audit qualification valid in the UK (including Jersey, Guernsey and the Isle of Man) and Republic of Ireland, an appropriately qualified principal is defined as:

- a member of ACCA who holds an ACCA practising certificate and audit qualification, or
- a fully qualified company auditor under the Companies Act 2006 (United Kingdom) or the Companies Act 1990 (Republic of Ireland) who holds an appropriate practising certificate with a recognised supervisory body, or
- a company auditor practising in an EEA state, ie any EU member state or one of the following: Iceland, Liechtenstein, Norway or Gibraltar.

For an ACCA practising certificate and audit qualification valid in Cyprus, an appropriately qualified principal is defined as being a fully qualified company auditor under the law of Cyprus who practises as an auditor in the country, or a company auditor practising in member states of the European Union.

For an ACCA practising certificate and audit qualification valid in Zimbabwe, an appropriately qualified principal is defined as being a fully qualified company auditor under the law of Zimbabwe who practises as an auditor in the country.

Members should record their experience in the PCTR and have it reviewed and signed off by their training principal. Guidance on how to complete the PCTR is detailed later.

Audit Orientation Course and Test

To obtain an ACCA practising certificate and audit qualification in the UK and Ireland, members must also sit and pass the Audit Orientation Course and Test.

To apply for the course, members must complete a booking form and submit this together with a completed PCTR. Please visit www.accaglobal.com/members/professionalstandards for more information.

PCTR completion

The PCTR consists of:

- employment summary, including specimen signature(s) of the training principal(s)
- PCTR1
- reflection
- PCTR2
- time summary.

Members training towards a practising certificate must complete a PCTR1 and reflection document every six months.

Members must document their work experience in the PCTR1 and should include enough detail to support the achievement of required elements of competence in the PCTR2.

The reflection document should demonstrate how the ACCA member has developed during the period.

As elements of competence are achieved, these should be ticked (✓) off in the PCTR2 and cross-referenced back to the PCTR1.

The member's training principal must review the PCTR every six months and set competences to be achieved in the next six-month period.

For an ACCA practising certificate, no audit competences are required. The time summary should be completed but no audit time is required.

For an ACCA practising certificate and audit qualification, all audit competences must be achieved (in addition to the competences required for an ACCA practising certificate) and the time summary should show that the member has spent at least 30% of his or her working time over the two-year post-membership period on audit work (with at least two-thirds being limited company audit work). This equates to 924 hours or more on audit work in the two-year period (with at least 616 hours being limited company audit work).

Please visit www.accaglobal.com/members/professionalstandards to access the PCTR, guidance notes and completed examples for the UK, Republic of Ireland, Cyprus and rest of the world. Further information about practising certificates and the *ACCA Rulebook* are also available in this area of the website.

Next steps and contact details

Completed PCTR, applications to sit the Audit Orientation Course and Test and completed practising certificate application forms should be sent to:

Professional Standards
ACCA
2 Central Quay, 89 Hydepark Street
Glasgow G3 8BW, United Kingdom.

If you have further questions please contact *ACCA Connect* on +44 (0)141 582 2000 or e-mail members@accaglobal.com. Alternatively, please contact your ACCA business relationship manager.

Approved Employer programme

Programme overview

ACCA recognises that your organisation's needs are constantly evolving. The Approved Employer programme supports you in reaching global best practice in the provision of learning and development opportunities for ACCA trainees and members.

The programme is split into three main streams:

- trainee development
- professional development
- practising certificate development.

ACCA will review the learning and support your organisation provides. Your business relationship manager can offer guidance on achieving best practice.

Specific assessment criteria for each stream can be found by referring to the Approved Employer assessment matrix. This can be downloaded from www.accaglobal.com/employers

Each approval lasts for a period of three years and your organisation will be subject to monitoring to ensure the programme maintains the quality standards.

For further information on the Approved Employer programme, please contact your ACCA business relationship manager or visit www.accaglobal.com/employers

How to apply

All employers who train and develop ACCA trainees and members are encouraged to become an ACCA Approved Employer by using our online application service.

How the application process works.

1 Submit application

The application should be submitted online by the employer. Completion takes approximately 15 minutes.

2 Undertake corroboration process

As part of the application process, employers will be expected to provide e-mail contact details of ACCA trainees or members employed at the organisation with whom the application information can be independently verified by ACCA.

3 Confirmation of outcome

ACCA will confirm the outcome of the application by e-mail to the organisation.

4 Monitoring process

Following confirmation of approval, the organisation will be subject to a monitoring process. This will either be undertaken through a visit by an ACCA representative, or will be undertaken remotely by ACCA's professional development support unit. The monitoring process will normally be conducted within six months of the initial confirmation of approval.

Apply online at www.accaglobal.com/employers

If preferred, your ACCA representative can visit you to undertake the assessment, manage the application process and answer any questions you may have.

Managing Human Capital programme

Programme overview

The importance for organisations managing their human capital effectively has never been greater and organisations are increasingly recognising that the people they employ are their most important asset. ACCA's Managing Human Capital programme builds on the principles behind the Approved Employer programme, in supporting our employers globally in the implementation of best practice learning and development policies and solutions. The programme, which features its conference series, global research programme and employer products and services, explores the issues organisations face in recruiting, developing and retaining finance professionals.

Insight research

ACCA's Managing Human Capital Research programme – the *Insight Series*, recognises the importance organisations place in having an opportunity to explore, reflect and plan for managing the impacts of current and anticipated challenges and opportunities. The research provides an insight into some of the key global trends affecting the finance profession from a managing human capital perspective, with a particular focus on recruitment, development and retention. The research includes examples of approaches adopted by leading companies in tackling some of the key people development challenges, and recommends practical solutions for organisations.

Events

Our Managing Human Capital programme of events provides employers with the opportunity to explore key trends and issues pertinent to the finance profession. The conferences present ACCA's latest research and give employers a chance to discuss how best to use the findings to derive maximum value from their finance functions. These events also represent an excellent networking opportunity.

Webcasts

Employers can also access a series of webcasts providing commentary on ACCA's research and the thoughts of human capital subject matter experts.

People development seminars

ACCA has produced a number of people development seminars covering the topical issues featured in the Insight Research series. These interactive resources have been designed for business relationship managers or other ACCA representatives to present to your organisation and share out the key findings and themes of the research.

Employer toolkits

A range of toolkits are available for employers, offering good practice guidance on how to attract, develop and retain finance professionals. The toolkits cover a wide range of human capital issues, including effective recruitment and retention, performance management, development, managing talent and employee engagement and motivation.

Professional skills course

Approved Employers can also benefit from the professional skills course, which has been specifically developed to support progress towards the ACCA Qualification and the achievement of ACCA practical experience requirements. The course is split into five key skill modules:

- ethics
- communication skills
- interpersonal skills
- negotiation skills
- teams.

The seminar on ethical behaviour directly supports the professional ethics module, which is a mandatory part of the ACCA Qualification. Meanwhile, the communication skills, interpersonal skills, teams and negotiation skills modules directly support a number of specific performance objectives, which are the core feature of ACCA's practical experience requirements (PER).

More details on the Managing Human Capital programme are available via www.accaglobal.com/mhc

Our qualifications

If you are interested in ACCA's other qualifications, please refer to www.accaglobal.com/join for more information.

The Oxford Brookes BSc (Hons) in Applied Accounting

In a unique partnership between ACCA and Oxford Brookes University, trainees have the opportunity to study for a BSc (Hons) in Applied Accounting while taking their ACCA exams.

Please note that trainees must successfully complete the Fundamentals level exam papers F1 to F9 and complete the Professional Ethics module before submitting a Research and Analysis Project to Oxford Brookes University.

Further information can be found at www.accaglobal.com/students

Cambridge International Certificate in Financial English

Developed by worldwide leaders in English language assessment and professional accountancy, Cambridge ICFE can be used to help with the selection process and training of your people. This unique exam will help the ambitious to demonstrate their skills and suitability for a successful career in international finance. You can be confident that employees who have passed the ICFE exam will be capable of working in an international finance context as they will possess high levels of English language and an understanding of the kind of language used in a demanding, fast-moving profession.

More information is available at www.FinancialEnglish.org

Questions your trainees may ask you

To help you answer the questions your trainees will ask, a set of frequently asked questions (FAQs) is available at www.accaglobal.com/graduates/faq

FAQs specific to the new ACCA Qualification, launched in 2007, are also available at www.accaglobal.com/students/study_exams/qualifications/acca_choose/acca/overview/faq

Appendix

Approved Employer sample training policies

Sample silver approval policy

Silver approval policies will include the following items.

Roles and responsibilities

It is our policy that the role and responsibilities of trainees and workplace mentors are communicated to staff.

This could be demonstrated in contracts of employment, a staff handbook or stated in the training policy.

Performance management

It is our policy that trainees' objectives are set as part of their performance review.

Evidence of this policy may be found in performance review documents, staff handbook or the training policy.

It is our policy that trainees' objectives are reassessed at least every 12 months as part of their performance review.

Evidence of this policy may be found in performance review documents, staff handbook or the training policy.

Work experience/practical experience requirement (PER)

It is our policy that opportunities are identified for trainees to obtain appropriate practical experience for the ACCA Qualification.

This policy may be demonstrated in job descriptions and performance review documents.

It is our policy that trainees' work experience counts towards ACCA's PER.

This policy may be demonstrated in job descriptions and performance review documents.

Study support

It is our policy that trainees are provided with leave (in addition to annual leave and national holidays) to sit exams.

This could be demonstrated in contracts of employment and timesheets.

It is our policy that the nature and extent of study support available to trainees is explained to them.

Evidence of this policy may be evidenced in induction guides/presentations as well as in written study policies.

Workplace mentors

It is our policy that the review of practical experience obtained is documented.

This could be demonstrated either by using the Trainee Development Matrix or by recording information in performance review documentation.

It is our policy that mentors are qualified accountants or are the individuals with overall responsibility for training an ACCA-qualified accountant.

A qualified accountant is defined as a member of a professional accountancy body which is recognised by the International Federation of Accountants (IFAC). IFAC is the global organisation for the profession with over 160 member organisations worldwide. This definition is in line with IFAC's International Education Standard Number 5.

Trainee development matrix

It is our policy that workplace mentors review the practical experience gained by the trainee at least once every 12 months.

This could be demonstrated either by using the Trainee Development Matrix or by recording information in performance review documentation.

Sample gold approval policy

Gold approval policies will also include the following items.

Performance management

It is our policy that organisational or departmental objectives are identified.

Evidence may be found in organisational strategy documents.

It is our policy that trainees' progress in study and exams is monitored.

This may be evidenced from training reports, performance review documents or tuition provider reports.

It is our policy that trainees' performance in the workplace is monitored.

This may be evidenced from performance review documents, staff handbooks, the training policy or job-by-job appraisals.

It is our policy that trainees' progress in studies and exams is evaluated and appropriate action taken.

This could be demonstrated in performance review documents.

Work experience/practical experience requirement (PER)

It is our policy that trainees' work experience fully meets ACCA's PER.

Evidence may be available in the form of performance review documents, competency frameworks or from the Trainee Development Matrix.

Study support

It is our policy that trainees are provided with 'active support' to undertake study programmes and sit exams.

'Active support' is defined as follows:

The organisation must make a financial contribution (which does not have to be 100%) to at least TWO of the following:

- exam fees
- subscription fees
- registration fees
- exemption fees
- travel costs (for study and exam-related purposes)
- subsistence costs (for study and exam-related purposes).

The organisation must also make a financial contribution (which does not have to be 100%) to at least ONE of the following:

- study materials
- study courses led by external expert tuition providers (correspondence, day release, block release, evening, weekend or in-house)
- revision courses led by external expert tuition providers (correspondence, day release, block release, evening, weekend or in-house).

The organisation must also support the student through at least ONE of the following internal facilities:

- mentors
- study groups
- learning resource centres (eg organisation library)
- progress/guidance meetings (regular meetings held to review progress in studies and exams).

It is our policy that trainees are provided with paid leave (in addition to annual leave and national holidays) to sit exams.

Evidence may be available in the form of study policy guidelines or contracts of employment.

It is our policy that clear written policy guidelines explain the study support available.

The training policy will include guidelines on study support available.

Sample platinum approval policy

Platinum approval policies will also include the following items.

Performance management

It is our policy that trainees understand how they contribute to organisational/departmental objectives.

This may be evidenced from performance review documents, job descriptions, operating plans and organisational charts.

It is our policy that trainees' objectives are linked to organisational/departmental objectives.

Evidence may take the form of training policies, the staff handbook, performance review documents or job descriptions.

Work experience/practical experience requirement (PER)

It is our policy that trainees' progress is evaluated and action taken to ensure that it fully meets PER.

This policy may be evidenced from performance review documents.

Development

It is our policy that trainees are provided with opportunities to meet their development needs.

Evidence may be gathered from training budgets, succession plans, time sheets, leadership programmes or development centres.

It is our policy that trainees' development needs are reassessed at least every 12 months.

Supporting evidence may take the form of personal development plans or corporate training needs analysis documents.

It is our policy that trainees prepare and agree development plans.

This policy may be evidenced from personal development plans.

It is our policy that trainees can demonstrate that they have undertaken development activities.

Evidence includes personal development plans, training budgets, training systems, leadership programmes or organisational development centres.

It is our policy that trainees' development activities are monitored.

This policy may be evidenced from personal development plans, training systems, key performance indicators or board reports.

Study support

It is our policy that trainees are provided with 'full support' to undertake study programmes and sit exams.

'Full support' is defined as follows:

The organisation must pay 100% of the exam fees for each exam paper attempted for the first time.

The organisation must also make a financial contribution (which does not have to be 100%) to at least ONE of the following:

- subscription fees
- registration fees
- exemption fees
- travel costs (for study and exam-related purposes)
- subsistence costs (for study and exam-related purposes).

The organisation must also pay 100% of the following fees for each exam paper attempted for the first time:

- study courses led by external expert tuition providers (correspondence, day release, block release, evening, weekend or in-house)
- revision courses led by external expert tuition providers (correspondence, day release, block release, evening, weekend or in-house). (Required only where the provision of revision courses is readily available in the local market.)

The organisation must also provide study leave in addition to the exam day(s), annual leave and national holidays. This study leave may be paid or unpaid.

The organisation must also support the student through at least ONE of the following internal facilities:

- mentors
- study groups
- learning resource centres (eg organisation library)
- regular progress/guidance meetings to review progress in studies and exams.

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