

The ACCA logo is a red square with the letters 'ACCA' in white, bold, sans-serif font.

ACCA

The background features a low-angle, upward-looking view of several modern skyscrapers with glass facades. The sky is a pale blue with soft, wispy white clouds. The buildings are partially obscured by a large, semi-transparent grid pattern that overlays the scene, creating a sense of architectural structure and depth.

The ACCA Competency Framework

Think Ahead

Foreword

The purpose of this document is to explain what the ACCA Competency Framework is and how it can be used.

The Framework provides evidence of the capabilities of ACCA qualified members. It is based on thorough studies into the knowledge, skills and behaviours required of finance and accounting professionals in organisations today.

The Framework is used by ACCA to develop its qualification in line with the emerging needs of business and other stakeholders.

It can also be used by employers to inform and complement their policies, procedures and practices with regard to the recruitment, training and development of finance and accounting personnel.



Contents

This document explains the Competency Framework, Competencies and Professional Quotients.

To find out more, select a section from the list.

■ About the Competency Framework

■ Competencies

- + Strategy and Innovation
- + Leadership and Management
- + Stakeholder Relationship Management
- + Ethics and Professionalism
- + Governance, Risk and Control
- + Corporate and Business Reporting
- + Financial Management
- + Management Accounting
- + Taxation
- + Audit and Assurance
- + Advisory and Consultancy
- + Data, Digital and Technology

■ Professional Quotients

■ Important Legal Notice

About the Competency Framework

The Competency Framework sets out comprehensively how ACCA qualified people add sustained value to the organisations in which they operate, now and into the future. The framework describes the highest standards of professional competence.

It captures what successful and effective accountants do and deliver across every aspect and specialism of the profession, and sets out the required underpinning skills, behaviour and knowledge.

The Competency Framework is used to develop ACCA products and services that strengthen and support the profession as a whole and supports the career development of individual finance professionals within the workplace.

The ACCA Competency Framework has 12 competency areas, with Ethics and Professionalism at its heart.

Competencies

'Competency' (competencies) describes the behaviour that lies behind competent performance and describes what people bring to the job (output of the ACCA Qualification).

The competencies are the technical knowledge and measurable skills gained by completing the ACCA Qualification through a mix of exams, experience and ethics (3Es).

For more information, please visit [ACCA's website](#).

Professional Quotients

ACCA's research identified the main drivers for change that will shape the role future finance professionals will play in organisations.

As well as identifying drivers of change, our research considered the impact of existing and emerging trends on what is expected of professional accountants, and how they will need to respond to changes and plan for action.

Our seven Professional Quotients model highlights the skills future accountants will need to progress their careers and add most value for employers and clients.

These seven quotients are at the core of the evolved ACCA Qualification. Along with 'typical' skills such as technical, ethical, intelligence, and digital, ACCA's quotients include three 'softer' skills that will be increasingly called for in future. These softer skills are creative skills, emotional intelligence, and vision.

How Organisations can use this Competency Framework

Organisations can use ACCA's competencies to complement their procedures and programmes because they:

- are comprehensive, covering all the key disciplines that businesses may require across all sectors.
- are global, promoting consistency across geographies.
- describe what individuals must be able to do in critical roles as managers and leaders, and as experts and decision-makers.

There are a number of ways in which employers can use ACCA's Competency Framework (and Professional Quotients) to augment their operations and address key challenges.

ACCA's competencies provide assurance that, when you recruit ACCA qualified people, you're acquiring the essential competencies you need.

You can review objectives for (and outcomes of) your L&D programmes against the current and future competency requirements established by ACCA through its comprehensive global research.

Job specifications can be enhanced by adding clarity and underpinning detail about critical roles and responsibilities.

ACCA's competencies provide benchmark references which you can use to perfect procedures for evaluating competency areas critical

to your business – during recruitment and selection, and to support performance management and personal development planning.

The competencies can be used to address critical skills gaps e.g. by mapping individual and team capabilities to the knowledge, skills and behaviours defined by ACCA.

Development planning can also be enhanced by reference to ACCA's Professional Quotients – the behaviours and qualities that accountants need to meet the on-going demands of the profession.

The Competency Framework is one of a number of resources available to employers. **For more information about these, please visit [ACCA's website](#).**

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Organisations which have their own competency frameworks may also find ACCA's competencies useful.

ACCA's competencies can complement your existing frameworks – especially where these focus on generic capabilities across the business, or on particular capabilities central to their business purpose.

ACCA's competencies can help by providing wider coverage and deeper insight into financial and accounting related occupational roles.

The Competency Framework

To find out more select a competency from the Framework to begin your journey.



Strategy and Innovation

Competency Area Description

Assessing and evaluating strategic options and identifying imaginative opportunities to improve performance and position; implementing innovative and cost effective solutions leading to effective change management and business process improvement.

■ What this means:

- Students and members are developed to think strategically.
- Case study exams at the Strategic Professional level encourages this thinking.
- In recognition of its importance, this area is covered in all parts of the ACCA Qualification.

■ Example Job Profiles

- Partner
- Treasurer
- Finance Strategy and Transformation Consultant

■ Related Professional Quotients



Intelligence



Creative



Vision

High Level Competency

- A** Applies business acumen and commercial awareness to deliver business objectives.
- B** Recommends a range of suitable strategic options from which to develop sustainable plans and objectives.
- C** Evaluates, justifies and implements suitable strategic options.
- D** Adopts and applies innovative methods to implement strategy and manages change.

Leadership and Management

Competency Area Description

Managing resources and leading organisations effectively and ethically, understanding stakeholder needs and priorities.

■ What this means:

- The ACCA Qualification equips students and members with tools to become forward thinking leaders.
- Leading is not just about managing people, but motivating and inspiring to maximise performance.
- All elements of the ACCA Qualification focus on developing this key skill before they become members.

■ Example Job Profiles

- Project Accountant
- Financial Controller
- Chief Financial Officer

■ Related Professional Quotients



Emotional Intelligence



Experience



Technical Skills and Ethics

High Level Competency

- A** Applies appropriate leadership strategies to effectively deliver business objectives.
- B** Leads, motivates and manages people to optimise performance and effectiveness.
- C** Collaborates, supports and works to achieve the objectives of the organisation, applying appropriate digital technologies.
- D** Acts proactively and thinks strategically, in anticipating organisational needs, recognising the wider business environment and dynamics.

Stakeholder Relationship Management

Competency Area Description

Managing stakeholder expectations and needs by aligning the organisation's objectives, engaging stakeholders effectively and communication relevant information using appropriate technologies.

■ What this means:

- The ACCA Qualification progressively gives students and members the skills to become collaborative and communicate effectively with a diverse range of stakeholders.
- Strategic Professional Level exams encourage, develop and examine this broader thinking and approach to communication with stakeholders.

■ Example Job Profiles

- Fund Manager
- Chief Accountant
- Chief Financial Officer

■ Related Professional Quotients



Vision



Emotional Intelligence



Intelligence

High Level Competency

- A** Positively develops relationships with internal and external stakeholders.
- B** Communicates and gains commitment from internal and external stakeholder.
- C** Uses emerging technologies to collaborate and communicate effectively with stakeholders.
- D** Applies professional and ethical judgement when engaging with stakeholders.
- E** Aligns organisational strategic objectives with stakeholder needs and manages expectations.

Ethics and Professionalism

Competency Area Description

Applying knowledge, sensitivity and judgement to act in accordance with fundamental principles of professional and personal ethics behaviour; ensuring the implementation of appropriate ethics framework, laws and regulation relating to business and promoting value in the public interest.

■ What this means:

- Ethics are fundamental to the ACCA Qualification.
- ACCA provides innovative training through an interactive online module allowing students and members to practice in a “safe” environment.
- Ethics is examinable in all Strategic Professional Level exams as part of real world case studies.
- ACCA students and members are trained to hold ethics in high regard and behave in a manner that promotes value in the public interest.

■ Example Job Profiles

The Ethics and Professionalism competency is an integral part of the ACCA Qualification developing broad ethical and professional values which underpin all other professional skills and job profiles.

■ Related Professional Quotients



Vision



Creative



Intelligence

High Level Competency

- A** Develops advanced ethical values and professional skills in the promotion of public interest and the profession.
- B** Demonstrates personal effectiveness in fast-changing environments.
- C** Encourages innovative thinking within the context of professional scepticism.
- D** Thinks proactively about the future, applying professional judgement and commercial intelligence and seeks specialist input when needed.
- E** Communicates effectively and influences others.

Governance, Risk and Control

Competency Area Description

Ensuring effective and appropriate governance, allowing evaluation, monitoring and implementation of appropriate risk identification procedures; by designing and implementing effective internal audit and control systems.

■ What this means:

- This area is integral to the Strategic Business Leader exam.
- The ACCA Qualification examines this area in very practical ways through real life case study examples of different businesses.

■ Example Job Profiles

- Risk Manager
- Financial Analyst
- Regulatory Specialist

■ Related Professional Quotients



Intelligence



Creative



Emotional
Intelligence

High Level Competency

- A** Evaluates organisational structures and governance to protect the long-term interests of stakeholders.
- B** Recommends appropriate strategies to ensure adherence to governance structures and application of best practice internal controls.
- C** Identifies and manages risk appropriately.
- D** Uses risk management for the best interests of an organisation and its stakeholders.
- E** Monitors and applies relevant legislation, policies and procedures.

Corporate and Business Reporting

Competency Area Description

Preparing and communicating high-quality business reports to support stakeholder understanding and decision-making.

■ What this means:

- ACCA examinations are based on IFRS® Standards meaning that ACCA students and members have the technical knowledge to prepare business reports across a wide range of jurisdictions.
- With transactions increasing in complexity, ACCA students and members acquire the deep analytical skills needed to identify key issues.
- The Strategic Business Reporting exam focuses on understanding and communicating what transactions mean and their impact.

■ Example Job Profiles

- Financial Accountant
- Financial Controller
- Group Accountant

■ Related Professional Quotients



Experience



Technical Skills
and Ethics



Emotional
Intelligence

High Level Competency

- A** Prepares financial statements, corporate financial and integrated reports for external stakeholders using appropriate technology.
- B** Leads effective decision-making through analysing, evaluating and communicating performance and position of entities.
- C** Prepares financial statements for groups of entities using appropriate technologies.
- D** Monitors, critically evaluates, and advises on the relevant accounting standards, regulation, and conceptual and reporting frameworks.

Financial Management

Competency Area Description

Implementing effective investment and financing decisions within the business environment in areas such as investment appraisal, business re-organisations, tax and risk management, treasury and working capital management, to ensure value creation.

■ What this means:

- ACCA students and members gain deep understanding of all aspects of financial management.
- The Advanced Financial Management exam is the most progressive on the market.
- The ACCA Qualification develops a solid grounding in this area as it is critical to business success.
- Communicating the aspects of financial management back to the organisation is also important.

■ Example Job Profiles

- Group Accountant
- Management Accountant
- Financial Planning Analyst

■ Related Professional Quotients



Digital



Technical Skills
and Ethics



Vision

High Level Competency

- A** Links developments in global trade, markets, business practices and the economic environment to required improvements in the financial and risk management of an organisation.
- B** Advises on business asset valuations, capital projects and investments using appropriate analytical qualitative and quantitative techniques.
- C** Identifies, evaluates and advises on alternative sources of business finance and different ways of raising finance.
- D** Communicates and advises on the impact on financial decision-making on current developments in regulation, governance and ethics.
- E** Assesses and advises on appropriate strategies to manage business and organisational performance regarding business and finance risk and effectively communicates the impact.

Management Accounting

Competency Area Description

Assessing, evaluating and implementing management accounting and performance management systems for planning, measuring, controlling and monitoring business performance to ensure sustainable value creation.

■ What this means:

- Management accounting is firmly embedded in the ACCA Qualification at all levels.
- Realistic workplace scenarios are integrated into the exams.
- Because planning and control are essential to business, all ACCA students and members must have a good grounding in this area.
- The Advanced Performance Management exam consists of a comprehensive case study to develop high-level management accounting and performance management techniques.

■ Example Job Profiles

- Financial Controller
- Financial Planning Analyst
- Management Accountant

■ Related Professional Quotients



Intelligence



Digital



Experience

High Level Competency

- A** Applies development and performance management, in the wider business and technological environment, within the context of strategic planning and implementation.
- B** Directs organisational performance through the selection and measurement of financial and non-financial performance indicators.
- C** Collaborates on the key tactical and organisational areas of budgeting and control, capital investments, people and resource management.
- D** Consults on the design and use of current and emerging technology and information systems to improve strategic decision-making and organisational performance.

Taxation

Competency Area Description

Complying with tax regulation and systems, communicating with relevant stakeholders to establish and ethically manage tax liabilities for individuals and companies, using appropriate tax computation and planning techniques.

■ What this means:

- The ACCA Qualification develops an understanding of taxation and its impact on transactions as well as on business generally.
- The ACCA Qualification gives an opportunity to specialise in taxation at Strategic Professional Level.

■ Example Job Profile

- Tax Accountant
- Tax Business Partner
- Partner

■ Related Professional Quotients



Technical Skills
and Ethics



Digital



Experience

High Level Competency

- A** Communicates knowledge of the operation and scope of the tax system, obligations of tax payers, the implications of non-compliance and advises on tax planning.
- B** Advises ethically on strategic tax plans and computes the tax liabilities of individuals.
- C** Advises ethically on strategic tax plans and computes the corporation tax liabilities of individual companies and groups of companies.
- D** Explains and computes the effects of value added tax (VAT) / goods and services tax (GST) and indirect tax on incorporated and unincorporated businesses and advises appropriately.

Audit and Assurance

Competency Area Description

Providing high quality audits by evaluating information systems and internal controls, gathering evidence and performing procedures to meet the objectives of audit and assurance engagements.

■ What this means:

- The ACCA Qualification offers Audit and Assurance as a Strategic Professional exam.
- Audit and assurance is a compulsory element of the ACCA Qualification regardless of the area students and members aspire to work in as the skills are transferable to wider business engagements.
- The Audit and Assurance exams cover areas such as due diligence, forensic audit, public sector audit and other assurance engagements.

■ Example Job Profiles

- Audit Senior
- External Auditor
- Technology Risk Auditor

■ Related Professional Quotients



Technical Skills
and Ethics



Digital



Creative

High Level Competency

- A** Advises on and communicates effectively the role and scope of audit and assurance engagements to relevant stakeholders.
- B** Applies regulatory, legal, professional and ethical standards relating to audit and assurance engagements.
- C** Plans and prepares for audit and assurance engagements.
- D** Performs effective audit, and assurance engagements.
- E** Reviews and reports on the findings of audit and assurance engagements.
- F** Guiding efficient and effective operations.

Advisory and Consultancy

Competency Area Description

Developing insight into both internal and external clients' business issues, providing expert advice, and adding value to the business or organisational function. Supporting clients' objectives and plans to improve, innovate and grow; identify efficiencies and respond to changing business conditions.

■ What this means:

- The ACCA Qualification progressively develops a student's and member's skills to assess, evaluate and understand a business and its environment and provide the appropriate business advice.
- The ACCA Qualification provides a rounded and solid grounding in the necessary attributes for an advisory role – particularly through the assessment of different business case studies at the Strategic Professional Level.

■ Example Job Profiles

- Business Adviser
- Business Analyst
- Finance Strategy and Transformation Consultant

■ Related Professional Quotients



Vision



Creative



Intelligence

High Level Competency

- A** Gathers and understands financial and non-financial information to develop complete knowledge of the client business and the environment in which it operates.
- B** Provides expert advice that will add value to the business and gain advantage.
- C** Identify and advise on business partnering to develop strategic relationships to create opportunities, improve performance and solve business problems.
- D** Prepare and present business plans and advise on the actions to implement these plans.

Data, Digital and Technology

Competency Area Description

Identifying opportunities and strategic options, using digital and data technology, to add value. Using appropriate technologies and tools to support business objectives and plans to improve, innovate and gain advantage; ensuring professional scepticism and ethics are applied when sourcing and using data and digital technologies.

■ What this means:

- The ACCA Qualification progressively develops a student's and member's digital and technology knowledge and builds the skills to analyse and evaluate financial and non-financial data, with a clear understanding of the professional and ethical obligations that must be met in the use of data and data technology.
- The ACCA Qualification, including the Ethics and Professional Skills module, embeds digital and data technology at all levels. Particularly at the Strategic Professional Level, ACCA will assess through real life case study examples of varying digital and data technology capabilities and opportunities within different types of business.

■ Example Job Profiles

- Business Analyst
- Data Visualisation Specialist
- Finance Strategy and Transformation Consultants

■ Related Professional Quotients



Vision



Digital



Technical Skills
& Ethics

High Level Competency

- A** Identifies strategic options to add value, using data and technology.
- B** Analyses and evaluates data using appropriate technologies and tools.
- C** Applies technologies to visualise data clearly and effectively.
- D** Applies scepticism and ethical judgement to the use of data and data technology.

Professional Quotients

ACCA

Professional Quotients

The Professional Quotients are the behaviours and qualities required for an ACCA qualified accountant to meet the future needs and demands of the profession.

The quotients are softer, professional skills gained not only through the ACCA Qualification, but enhanced as the individual progresses through their career.

The Professional Quotients are the input capabilities that a professional accountant should be using to best demonstrate the competencies (outputs) they are delivering.

There are seven skill areas — or quotients — essential to the evolving profession. Central to the model is the Technical and Ethical quotient (TEQ).

Think Ahead



Technical Skills and Ethics (TEQ)

The ability to perform consistently well while maintaining the highest standards of integrity, independence and scepticism.



Intelligence (IQ)

The ability to acquire and use knowledge — thinking, reasoning and solving problems.



Creative (CQ)

The ability to use existing knowledge to make connections, explore potential outcomes and generate new ideas.



Digital (DQ)

The awareness and application of existing and emerging digital technologies, capabilities, practices and strategies.



Emotion Intelligence (EQ)

The ability to identify personal emotions and those of others, apply them to tasks and regulate and manage them.



Vision (VQ)

The ability to predict future trends and facts and fill gaps by thinking innovatively.



Experience (XQ)

The ability and skills to understand customer expectations, meet desired outcomes and create value.



Think Ahead

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