



**INSTITUTE OF
CERTIFIED PUBLIC ACCOUNTANTS
OF UGANDA**

COMPETENCY FRAMEWORK



JUNE 2021

1.0 INTRODUCTION

The Certified Public Accountant (CPA) designation provides the foundation on which to build a successful business career. Certified Public Accountants (CPAs) have a strong foundation of ethics, knowledge and skill to succeed and lead in any professional accounting or finance role or position. Having obtained training required for positions of leadership, trust and authority, CPAs are able to pursue opportunities that suit their areas of interest, whether that be as an auditor, chief financial officer, entrepreneur, or other positions where financial decision-making with integrity is essential.

CPAs are responsible leaders who behave ethically in enabling organisations to sustainably utilize resources in their value creation process. The primary role of a CPA is to prepare meaningful information to stakeholders and interpret, analyse and evaluate such information for impactful decision-making.

This competency framework identifies and describes the professional competencies (professional values and attitudes, enabling competencies and technical competencies) that a CPA should demonstrate at the point of entry into the profession. As lifelong learners, CPAs need to undertake relevant continuing professional development (CPD) activities to achieve competence for post-qualification roles. CPD activities have the purpose of ensuring CPAs maintain and develop the competencies required to continue to perform their roles competently.

CPAs undertake a commitment to maintain the professional knowledge, skills and professional values, ethics and attitudes which a professional accountant must demonstrate.

1.1 Background

ICPAU commissioned ‘*Graduate Tracer Study and Employer Expectation Survey 2019*’ observed that over 65% of the respondent CPAs believed that they had had positive career progression ever since they graduated. These graduates also noted that to a high extent the CPA designation had contributed to the development of important attributes and competences (highlighted in the survey). However, a number of respondents believed that there was need to enhance the competences of CPA graduates to match the evolving technology advances among others.

A *Digital Skills Survey* conducted by ICPAU in April 2021 found that nearly 80% of the respondents observed that the accountancy profession is changing significantly as a result of technology innovation, data opportunities and need for upskilling. The Survey also identified data analytics, cybersecurity and digital transformation as the top factors likely to affect the accountancy profession.

It is on such a background that there is need to clearly and carefully develop a competency framework for the CPA designation that describes the knowledge, skills and proficiency levels one must achieve and maintain as a CPA.

1.2 The Competencies

The competency framework shall describe the technical and enabling competencies that employers in public practice, industry and business, public sector and non-government organisations require of professional accountants. The competency framework shall incorporate competencies to address the current drivers of change within the environment in which CPAs operate. Such competencies include:

- (a) Digital competencies including data analytics, cyber security and cognitive systems;
- (b) Acting in public interest;
- (c) Sustainable value creation; and
- (d) Responsible leadership.

Whereas all effort shall be taken to incorporate a multitude of competencies it must be emphasised that many of these competencies continue to be developed and maintained post entry as a CPA through on-going continuing professional development.

1.2 Purpose of the Competency Framework

- (a) The competency framework identifies and describes the professional competencies (knowledge, skills and attributes) that a CPA shall demonstrate at entry point to the profession (i.e. at the point of registering as a member of ICPAU in order to use the CPA designation).
- (b) The competency framework provides a reference point for current and prospective CPAs, employers and the public as a whole which enables a clear understanding of the foundational competencies with which a CPA embarks upon a career.
- (c) The competency framework shall inform the content and delivery of professional training and assessment programmes within the accountancy profession.
- (d) The competency framework is also a building block in the qualification paths of CPAs as finance professionals, auditors, insolvency practitioner, tax practitioners, etc.

1.3 Using the Competency Framework

The framework describes the key competencies we believe are required by a CPA working in private or public sector environment.

The framework is not made to be used as a formal, rigid “route map”. Instead it is designed to stimulate thinking, discussion and planning in relation to career pathways and the development of the needs required to execute the various roles a CPA may play.

As you read the document, take into account your job roles, seniority and career pathway and consider to what extent you have developed the required competencies. This will then highlight for you the potential learning and development gaps that you should close.

Given the unique and rich diversity and depth of the accountancy profession, it is not possible to list all the competencies available within the profession. This document therefore focuses on the core competencies that a CPA requires to stay relevant in the context of his or her organisation.

2.0 THE COMPETENCY FRAMEWORK

Due to the rapidly changing accounting and business environment, the framework focuses on critical skills. Although the knowledge requirements might change from time to time, the critical competencies and skills are more enduring and likely to support a variety of career opportunities for CPAs.

2.1 Levels of Competence and Proficiency

A proficiency level is specified for each technical or enabling competencies. The competency framework identifies the level of proficiency at foundational, intermediate and advanced levels.

Level of Competence	Proficiency Level
Foundational	<ul style="list-style-type: none"> • Displays a basic level of task understanding (key ideas and principles) • Role likely to mix depth and breadth, e.g. working on multiple client engagements or projects, supporting a business unit, or performing one function for several business units • Unlikely to have formal direct reports but may supervise a small team and informally lead or develop others • Often focused on the short to medium term and takes direction rather than setting it • Relationships likely to extend beyond the immediate finance team to internal cross-functional partnering and interacting with external advisors or client teams • Hands-on employee, indicative role titles include: Accountant, Senior Accountant (small firm), and Analyst.
Intermediate	<ul style="list-style-type: none"> • Displays an intermediate level of understanding (detailed knowledge including some analysis and evaluation) • May manage a team, function, division or business unit and often has formal direct reports • Works across all areas of the finance team or specialist technical areas • Multi-tasks between a portfolio of clients or the needs of several business stakeholders, plus operational and people management responsibilities - resource allocation, delegation, training needs, recruitment, managing the financial performance of the team or division, and/or business development activity • Balances short term operational needs with the longer term direction of the organisation, may provide input to the strategic plan, work on business transformation projects, transactions • Works with leaders of the organisation to drive financial performance, rigour and compliance and maintains relationships with relevant external advisors • Indicative role titles include: Manager/Senior Manager, Accountant (large firm), and Financial Controller.
Advanced	<ul style="list-style-type: none"> • Displays an advanced level of understanding (clear problem identification through analysis, evaluation and making useful recommendations) • Demonstrates an indepth knowledge and understanding of the subject matter • Work with other leaders and the board to drive the strategic direction of the organisation, influencing its long term direction • Internal and external role model, example of integrity and ethical behaviours. • Drives compliance in accordance with the business charter, ensuring communication of the strategic plan and empowering others to deliver • Maintains strong network of senior professionals • Indicative role titles include: Partner, Senior Partner, Director, Finance Director, CFO, COO, and CEO.

2.2 Lifelong Learning

CPAs are lifelong learners and have an enduring duty to undertake Continuing Professional Development (CPD) activity in order to develop and maintain professional competence by incorporating new technical or enabling competencies or improving proficiency levels linked to those competencies. CPAs therefore need to embrace lifelong learning as a professional value and attitude.

3.0 TECHNICAL COMPETENCIES

Technical competencies are the content that make up the core areas of accountancy, as well as other business disciplines that together constitute the essential body of knowledge for CPAs. Technical competencies reflect the knowledge that CPAs use to deliver high quality work in public practice, public sector, industry, academia etc.

3.1 Accounting and Financial Reporting

Scope and Focus:

- Identify the appropriate content and communicate clearly and objectively to the intended audience the work performed and results of the same as dictated by relevant professional standards, the law or the business environment
- Prepares, completes and reviews reporting to International Financial Reporting Standards (IFRS) and other applicable financial reporting framework

Proficiency Levels:

Foundational	Intermediate	Advanced
<ul style="list-style-type: none"> • Describe the legal and financial reporting framework including an introductory knowledge of including International Financial Reporting Standards (IFRS) and IFRS for SMEs • Explain reporting requirements for different business entities • Prepare non-complex primary financial reporting statements including consolidated accounts in accordance with IFRS or other relevant standards • Interpret financial statements and related disclosures • Interpret reports that include non-financial data, for example, sustainability and integrated reports • Explain the appropriateness of accounting policies used to prepare financial statements • Describe current developments in financial reporting in both home country and internationally • Explain the emerging issues in financial and non-financial reporting 	<ul style="list-style-type: none"> • Demonstrate thorough knowledge and understanding of the legal and financial reporting framework • Advise on generally accepted accounting principles including IFRS and IFRS for SMEs to transactions and other events • Prepare primary financial reporting statements including consolidated accounts in accordance with IFRS or other relevant standards as appropriate for different business entities • Advise on financial statements and related disclosure requirements • Recommend appropriate accounting policies to be used to prepare financial statements • Prepare non-financial reports, for example sustainability and integrated reports • Advise on automated technology opportunities to improve quality and efficiency of financial reporting opportunities • Maintain an accounting system that is manual, automated or a combination of both 	<ul style="list-style-type: none"> • Evaluate prepared financial statements applying a risk based approach • Develop appropriate accounting policies to be used to prepare financial statements • Advise on key accounting judgements and estimates • Advise on the organisation's business processes, including accounts reconciliation and month-end closing • Evaluate the design of internal controls for an organisation's transactional business processes to reduce business risks • Advise on non-financial reports, for example sustainability and integrated reports • Advise on transactions outside the ordinary course of business • Advise on financial reporting governance framework

3.2 Audit and Assurance

Scope and Focus:

- Performs external/internal audits and other assurance engagements.
- Advises clients on assurance matters.
- Prepares for external/internal audit.

Proficiency Levels:

Foundational	Intermediate	Advanced
<ul style="list-style-type: none"> • Explain the principles of audit, the regulatory framework and professional responsibilities of an external auditor. • Apply International Auditing Standards and applicable laws and regulations to a non-complex audit and assurance assignment • Explain the principles of collecting and assessing audit evidence • Describe the use of automated tools, including data analytics, artificial intelligence, and techniques the auditing process • Explain the appropriate auditor's report to be issued in accordance with relevant Auditing Standards. • Explain current issues in assurance and auditing and the impact these will have on clients and professional practice 	<ul style="list-style-type: none"> • Apply International Auditing Standards and applicable laws and regulations to a complex audit and assurance assignment • Evaluate the quality of audit evidence based on professional judgement • Advise on key audit findings • Apply current issues in assurance and auditing in a proactive manner to client • Advise on the use of automated tools, including data analytics, artificial intelligence and techniques to improve audit quality and efficiency • Recommend the appropriate auditor's report in accordance with relevant Auditing Standards • Describe the auditor's role in a combined assurance process 	<ul style="list-style-type: none"> • Evaluate audit and assurance engagements conducted applying an overall risk-based approach • Evaluate key audit findings and determine approach • Advise on appropriate auditor's report to be issued in accordance with relevant Auditing Standards • Advise on client transactions prior to execution • Conduct quality review engagements for quality assurance purposes

3.3 Taxation

Scope and Focus:

- Prepares tax calculations and reports
- Devise/implement tax planning strategies
- Advises internal/external clients on tax matters
- Reviews/signs off on tax related matters

Proficiency Levels:

Foundational	Intermediate	Advanced
<ul style="list-style-type: none"> • Explain key aspects on tax administration • Advise on routine employment taxes • Explain capital gains tax and fringe benefit tax • Determine an individual's income tax liability on routine transactions • Determine the income tax liability of a company, trust and partnership • Advise on international tax issues and implications for non-complex scenarios • Calculate the tax obligations for different business/taxation structures for non-complex scenarios • Explain statutory and professional (ethical) requirements in particular, the differences between tax planning, tax avoidance and tax evasion 	<ul style="list-style-type: none"> • Provide verbal and written advice on tax related matters • Calculate tax obligations for different business structures including companies, trusts and partnership entities • Advise on tax reform • Advise on indirect taxes • Advise on international taxation transactions • Advise on the planning opportunities for various business transactions • Advise on tax implications of different business transactions • Evaluate the tax risk associated with an entity's external and internal environment 	<ul style="list-style-type: none"> • Advise optimal tax position for client on complex transactions • Advise on tax planning opportunities in relation to appropriate tax structures, identifying risk and risk management • Develop a tax risk management framework • Develop tax governance framework • Develop tax policies • Reviews/signs off advice on tax related matters

3.4 Finance

Scope and Focus:

- Advises internal/external clients
- Perform analysis and make recommendations relating to financial strategy, mergers & acquisition, financial risk management, treasury, business planning and forecasting

Proficiency Levels:

Foundational	Intermediate	Advanced
<ul style="list-style-type: none"> • Describe the structure of capital and debt markets including financial and banking systems • Explain risk management techniques to mitigate financial risk, including hedging • Prepare cashflow and working capital forecasts for a business • Critique alternative domestic financing options (short and long term) for working capital, projects and assets • Apply investment appraisal techniques, including assessing corporate social responsibility and sustainability • Apply various valuation models to acquisition and divestment scenarios • Explain the rules of corporate insolvency 	<ul style="list-style-type: none"> • Evaluate business plans and financial position of business • Evaluate alternative financing instruments, including international • Review treasury risk management policies, specifically those related to financial risk • Identify and evaluate the significant financial risks within an organisation, including interest rate risks, foreign exchange risks, funding risk and commodity risks • Evaluate hedging instruments • Develop risk management frameworks to mitigate finance risk • Evaluate investment appraisals • Advise on business valuations • Advise on merger and acquisitions • Explain the regulatory environment and show awareness of the codes of professional conduct for the finance industry • Assess the models used to appraise the organisation strategy and ensure they are aligned to the organisation's value creation objective 	<ul style="list-style-type: none"> • Assess exposure in order to design changes to risk management policies in line with the assessment of the impact on the entity's finances • Advise on appropriate financing strategy, including corporate social responsibility and sustainability • Recommend appropriate finance governance framework • Advise on risk management strategy to mitigate finance risk, including developing code of professional conduct • Advise and act as an independent expert on business valuations • Advise on merger and acquisitions • Advise on managing financial distress • Appraise appropriate finance strategy, including value creation for stakeholders

3.5 Performance Management

Scope and Focus:

- Makes decisions based on information on price setting, capacity utilisation, budgeting and expenditure forecasts, internal cost allocation and transfer pricing options
- Identify and apply appropriate, reliable and verifiable measurements to analyse data for an intended purpose
- Considers uncertainty, volatility, inaccuracy and qualitative factors in the decision making process²
- Identify appropriate business processes, tools and systems to deliver effective and efficient operations

Proficiency Levels:

Foundational	Intermediate	Advanced
<ul style="list-style-type: none"> • Identify financial information that is relevant to decision-making regarding price setting and capacity utilisation • Provide advice on cash management processes (analyse and evaluate cash flow and working capital), to ensure financial risks are mitigated • Apply techniques (e.g., target costing, value analysis and the product life cycle) to create solutions on alternative pricing options and capacity utilisations • Advise on the financial impact of business decisions based on price setting and capacity utilisation • Understand the budgeting and expenditure forecasting processes which translate the organisation's business strategy into financial targets and tactical plans and that can be executed in a risk-controlled manner • Evaluate key business processes with regard to costs and income allocation to identify performance issues • Evaluate costing methods (e.g., standard, marginal and absorption methods) to inform decision-making • Interpret material, labour, variable/fixed overhead and associated variances to inform decision-making 	<ul style="list-style-type: none"> • Develop strategies for managing and monitor the entity's working capital • Assess alternative cash management solutions in the market and consider these in relation to the organisation's strategic objectives • Demonstrate knowledge of basic corporate funding arrangements, including how measures in capital and money markets function • Evaluate possible sources of funding available to the organisation taking into consideration its size and stage of development • Develop a financial proposal or financing plan that agrees with outcomes in the organisation's strategic objectives • Analyse the manner in which an entity distributes cash or assets to shareholders by means of dividends or share buybacks • Use effective and consistent modelling, planning and forecasting processes across business unit(s) to benchmark performance and trends for decision-making • Analyse the organisation's actual performance (using financial and non-financial information) against the budgeting and expenditure forecasting information to interpret variances for decision-making 	<ul style="list-style-type: none"> • Advise on the organisation's performance management framework, appraisal methodology and measures used to offer incentives • Assess financial and non-financial key performance indicators (KPI) in business appraisal and evaluate the appropriateness thereof in reaching business objectives and creating value for stakeholders • Assess the appropriateness of non-financial KPIs to evaluate the entity's effectiveness and efficiency • Critique the appropriateness and coherence of KPIs used for the different capitals • Interpret and analyse management information taking cognisance of the organisation's business objectives and external and internal environment (e.g., competitive, economic, social, political and internal factors (culture, incentives)) • Perform financial analysis using appropriate techniques (e.g., financial ratio, discounted cash flow, value at risk), evaluate assumptions, interpret the results, benchmark and draw conclusions as to the organisation's present and forecast financial situation

Foundational	Intermediate	Advanced
<ul style="list-style-type: none"> • Evaluate how costing methods could be adapted to promote sustainability in the organisation's value creation process • Apply an appropriate basis to allocate indirect costs across business units • Evaluate an organisation's transfer pricing systems and the effects of transfer prices • Perform sensitivity and scenario analyses on key variables affecting the financial outcome of the decision, and interpret the result of the calculation • Incorporate the possibility of various outcomes into the decision-making process, including the use of probabilities and expected values • Assess alternatives and recommend a course of action, considering both quantitative and qualitative factors, and whether the proposed decision is consistent with the organisation's strategic objectives and plans 	<ul style="list-style-type: none"> • Assess and consider an optimal capital structure for the organisation (quantitatively and qualitatively) by challenging shareholder models, and linking capital structures to value creation for stakeholders • Appraise major capital expenditure and investment decisions using appropriate capital budgeting techniques 	<ul style="list-style-type: none"> • Use an integrated performance management system based on the six capitals to evaluate their contribution to creating value for stakeholders • Use data analytics to analyse and interpret management, financial and non-financial information • Assess the effectiveness and appropriateness of the organisation's appraisal methodology with reference to reward structures and measures used to offer incentives, to inform decision-making thereon • Identify whether the organisation's performance management drives value creation for stakeholders, to inform decision-making • Analyse the organisation's capital allocation process for alignment with its strategic objectives, including value creation

3.6 Strategy, Governance & Risk

Scope and Focus:

- Enhances and assures the effective application of governance structures and risk management systems and processes.
- Adopts a holistic and long-term perspective and is able to visualise future outcomes and opportunities.
- Identify and respond to the needs of clients and customers, and understand how relevant changes in the environment impact on the organisation
- Assess, analyse and manage risk for effective business management using the appropriate framework and professional judgment and scepticism

Proficiency Levels:

Foundational	Intermediate	Advanced
<ul style="list-style-type: none"> • Shape work activities and plans consistent with long-term strategy and vision • Identify and evaluate the global influences as they relate to an organisation • Identify the organisation's competitive environment and wider strategic purpose and direction • Identify situational issues that may impact work plans and priorities • Source and adhere to governance policy and frameworks • Identify common risks and their potential financial impacts • Apply risk management processes • Assess and test internal controls within areas of work responsibility • Maintain risk documentation and reporting within areas of work responsibility 	<ul style="list-style-type: none"> • Manage implementation of a business, operational or financial plan from conception through to execution to address organisational needs • Evaluate the strategic impact of internal decisions and external influences on project and operational-level plans and initiatives • Work with stakeholders to develop and drive potential efficiency improvements • Apply the governance framework and required risk processes • Analyse the likelihood and potential financial impact of risks • Prioritise risks across teams and projects • Establish and evaluate appropriate risk treatments and controls • Manage risks to meet organisational, regulatory or community expectations • Review the internal and external environment and adjust monitor risk exposure of accounting and finance activities • Shape and understand the IT governance structures and practices of an organisation 	<ul style="list-style-type: none"> • Manage development of a strategic or corporate plan from conception through to successful execution and review • Think holistically taking a long-term perspective • Analyse, predict and offer insights into longer term, future opportunities and threats • Commit to a long-term direction based on an analysis of macro-environmental issues and trends • Evaluate and review governance policy and structures affecting the organisation • Establish governance structures and risk management systems and processes in an organisation or entity • Determine compliance requirements and ensure minimum standards are maintained • Reinforce a culture of proactive risk management throughout the organisation • Contribute to the ongoing development of effective governance structures and policies

3.7 Insolvency Practice

Scope and Focus:

Undertakes insolvency proceedings and/or other restructuring activities

Proficiency Levels:

Foundational	Intermediate	Advanced
<ul style="list-style-type: none"> • Explain the regulatory framework and the applicable laws and regulations which apply to each type of administration • Explain individual business bankruptcy and debt arrangements legal requirements • Determine administration financial position • Explain asset classes and administration entitlements • Determine creditors entitlements • Prepare legal documentation relevant to each administration • Implement a reconstruction or recovery program 	<ul style="list-style-type: none"> • Assess administration’s financial viability and recommend insolvency options • Manage administration, including attending to all legal requirements • Plan business recovery or workouts • Critique cashflow and administration projected outlays throughout administration • Prepare report on administration wind up, including distribution of assets to creditors • Advise on forensic accounting matters 	<ul style="list-style-type: none"> • Execute administrator role applying a risk based approach • Determine insolvency approach based on risk and legal requirements • Advise on administration distribution • Advise on forensic accounting matters, including acting as expert witness • Develop administrations governance framework • Manage cross-border or multi-jurisdiction insolvency arrangements

3.8 Public Financial Management

Scope and Focus:

The public sector environment imposes political and value-driven pressures and risks that are quite unique from those seen in the private sector. CPAs should be able to understand and respond to this context and ensure that their public interest role is demonstrated.

Proficiency Levels:

Foundational	Intermediate	Advanced
<ul style="list-style-type: none"> • Understand the political environment and its impact on the organisation • Understand the public sector context and statutory requirements for governance. • Interpret the impact and potential outcomes of public services funding announcements, policy and regulatory changes • Understands the procurement cycle and the scope and features of good contract management. • Understand current opportunities and challenges within the public sector and how organisations are responding • Understand the importance of public sector accountability framework and organs • Understand the budget setting process, budget management and the impact of good financial management on public service delivery 	<ul style="list-style-type: none"> • Plan and implement efficient and effective use of public resources • Assess societal outcomes as drivers of long-term strategies • Evaluate best outputs and value for money • Apply financial accounting and reporting requirements for the public sector • Act in the public interest at all times and understand the need for financial accountability and scrutiny. • Implement good practices in transparency, reporting and audit, to deliver effective accountability. • Ensure financial resilience through proactive assessment of risk, implementation of controls and taking mitigating action 	<ul style="list-style-type: none"> • Make decisions maintains transparency and engagement with citizens • Provide management with information for better decision-making in enabling improved targeted services • Prepare short, medium and long-term plans that factor in possible changes in the wider political and economic environment • Ensure that citizen involvement, integrity and the absence of corruption are at the heart of organisational practice. • Balance priorities between funding sources and objectives and reporting requirements. • Ensures that the organisation is appropriately constituted and structured and operates appropriate governance processes and controls • Develop specific strategic and operational understanding of PFM in different sectors, e.g. local government, central government, departments, authorities and state-funded bodies

3.9 Digital Acumen

Scope and Focus:

- Uses digital technology, platforms and devices to competently undertake workplace tasks and activities.
- Systematically analyses and investigates data to find patterns or improve business intelligence or insights.
- Perform basic data modelling and where necessary request advanced data modelling experts and be able to interpret and communicate the results

3.8.1 Digital Fluency

Proficiency Levels:

Foundational	Intermediate	Advanced
<ul style="list-style-type: none"> • Search, manage, create and share data and information • Collaborate and communicate in a digital environment • Set up and competently use core personal computing and digital devices required for work and life • Research and keep up to date with technical advances • Configure and operate digital technology in a safe and secure manner • Install and use standard applications or software to create, edit, organise and retrieve information • Apply and use word processing, presentation, spreadsheet and accounting software in the relevant business and accounting context 	<ul style="list-style-type: none"> • Analyse and assess the trends and value associated with new business models arising from disruptive innovations and technology changes • Seek, discover and classify information or data using a range of digital technologies • Create, communicate and collaborate with others using a wide range of digital devices, technologies and platforms • Manage team compliance with regulations, policies and standards guiding the use of digital information and technologies • Identify and promote opportunities to use technology to optimise organisational, customer, process or operational outcomes • Identify the risks, compliance requirements and consequences associated with specific environments in which data is stored • Evaluate and support the use of cognitive computing systems for business automation 	<ul style="list-style-type: none"> • Set up and use a range of standard digital devices, technologies or platforms to explore, access, create, publish and share information relevant to a workplace • Accurately assess and respond to changes in technology, thinking or practices that affect job duties or professional practice • Review technological skills and capabilities required by a team to undertake job duties • Use records, information and knowledge management functions and systems • Assure the privacy, security and compliant management of digital information and data • Explain the strategies applied to data strategy, intellectual property rights and ethical issues in data management • Design relevant general, application and data controls to mitigate IT and cyber risks

3.8.2 Data Analysis

Proficiency Levels:

Foundational	Intermediate	Advanced
<ul style="list-style-type: none"> • Assemble and analyse data, visualise results and produce insights • Use a range of basic tools and methods to analyse financial data and build business intelligence • Interpret and construct simple financial models • Use business information to compare alternative positions and inform decisions • Manage financial data in a secure and compliant manner 	<ul style="list-style-type: none"> • Proactively analyse data from diverse sources to identify, explain and offer insights into trends and financial performance • Evaluate all available financial information and data to inform high-level decision making • Promote the use of data to analysis and inform evidence-based decisions • Access business intelligence to improve financial performance and planning • Enforce data security and compliance to organisational data management policies • Use data analytics software tools to analyse data and interpret results 	<ul style="list-style-type: none"> • Use financial analysis tools, techniques and algorithms to analyse complex data and visualise results • Review complex information or data to produce critical insights • Organise the collection and analysis of relevant information and data • Evaluate the quality of data and how well it supports analysis and decision making • Investigate, interpret and construct complex financial data models • Use the process of inspection, extraction, transformation, loading and modelling of data to enhance problem solving and decision making • Assure data and information is managed in a secure and compliant manner • Identify the practical challenges of data analytics such as data volume, quality, privacy, regulatory issues etc

4.0 ENABLING COMPETENCIES

These are essential skills that influence the ways that CPAs work, think, live in the workplace and in society. Enabling competencies are pervasive to a CPA's work and behaviour. These competencies enable the CPA to function as a competent professional accountant by displaying decision-making and relational acumens.

4.1 Ethical Conduct

Scope and Focus:

- Acts with integrity and consistently models and promotes ethical practices in conformance with the International Code of Ethics for Professional Accountants, professional standards behaviour and relevant compliance requirements
- Practice and behave in a manner that is consistent with the high standards set by ICPAU and the accounting profession

Proficiency Levels:

Foundational	Intermediate	Advanced
<ul style="list-style-type: none"> • Act ethically and comply with fundamental principles of the International Code of Ethics for Professional Accountants (including International Independence Standards). • Assess alternative courses of action and determine ethical consequences of choice or decisions • Identify threats to fundamental principles and seek guidance or apply internal resolution procedures • Apply fundamental ethical principles of integrity, objectivity, professional standards and due care, confidentiality and judgment to ethical dilemmas • Recognise and avoids potential conflicts of interest 	<ul style="list-style-type: none"> • Ensure work team behave ethically and comply with principles of the International Code of Ethics for Professional Accountants (including International Independence Standards) • Maintain an acute awareness of personal integrity and the underpinning values, beliefs, motivations and attitudes guiding decisions • Advocate for satisfaction of community and legal obligations • Act with integrity and proactively resolve dilemmas or issues that may threaten ethical behaviour • Consistently model ethical and professional standards of integrity • Recognise and manage potential breaches of confidentiality, privacy or conflicts of interest 	<ul style="list-style-type: none"> • Establish and communicate a clear set of requirements for moral, ethical, and professional standards, regulations, and organisational policies • Champion effort to ensure the organisational values and behaviours promote what is right and meet moral, ethical and legal obligations • Assure a consistent and compliant approach to ethical decision making in the organisation • Promote the transparency of personal, professional and organisational ethical decision making • Seek feedback from staff and stakeholders on the organisation's adherence to ethical standards and ways to improve practice • Show commitment to serve the public interest

4.2 Critical Thinking and Professional Judgement

Scope and Focus:

- Critically analyses, reflects and constructively challenges current thinking and practice.
- Applies professional judgement to the evaluation of data and information from a variety of sources and perspectives

Proficiency Levels:

Foundational	Intermediate	Advanced
<ul style="list-style-type: none"> • Question popular values, opinions and decisions that lead to unfavourable outcomes to the organisation • Seek and critically assess all evidence to derive the optimal decision or solution • Access, evaluate and synthesise and information or data from multiple sources and perspectives • Maintain a sceptical mindset when assessing evidence and performing assigned work • Frame questions that shape critical enquiry and lead to well-reasoned, logical conclusions • Apply a diligent and impartial mind-set when making inquiries or questioning others 	<ul style="list-style-type: none"> • Analyse and apply professional scepticism without undue influence of internal or external stakeholders • Use inductive or deductive reasoning to test existing thinking and assumptions • Analyse and prioritise complex interests or issues • Consider the consequences of decisions or options • Present sound logic, data and reasons to support professional judgments • Demonstrate an intellectually disciplined questioning mind-set to develop a purpose, problem or question 	<ul style="list-style-type: none"> • Draw on experience and expertise to exercise professional judgement and make sound decisions • Possess the sophisticated self-awareness necessary to make appropriate evaluative judgements about people, events, organisations and processes • Appreciate the strategic environment and the emotional drivers influencing how key decision makers will respond to new or challenging situations • Defend and advocate for evidence-based judgments in a logical and reasoned manner • Use critical analysis and reasoning strategies or techniques to uncover key and/or underlying causes, identify patterns across diverse situations

4.3 Business Acumen

Scope and Focus:

- Makes appropriate and focused strategic decisions and good judgements in a business or organizational context
- Identify the unique global and industry factors, and analyse the related risks and opportunities and their impact on the organisation
- Develops new concepts, innovative ways or new ideas using a questioning or inquisitive mindset

Proficiency Levels:

Foundational	Intermediate	Advanced
<ul style="list-style-type: none"> • Suggest innovative or different approaches to a particular problem or situation • Champion innovation and ways to improve business outcomes • Serve as a role model and support others to overcome challenges and uncertainty • Address problems or situations from a fresh perspective and challenge existing paradigms and ways of doing business 	<ul style="list-style-type: none"> • Evaluate local and global influences (including stakeholder relationships) on measures of business success and value creation • Evaluate and properly interpret the influence of the external environment (political, economic, social, technological, legal, and environmental) on an organisation’s strategy, business model and processes • Use a broad perspective taking into account, industry trends, emerging technology/industry disruptors, market opportunities, stakeholder focus, to analyse an organisation’s business model • Use the UN Sustainable Development Goals (SDGs) as a framework to connect business strategies with global priorities 	<ul style="list-style-type: none"> • Evaluate the role of business in society by distinguishing between traditional measures of business success and value creation in business using the six capitals • Distinguish between different types of entities (profit, non-profit and public sector) and the roles they play in society • Communicate how an organisation creates value through the business model • Use UN Sustainable Development Goals (SDGs) to align the organisation’s context with its governance, strategy and its business model • Use a holistic perspective to analyse an organisation’s business processes, including how it serves its various stakeholders

4.4 Adaptive and Agile Mind-set

Scope and Focus

- Deals with pressure, setbacks and challenges in an optimistic and flexible manner while learning from experience and responding to change in a proactive manner
- Appreciates personal strengths and weaknesses and adapts learning and development goals appropriately

Proficiency Levels:

Foundational	Intermediate	Advanced
<ul style="list-style-type: none"> • Persist and seek support to overcome any challenges or setbacks • Appreciate different ways people think and create solutions • Embrace change with a positive attitude • Confront difficult issues or setbacks as an opportunity to learn and improve • Process negative feedback in a positive and constructive manner • Continually imagine and reimagine what is possible • Demonstrate the mindset and behavior required to work in an agile way to deal with complexities 	<ul style="list-style-type: none"> • Maintain a positive outlook even when dealing with unrelenting difficulties • Positively influence others by maintaining self-control, transparency, optimism and confidence • Encourage others to face challenging situations with an open and questioning mindset • Serve as a role model by supporting and facilitating others to overcome challenges and uncertainty • Engage with team members to collectively learn from mistakes or setbacks • Acquire new skills, knowledge and experiences to remain relevant to changing practices, roles and work practices 	<ul style="list-style-type: none"> • Take calculated risks without losing effectiveness • Champion innovation and ways to improve organisational outcomes • Play a stabilising influence on others even in the most challenging situations • Take a global view and make appropriate evaluative judgments regarding change processes and technological disruption • Create a culture that enhances change readiness and resilience • Adopt an attitude of life-long learning and stay abreast of current trends and emerging issues • Develop time management techniques to prioritise tasks and maintain a balance lifestyle and overall well being • Show persistence and resilience in pursuing goals amidst challenges or setbacks

4.5 Communication

Scope and Focus:

- Clearly and succinctly conveys information and ideas to individuals and groups in a variety of situations in a focused, empathetic, and compelling way that shapes others' thoughts and actions
- Actively listen and effectively deliver information in multiple formats tailored to the intended audience

Proficiency Levels:

Foundational	Intermediate	Advanced
<ul style="list-style-type: none"> • Communicate information and ideas clearly and concisely appropriate to the audience • Choose an appropriate communication medium for the message and audience • Show empathy and understanding during interpersonal conflict or challenges • Listen actively and determine people's needs with empathy and accuracy • Promote and gain support for insights or recommendations using succinct and logical messaging • Use verbal and non-verbal communication effectively 	<ul style="list-style-type: none"> • Actively seek feedback and displays receptivity to differing opinions • Build trust and instils confidence through use of open discussions, meetings and feedback sessions • Employ highly effective communication and presentation skills using a variety of technology and media • Engage and respond to audience understanding by interpreting both verbal and nonverbal feedback • Review and establish mechanisms or means to enhance communication flow and channels used 	<ul style="list-style-type: none"> • Build a compelling case by clearly communicating the benefits of an idea, tailoring the persuasion strategy to engage or inspire the audience • Negotiate effectively at senior levels through anticipating and managing objections and challenges • Communicate effectively and assertively in high risk situations to resolve complex or sensitive issues • Build trust by disclosing thoughts, feelings, and the rationale behind decisions or plans • Present professional or strategic views in a sensitive manner to audiences inside and outside the organisation • Apply effective listening, interviewing and discussion techniques to obtain and clarify relevant information

4.6 Collaboration and Relationships

Scope and Focus:

- Initiates and maintains authentic, strategic relationships with stakeholders and potential partners
- Establishes and sustains trusting relationships based on self-awareness, sensitivity to situation, culture and the people involved
- Works productively with diverse individuals in a variety of roles with multiple interests to achieve acceptable and optimal results

Proficiency Levels:

Foundational	Intermediate	Advanced
<ul style="list-style-type: none"> • Identify and confirm stakeholders impacting an area of work • Collaborate in an effective manner with other team members and stakeholders • Work cooperatively with others in team processes • Identify opportunities to build relationships and initiate contact • Seek opportunities to enrich and diversify relationships through the meaningful exchange of ideas and information • Develop and use strategies to build and extend professional networks • Treat others respectfully, courteously and equitably • Apply consultative skills to obtain information, solve problems and maximize benefits • Exercise self-awareness and self-discipline, and accept constructive feedback from others 	<ul style="list-style-type: none"> • Engage and build authentic stakeholder relationships within and beyond the workplace • Identify concerns and expectations of stakeholders and proactively build relationships to achieve common goals • Plan and coordinate allocation of team responsibilities and activities • Initiate and develop new partnerships across operational or organisational boundaries • Collaborate with influential stakeholders and partners by shaping shared goals and mutual benefits • Participate in cross-functional initiatives and encourage team to cultivate relationships across the organisation and with customers • Attract important relationships through personal and professional networks • Empower and develop others by providing advice, support and mentorship • Apply conflict resolution skills to minimize impact of or resolve conflict • Understand and manage own emotions in positive ways 	<ul style="list-style-type: none"> • Consult and gain commitment for multi-team, project or strategic objectives • Continuously scan the environment to initiate strategic relationships and alliances that benefit the organisation • Influence and sustain stakeholder engagement to achieve positive organisational outcomes • Identify and establish successful strategic relationships and partnerships on behalf of the organisation • Make significant effort to monitor the effectiveness of partnerships and overcome any barriers that emerge • Foster an environment that supports collaboration, information sharing and positive relationships across the organisation • Proactively lead and influence others to work towards organizational goals and challenge them to deliver high quality work

4.7 Problem Solving and Decision Making

Scope and Focus:

- Collates and compares information from multiple sources to correctly define a problem and assess alternative solutions against decision criteria
- Objectively identify and critically assess issues and use professional judgement to develop appropriate decision models
- Identifies the costs and benefits of alternative courses of action and recommend optimal solutions

Proficiency Levels:

Foundational	Intermediate	Advanced
<ul style="list-style-type: none"> • Identify and communicate problems or issues impacting work or professional responsibilities • Gather information or data required to make an accurate decision • Identify and examine important cause-effect relationships • Recommend and implement a solution to a challenging situation or problem • Select the appropriate course of action based on the decision criteria provided 	<ul style="list-style-type: none"> • Use data and information to accurately analyse and define a complex problem • Identify and assess multiple causes and effect relationships • Deal effectively with issues, problems and conflict • Gather, organise and evaluate qualitative and quantitative data from multiple sources to inform decision making • Isolate and review multiple options for action and their impact • Develop decision criteria that takes into account most relevant factors and put forward recommendations 	<ul style="list-style-type: none"> • Map interrelationships and complex causes and long-term effects • Isolate and address root causes • Use sophisticated methods to deal with complex or ill-defined problems • Use a range of appropriate techniques to collate and compare information from multiple sources to assess alternative solutions against decision criteria • Research and anticipate problems and uncertainties in the environment that will impact an organisation • Sponsor and promote action to resolve problems, implement solutions or overcome strategic challenges