

2 The Practical Experience Competence Framework

The Practical Experience Competence Framework comprises of Generic and Technical Competences. If you are enrolling for any Professional Programme (PP) paper in the Singapore CA Qualification exam, you need to do so while you are accumulating a minimum of 3 years (encompassing at least 450 workdays) of practical experience at an Accredited Training Organisation (ATO). At the end of the 3 years, you should have satisfied the requirements of all 9 Generic Competences and 4 out of 15 Technical Competences, with 1 Competency from the Financial Reporting category.

Generic Competences (fulfil requirements for all 9 competences)

| A. ETHICS AND PROFESSIONALISM | B. ORGANISATION AND BUSINESS MANAGEMENT | C. PERSONAL EFFECTIVENESS |
|---|--|----------------------------------|
| A1 Professional Ethics, Values and Judgement | B1 Information and Technology | C1 Self-Awareness |
| A2 Risk Management and Compliance | B2 Critical Thinking, Reasoning, Analysis and Problem Solving | C2 Manage Self and Others |
| A3 Business Awareness and Strategy | B3 Manage and Deliver Activities | C3 Business Communication |

Technical Competences (fulfil requirements for 4 competences, with 1 from FR category)

| FR FINANCIAL REPORTING | AS ASSURANCE | DSA DECISION SUPPORT AND ANALYSIS | GR GOVERNANCE AND RISK | TX TAXATION |
|--|---|---|--|-----------------------------|
| FR1 Accounting for Transactions | AS1 Planning an Engagement | DSA1 Cost Management and Evaluation | GR1 Identifying and Managing Risk | TX1 Tax Computations |
| FR2 Preparing Financial Reports | AS2 Performing an Audit Engagement | DSA2 Cash Management, Planning and Budgetary Control | GR2 Designing Internal Controls | TX2 Tax Compliance |
| FR3 Analysing Financial Reports | AS3 Audit Review and Reporting | DSA3 Appraising Investments | GR3 Monitoring Performance and Accountability | TX3 Tax Planning |

2.1 Generic Competences

A. ETHICS AND PROFESSIONALISM

A1. Professional Ethics, Values and Judgement

You must be fully aware of the responsibility you have as a Chartered Accountant of Singapore, to the profession itself and above all to the wider public interest. This involves having knowledge of applicable institutional structures and organisational and professional codes of ethics, values and standards that apply to you as a professional. You should use professional judgement in all aspects of your work, ensuring that you act, and are seen to act, ethically and with the utmost integrity.

- a) Apply ethical principles from the Singapore Code of Professional Conduct and Ethics, or equivalent (integrity, objectivity, professional competence and due care, confidentiality and professional behaviour) to business decisions, judgement and policy formulation;
- b) Apply concepts of independence, scepticism and accountability and take account of the public interest in critically assessing, evaluating, reporting and assuring the validity of financial information and other data relevant to the role of a Chartered Accountant of Singapore; and
- c) Make consistent and appropriate decisions using an ethical framework.

A2. Risk Management and Compliance

You will contribute to effective risk management and compliance within your area of responsibility and organisation, through assessing, evaluating and managing potential risks and ensuring that your organisation complies with relevant legal and regulatory requirements.

- a) Identify and evaluate risks associated with your area of work;
- b) Implement organisational policies and procedures to mitigate risk in your area of responsibility;
- c) Ensure compliance with legal, regulatory and governance requirements in your area of responsibility; and
- d) Communicate responsibly when using social media.

A3. Business Awareness and Strategy

You will apply knowledge, skills, and business acumen in assessing strategic position, determining strategic choice, and implementing strategic action through beneficial business process and structural change.

This will include coordinating knowledge systems and improving performance using effective change management of processes, projects and people within financial and other resource constraints.

- a) Identify and evaluate business strategies relevant to the goals and objectives of an organisation in the context of the Asian business environment and organisational and environmental opportunities and constraints;
- b) Implement change using relevant project, process and people management techniques; and
- c) Select performance benchmarks to measure success.

B. ORGANISATION AND BUSINESS MANAGEMENT

B1. Information and Technology

You will use information and technology to improve your work output by being aware of the software packages used in your workplace and making practical use of the software available to support your own work objectives.

- a) Identify, find, retrieve, evaluate, organise and manage appropriate information and evidence; and
- b) Use appropriate computer applications in business to gather, to analyse and to present information including databases, networks and intranets.

B2. Critical Thinking, Reasoning, Analysis and Problem Solving

You will access, extract and apply relevant information and use available resources to solve problems and make decisions, using creative and innovative thinking to deal with unstructured and unfamiliar problems and situations. You will also demonstrate the ability to apply critical analysis and scepticism in the work environment, through evaluating issues and making effective decisions based on this evaluation.

- a) Research and evaluate information from a variety of sources and perspectives and draw appropriate conclusions;
- b) Apply a sceptical and critical thinking approach;
- c) Analyse, reason logically and conceptualise issues; and
- d) Identify challenges, organise unstructured and ambiguous information and use appropriate creativity and innovation to solve problems.

B3. Manage and Deliver Activities

You will lead and manage activities, using effective planning, implementation and control principles, taking responsibility for delivering results of a high standard to prescribed deadlines. You will continually seek to improve performance and monitor progress, either in your own organisation or externally.

- a) Deliver work assignments of a high standard, in accordance with established methodologies and within prescribed timeframes;
- b) Set high standards and review work to determine that it complies with the organisation's quality standards;
- c) Seek to continually improve organisational performance;
- d) Assume a leadership role on projects or assignments; and
- e) Create and manage a team, including deciding on the necessary processes and resources, to deliver assignments.

C. PERSONAL EFFECTIVENESS

C1. Self-awareness

As a professional, you are required to demonstrate attitudes and behaviours appropriate to the workplace. This will include taking personal responsibility for your actions. You should regularly reflect on your experiences, and keep your knowledge and skills updated to inform future actions and decision-making.

- a) Evaluate own performance, taking account of feedback from others;

- b) Demonstrate an ability to regularly reflect on experiences and situations, adopting a life-long learning approach;
- c) Recognise own strengths and limitations and plan to continuously develop and enhance performance; and
- d) Display flexibility, openness to new ideas, adaptability and positive attitudes to challenges.

C2. Managing Self and Others

You are required to effectively manage, motivate and develop yourself and others in your own and other organisations. This will involve team management and collaborative working, cooperating with, motivating and developing others, demonstrating sound negotiation and conflict resolution skills.

- a) Evaluate professional commitments and manage own time and resources to achieve them;
- b) Build effective working relationships;
- c) Promote cooperation, collaboration and teamwork, working towards solutions that achieve organisational goals;
- d) Motivate and create avenues for personal and professional growth;
- e) Negotiate effectively to reach acceptable solutions and agreements; and
- f) Resolve conflict.

C3. Business Communication

You will need to communicate clearly with colleagues at all levels in your organisation and externally, in order to work effectively with others. You must identify and minimise any barriers to effective communication and convey information in a way that others will understand using multiple channels.

- a) Adopt clear and concise communication skills when presenting, discussing and reporting, through formal, informal, written and spoken channels;
- b) Exercise sensitivity to cultural and language differences in all forms of communication, including social media; and
- c) Use active listening and effective interviewing techniques.

2.2 Technical Competences

FR - FINANCIAL REPORTING

FR1 - Accounting for Transactions

You will be able to select appropriate accounting treatments for transactions, both routine and non-routine, in the context of historical and prospective reporting.

- a) Collate and prepare information and estimates for accounting entries;
- b) Contribute to the design and selection of appropriate systems to capture and process accounting data;
- c) Prepare and review reconciliations and other accounting controls; and
- d) Identify the appropriate requirements of SFRS or relevant accounting standards and policies and apply these to economic transactions and events.

FR2 - Preparing Financial Reports

You will demonstrate the ability to prepare financial reporting information in accordance with legal and regulatory requirements.

- a) Select and disclose accounting policies to be applied in the preparation of external financial statements;
- b) Prepare primary financial statements in accordance with SFRS or relevant accounting standards, policies and legislation;
- c) Classify information for inclusion in external financial statements or for inclusion in disclosure notes in these statements; and
- d) Prepare narrative and quantitative information for inclusion in information issued with financial statements.

FR3 - Analysing Financial Reports

You will demonstrate the ability to analyse financial statements.

- a) Assess the financial performance and position of an entity based on financial statements and disclosure notes;
- b) Evaluate the effect of chosen accounting policies on the reported performance and position of an entity;
- c) Identify inconsistencies between narrative and financial statements of an entity; and
- d) Evaluate the effects of fair value measurements on the reported performance and position of an entity.

AS - ASSURANCE

AS1 - Planning an Engagement

You will demonstrate the ability to plan engagements in line with current standards, practices and legislation.

- a) Establish the scope, terms of reference and objectives of an engagement from an internal or external audit perspective;
- b) Assess the preconditions and ethical requirements on acceptance of an engagement or to undertake an internal audit investigation;
- c) Determine audit risk and identify the risk of material misstatements whether due to fraud or error;

- d) Prepare an audit plan for an internal or external audit;
- e) Brief an engagement team; and
- f) Adhere to up to date Singapore Standards on Auditing (SSAs) or applicable framework, the Revised Singapore Code of Professional Conduct and Ethics and, relevant legislation and regulatory changes.

AS2 - Performing an Audit Engagement

You will be able to perform an internal or external audit assignment, including drawing conclusions from the work undertaken.

- a) Evaluate internal controls within an organisation's accounting system to identify and communicate control risks;
- b) Perform audit procedures to meet the objectives of internal or external audit engagements;
- c) Supervise an engagement and an audit team;
- d) Apply Singapore Standards on Auditing (SSAs) or applicable framework and standards in performing an audit;
- e) Evaluate audit evidence obtained; and
- f) Contribute to identifying and resolving audit issues.

AS3 - Audit Review and Reporting

You will be able to complete an audit, preparing the formal documentation required and report significant deficiencies to management.

- a) Evaluate the results of audit work performed against the objectives of the audit;
- b) Investigate inconsistencies arising from audit work;
- c) Prepare audit reports. These should be in accordance with Singapore Standards on Auditing (SSAs) where applicable;
- d) Draft written representations, where applicable;
- e) Advise on the audit findings and implications of the audit; and
- f) Report significant deficiencies to management and those charged with governance.

DSA DECISION SUPPORT AND ANALYSIS

DSA1 - Cost Management and Evaluation

You will demonstrate the ability to use different cost accounting techniques as appropriate, in different situations.

- a) Determine appropriateness and adequacy of costing techniques in an organisation;
- b) Apply appropriate costing techniques to products and services;
- c) Assess and advise on the impact of the output of costing systems; and
- d) Contribute to development and improvements of costing systems.

DSA2 - Cash Management, Planning and Budgetary Control

You will be able to plan, monitor and control business activities and demonstrate the ability to forecast cash requirements to plan for any shortfall or surplus and manage business funds for optimum benefits.

- a) Contribute to setting strategic objectives for the planning and control of business activities;
- b) Coordinate and prepare budgets, selecting and using suitable budgeting models and cash monitoring and forecasting techniques;
- c) Determine and maintain appropriate levels of cash and working capital;
- d) Prepare and advise on budget variances and their causes and remedies;
- e) Monitor budgets and contribute to developing and maintaining systems and controls for cash and securities; and
- f) Make judgements about the sourcing of finance, appropriate funding strategies and how to manage credit.

DSA3 — Appraising Investments or Capital Projects

You will be able to advise management about the financial implications of investments or capital projects.

- a) Contribute to the selection of investment opportunities;
- b) Identify and apply appropriate project appraisal techniques;
- c) Prepare capital budgets;
- d) Advise on the potential risk and value added of investment decisions;
- e) Advise on funding alternatives and implications; and
- f) Contribute to monitoring investment or capital projects.

GR GOVERNANCE AND RISK

GR1 - Identifying and Managing Risk

You will be able to identify, measure, and advise on the business and financial risk to the organisation.

- a) Identify, categorise and assess risk within the organisation;
- b) Apply appropriate techniques and assumptions to analyse and quantify risk inherent in undertaking an activity and its potential impact;
- c) Formulate policies or strategies to transfer, avoid, reduce or accept risk; and
- d) Determine the most appropriate techniques or procedures to manage specific risks faced by the organisation.

GR2 - Designing Internal Controls

You will be able to justify the need for internal controls and systems of internal controls, design and document effective controls and test, evaluate and report on their effectiveness.

- a) Justify to management the need for internal control systems and their individual components;
- b) Design effective internal control systems or systems of internal control;
- c) Document internal controls and record relevant data;
- d) Tabulate and perform tests of controls;
- e) Measure and evaluate the effectiveness of internal controls; and
- f) Prepare a report on internal controls or systems.

GR3 - Monitoring Performance and Accountability

You will be able to assess and control performance of the business and make recommendations for improvement.

- a) Assess the appropriateness of the business information system for decision-making and preparing internal reports;
- b) Use appropriate financial and nonfinancial performance measures to assess the performance of the organisation;
- c) Advise on appropriate techniques and reward systems in the assessment of managerial and divisional performance;
- d) Make suggestions for the improvement of performance in a business or a division;
- e) Identify appropriate benchmarks for measuring performance; and
- f) Advise on the external influences affecting business and divisional performance.

TX TAXATION

TX1 - Identifying and Managing Risk

You will be able to prepare computations of taxable amounts and tax liabilities in accordance with current legal requirements.

- a) Extract and analyse data from financial records and filing information relevant to the preparation of tax computations and related supporting documents;
- b) Prepare and verify standard computations of taxable income and tax liability for individuals and / or single companies;
- c) Prepare or contribute to the preparation or assessment of tax computations for individuals, companies or other entities with more complex tax affairs;
- d) Prepare computations or assessments of Goods and Services Tax (GST) liabilities;
- e) Explain and question the basis of tax calculations; and
- f) Interpret the effect of current legislation, case law, and IRAS e-tax guide and advance rulings.

TX2 - Tax Compliance

You will demonstrate the ability to satisfy or verify the tax compliance obligations of individuals and / or entities in an appropriate and timely manner.

- a) Prepare or assess returns of income for individuals, companies and / or other entities ensuring timely submission with all other relevant information sent to the Comptroller of Income Tax by the due date;
- b) Prepare or assess Goods and Services Tax (GST) returns and ensure submission in the required manner to the Comptroller of GST by the due date;
- c) Determine the incidence (timing) of tax liabilities and their impact on cash flow / financing requirements;
- d) Explain tax filing and payment requirements and the consequences of non-compliance;
- e) Identify available claims, or need to object to / appeal an assessment, ensuring that they are submitted within the required time limits; and
- f) Correspond appropriately and in a professional manner with the relevant parties in relation to both routine and specific matters / enquiries.

TX3 - Tax Planning

You will demonstrate an ability to advise on the mitigation and deferral of tax liabilities through the use of legitimate tax planning measures.

- a) Demonstrate an understanding of the distinctions between tax planning, tax avoidance and tax evasion;
- b) Assess the effect of changes in legislation or case law on the tax liabilities of an individual or entity;
- c) Determine or contribute to determining the tax implications of proposed future actions / plans of an individual or entity;
- d) Mitigate and / or defer tax liabilities through the use of standard reliefs, exemptions and incentives;
- e) Review or contribute to reviewing the situation of an individual or entity and advise on any potential tax risks and / or additional tax minimisation measures; and
- f) Identify the circumstances to refer the matter to a person with more specialist knowledge.