

NEW LEARNING PLAN FRAMEWORK – GUIDANCE FOR LIFELONG LEARNING

As the business world continues to change, the opportunities for chartered accountants will continue to grow. That's because well-rounded CAs—those who continually increase the breadth and depth of their knowledge and skills—are well equipped to help organizations meet these changes. CAs can develop their skill-sets through work opportunities, and complement and enhance their knowledge through professional development training. For that reason, ongoing learning can play a critical role in a CA's future success.

But how do you create a plan for lifelong learning? Recognizing the volume and variety of professional development options available to members, we have designed a *Learning Plan Framework* for common CA career paths (see following page). We acknowledge that responsibilities associated with specific job titles can vary widely from organization to organization. For this reason, the Framework focuses on general career paths with similar learning profiles and is meant to be used as a guide only.

Career Paths

CAs pursue a multitude of different careers. Each career path requires its own skill-sets, prioritized to meet unique challenges and responsibilities. The career paths in this framework were developed based on the following data: feedback from a 2011 ICABC survey of members in industry; our current membership database; and the CICA 2009 salary survey. According to this data, many of our members can be classified in one of the following career paths:

- Public Practice - Partner
- Public Practice - Accounting and Assurance Management
- Public Practice - Accounting & Assurance Staff
- Public Practice - Taxation
- Industry, NPO, or Public Sector - Business Ownership or Executive Management
- Industry, NPO, or Public Sector - Finance Department - Management
- Industry, NPO, or Public Sector - Finance Department - Staff
- Industry, NPO, or Public Sector - Finance Department - Taxation

Key Strategic Perspectives

For each career path, the learning profiles are organized by competencies that address some of the key strategic considerations of an organization, and take into consideration the following factors: financial viability, stakeholder expectations, customer relationships, strategic vision and innovation, processes, and infrastructure. Consequently, this framework focuses on the following:

- Financial & Stakeholder Expectations – focusing on the financial viability, market competition, and stakeholder requirements;
- Customer & External Relationships – focusing on the consumers, suppliers, and other stakeholders like government and communities;
- Organization & Culture – focusing on the overall organization, including its culture, vision, leadership, innovation, and other aspects; and
- Processes & Operating Activities – focusing on the organization's resources, infrastructure, processes, and activities.

Competencies that will help members meet these strategic challenges include an optimal mix of core knowledge, “soft” skills, and “big picture” know-how.

- Core knowledge could include such topics as: accounting and assurance standards, controllership, current developments in the not-for-profit and public sectors, wealth management, taxation, finance, governance and risk management, human resources, information technology, legal matters, and management accounting.
- Soft skills could encompass such areas as communication, negotiation, and personal development.
- Big picture know-how could cover strategy planning, leadership, and practice management.

By developing skill-sets that help an organization address some of these key strategic areas, members can continue to contribute to the organization's success. Lastly, specific industry knowledge will be more important in some career paths than others. While the ICABC is the main source of professional development for most members, it is not uncommon for members to seek industry-specific training through industry associations or other specialized training providers.

Developing the Learning Plan Framework

In order to draw up a proposed learning plan for each sample career path, we reviewed seven years of historical ICABC PD program registrations, and then supplemented this information through the February/March 2011 survey of our members in industry and through discussions with members in public practice.

For illustrative purposes only, sample PD profiles for four of the most popular career paths are presented in *Table B: Sample PD Profiles*.

These sample PD profiles were developed using the most popular courses from the last seven years, and were supplemented with suggested and new course offerings. In designing their own lifelong learning plans, members may source their training from the ICABC, the CICA, industry associations, professional firms, and/or other avenues.

In Summary

Each CA has unique learning needs. We designed this *Learning Plan Framework* to help our members develop a customized plan that balances their training needs with their career aspirations, their organization's challenges, and their budget. Chartered accountants are valued for their depth and breadth of expertise, together with their ability to strategically integrate the various needs of an organization. As the business world continues to change, those CAs who adapt their lifelong learning activities to stay ahead of the curve will maintain their competitive advantage.

Table A: Learning Plan Framework

	BC Members: Popular Career Paths								
	Public Practice - Partner	Public Practice - Accounting & Assurance Management	Public Practice - Accounting & Assurance Staff	Public Practice - Taxation	Business Ownership or Executive Management	Finance Department - Management	Finance Department - Staff	Finance Department - Taxation	
Financial & Stakeholder Expectations									
Accounting	X	X	X	X	X	X	X	X	X
Assurance	X	X	X						
Controllership						X	X		
Wealth Management	X	X	X	X	X		X	X	
Taxation	X	X	X	X	X	X	X	X	X
Finance	X	X		X	X	X	X	X	X
Customer & External Relationships									
Communication	X	X	X	X	X	X	X	X	X
Negotiating	X	X		X	X	X	X		
Personal Development	X	X	X	X	X	X	X	X	X
Organization & Culture									
Strategy Planning	X					X	X		
Leadership	X	X				X	X	X	X
Practice Management	X								
Process & Operating Activities									
Governance & Risk Management	X	X	X			X			
Human Resources	X	X				X			
Information Technology	X	X	X			X	X	X	X
Legal	X					X			X
Management Accounting							X	X	

	BC Members: Other Career Paths									
	Academic	Business Consulting	Corporate Finance, Treasury, Business Valuation, Investment & Asset Management	Forensic Accounting	Information Technology	Insolvency & Restructuring	Governance, Risk Management & Directorship	Operations Management	Personal Financial Planning	Regulatory Compliance & Internal Audit
Financial & Stakeholder Expectations										
Accounting	X	X	X	X	X	X	X	X	X	X
Assurance	X			X						X
Controllership							X			
Wealth Management		X	X					X		
Taxation	X	X	X		X	X		X	X	X
Finance			X	X		X	X	X		
Customer & External Relationships										
Communication	X	X	X	X	X	X	X	X		X
Negotiating	X	X	X		X	X	X	X		X
Personal Development	X	X	X	X	X	X	X	X	X	X
Organization & Culture										
Strategy Planning	X	X	X			X	X	X		X
Leadership		X			X	X	X	X		
Practice Management										
Process & Operating Activities										
Governance & Risk Management	X	X	X	X	X	X	X			X
Human Resources	X					X		X		
Information Technology	X	X	X	X	X		X	X	X	X
Legal	X			X			X	X		
Management Accounting	X				X			X		

"X" denotes PD topic areas to integrate for specific career stream. PD courses categorized in these topic areas can be found in the PD catalogue Index Pages.

Table B: Sample PD Profiles for Winter/Spring 2012

Financial & Stakeholder Expectations

Business Ownership or Executive Management	Finance Department – Management	Public Practice – Partner	Public Practice – Management
<p>Most Popular Titles:</p> <ul style="list-style-type: none"> • ASPE: The Transition • IFRS and ASPE: Comparison to Part V • ASPE Survey of the Standards (& other specific IFRS and ASPE topics) • IFRS: Mining Industry Basics • IFRS: Financial Statement Presentation & Disclosure • Creating a Financial Plan • Crushing Debt • Enough Bull: How to Retire Well Without the Stock Market • Personal Investing • Smoke & Mirrors: Financial Myths that will Ruin Your Retirement Dreams • NPOs: the Accounting Standards (Part III) • NPOs: Transition to the New Acc Standards (Part III) • Income Tax Refresher: Corporate Tax • Income Tax Refresher: Personal Tax • Income Tax Update • Impact of the 2011 Budget on Partnerships <p>New Titles for Winter/Spring 2012:</p> <ul style="list-style-type: none"> • Budgeting & Financial Management • Building Your Own Retirement Pension with Annuities • The End of RRSPs • BC Property Transfer Tax • First Nations Business and Investment Income, and Tax 	<p>Most Popular Titles:</p> <ul style="list-style-type: none"> • ASPE: The Transition • Accounting, Auditing & Professional Practice Update • IFRS and ASPE: Comparison to Part V • ASPE Survey of the Standards (& other specific IFRS and ASPE topics) • IFRS: Mining Industry Basics • IFRS: Financial Statement Presentation & Disclosure • NPOs: the Accounting Standards (Part III) • NPOs: Transition to the New Acc Standards (Part III) • Crushing Debt • Creating a Financial Plan • Personal Investing • Public Company Reporting: Annual Update • Income Tax Update • Income Tax Refresher: Corporate Tax • Income Tax Refresher: Personal Tax <p>New Titles for Winter/Spring 2012:</p> <ul style="list-style-type: none"> • Budgeting & Financial Management • Building Your Own Retirement Pension with Annuities • The End of RRSPs • BC Property Transfer Tax, Income Tax and Trusts • First Nations, Business & Investment Income, and Tax • U.S. Income and Financial Reporting Obligations 	<p>Most Popular Titles:</p> <ul style="list-style-type: none"> • ASPE: The Transition • Accounting, Auditing & Professional Practice Update • The CAS Audit of Simple Entities • IFRS and ASPE: Comparison to Part V • ASPE Survey of the Standards (& other specific IFRS and ASPE topics) • IFRS: Mining Industry Basics • IFRS: Financial Statement Presentation & Disclosure • NPOs: the Accounting Standards (Part III) • NPOs: Transition to the New Acc Standards (Part III) • Crushing Debt • Creating a Financial Plan • Enough Bull: How to Retire Well Without the Stock Market • Personal Investing • Smoke & Mirrors: Financial Myths that will Ruin Your Retirement Dreams • Auditing in the New CAS Environment • Review Engagements • Compilation Engagements • Income Tax Update • Impact of the 2011 Budget on Partnerships • Taxation of Employee Benefits • Unveiling the Retirement Myth <p>New Titles for Winter/Spring 2012:</p> <ul style="list-style-type: none"> • Building Your Own Retirement Pension with Annuities • The End of RRSPs • Winning the Succession Game • Getting a Grip on RDTOH, CDA, and Other Tax Accounts • BC Property Transfer Tax, Income Tax and Trusts • First Nations, Business & Investment Income, and Tax • U.S. Income and Financial Reporting Obligations 	<p>Most Popular Titles:</p> <ul style="list-style-type: none"> • ASPE: The Transition • Accounting, Auditing & Professional Practice Update • Auditing in the New CAS Environment • The CAS Audit of Simple Entities • IFRS and ASPE: Comparison to Part V • ASPE Survey of the Standards (& other specific IFRS and ASPE topics) • IFRS: Mining Industry Basics • IFRS: Financial Statement Presentation & Disclosure • Compilation Engagements • Review Engagements • NPOs: the Accounting Standards (Part III) • NPOs: Transition to the New Acc Standards (Part III) • Income Tax Update • Creating a Financial Plan • Crushing Debt • Personal Investing <p>New Titles for Winter/Spring 2012:</p> <ul style="list-style-type: none"> • Building Your Own Retirement Pension with Annuities • The End of RRSPs • Getting a Grip on RDTOH, CDA, and Other Tax Accounts • BC Property Transfer Tax, Income Tax and Trusts • First Nations, Business & Investment Income, and Tax • Budgeting and Financial Management • U.S. Income and Financial Reporting Obligations

Customer & External Relationships

Business Ownership or Executive Management	Finance Department – Management	Public Practice – Partner	Public Practice – Management
<p>Most Popular Titles:</p> <ul style="list-style-type: none"> • Triple Your Memory and Confidence, and Halve Your Stress • The Art of Negotiating...with anyone (I and II) • Getting on Top of it All • Conflict: Changing Viewpoints and Influencing Behaviours <p>New Titles for Winter/Spring 2012:</p> <ul style="list-style-type: none"> • Manage Your Time and Your Life 	<p>Most Popular Titles:</p> <ul style="list-style-type: none"> • The Art of Negotiating...with Anyone (I and II) • Triple Your Memory and Confidence, and Halve Your Stress • Getting on Top of it All • Conflict: Changing Viewpoints and Influencing Behaviours • Writing, Plain and Simple <p>New Titles for Winter/Spring 2012:</p> <ul style="list-style-type: none"> • Manage Your Time and Your Life 	<p>Most Popular Titles:</p> <ul style="list-style-type: none"> • The Art of Negotiating...with Anyone (I and II) • Triple Your Memory and Confidence, and Halve Your Stress • Getting on Top of it All • Conflict: Changing Viewpoints and Influencing Behaviours <p>New Titles for Winter/Spring 2012:</p> <ul style="list-style-type: none"> • Manage Your Time and Your Life 	<p>Most Popular Titles:</p> <ul style="list-style-type: none"> • Triple Your Memory and Confidence and Halve Your Stress • Professional Presence • Getting on Top of it All • Conflict: Changing Viewpoints and Influencing Behaviours • Writing, Plain and Simple <p>New Titles for Winter/Spring 2012:</p> <ul style="list-style-type: none"> • Manage Your Time and Your Life

Organization & Culture

Business Ownership or Executive Management	Finance Department – Management	Public Practice – Partner	Public Practice – Management
<p>Most Popular Titles:</p> <ul style="list-style-type: none"> • Changing the Game – Build Resilience • How to Diagnose, Design and Lead Change • Thinking Beyond the Box • Personal Effectiveness • Empowering and Engaging Others <p>New Titles for Winter/Spring 2012:</p> <ul style="list-style-type: none"> • How to Serve on a Board and Volunteer Your Time Only • The Art of Influencing • Inspiring Leadership • How to be Seriously Ethical and an Effective CA • It's all About the People – Building Your Management Team for Maximum Performance • Recent Legal Developments Affecting Charities • Top Compliance Issues for Registered Charities • Performance Management • Strategic Planning Tool: Balanced Scorecard 	<p>Most Popular Titles:</p> <ul style="list-style-type: none"> • Changing the Game – Build Resilience • Thinking Beyond the Box • Personal Effectiveness • Empowering and Engaging Others <p>New Titles for Winter/Spring 2012:</p> <ul style="list-style-type: none"> • How to be Seriously Ethical and an Effective CA • It's all About the People – Building Your Management Team for Maximum Performance • Recent Legal Developments Affecting Charities • Performance Management 	<p>Most Popular Titles:</p> <ul style="list-style-type: none"> • Changing the Game – Build Resilience • How to Diagnose, Design and Lead Change • Thinking Beyond the Box • Personal Effectiveness • Empowering and Engaging Others <p>New Titles for Winter/Spring 2012:</p> <ul style="list-style-type: none"> • Strategy Planning Tool – Balanced Scorecard • Inspiring Leadership • How to be Seriously Ethical and an Effective CA • It's all About the People – Building Your Management Team for Maximum Performance • Recent Legal Developments Affecting Charities • Performance Management • Top Compliance Issues for Registered Charities 	<p>Most Popular Titles:</p> <ul style="list-style-type: none"> • Changing the Game – Build Resilience • Personal Effectiveness • Empowering and Engaging Others • Thinking Beyond the Box <p>New Titles for Winter/Spring 2012:</p> <ul style="list-style-type: none"> • Inspiring Leadership • How to be Seriously Ethical and an Effective CA • It's all About the People – Building Your Management Team for Maximum Performance • Recent Legal Developments Affecting Charities • Performance Management

Processes & Operating Activities

Business Ownership or Executive Management	Finance Department – Management	Public Practice – Partner	Public Practice – Management
<p>Most Popular Titles:</p> <ul style="list-style-type: none"> • Excel courses • Cloud Computing <p>New Titles for Winter/Spring 2012:</p> <ul style="list-style-type: none"> • Planning to Achieve Competitive Advantage • Strategy Planning Tools – Balanced Scorecard • Recent Legal Developments Affecting Charities • Top Compliance Issues for Registered Charities • Performance Management 	<p>Most Popular Titles:</p> <ul style="list-style-type: none"> • Excel courses • Cloud Computing <p>New Titles for Winter/Spring 2012:</p> <ul style="list-style-type: none"> • Strategy Planning Tools – Balanced Scorecard • Recent Legal Developments Affecting Charities • Performance Management 	<p>Most Popular Titles:</p> <ul style="list-style-type: none"> • Excel courses • CaseWare courses • Cloud Computing • Technology for Accountants • PDF Documents – Beyond the Basics <p>New Titles for Winter/Spring 2012:</p> <ul style="list-style-type: none"> • Planning to Achieve Competitive Advantage • Strategy Planning Tools – Balanced Scorecard • Recent Legal Developments Affecting Charities • Performance Management 	<p>Most Popular Titles:</p> <ul style="list-style-type: none"> • Excel courses • CaseWare courses • Technology for Accountants • PDF Documents – Beyond the Basics <p>New Titles for Winter/Spring 2012:</p> <ul style="list-style-type: none"> • Strategy Planning Tools – Balanced Scorecard • Recent Legal Developments Affecting Charities • Performance Management