

CIMA PRACTICAL EXPERIENCE REQUIREMENTS (PER)

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Manager, Employer Relationships

AGENDA

- What is PER and the new process?
- Breakdown of CIMA PER requirements
- THE CGMA Competency framework
- How to use the Member Application Tool
- Recording competencies effectively
- Verification



WHAT IS PER?

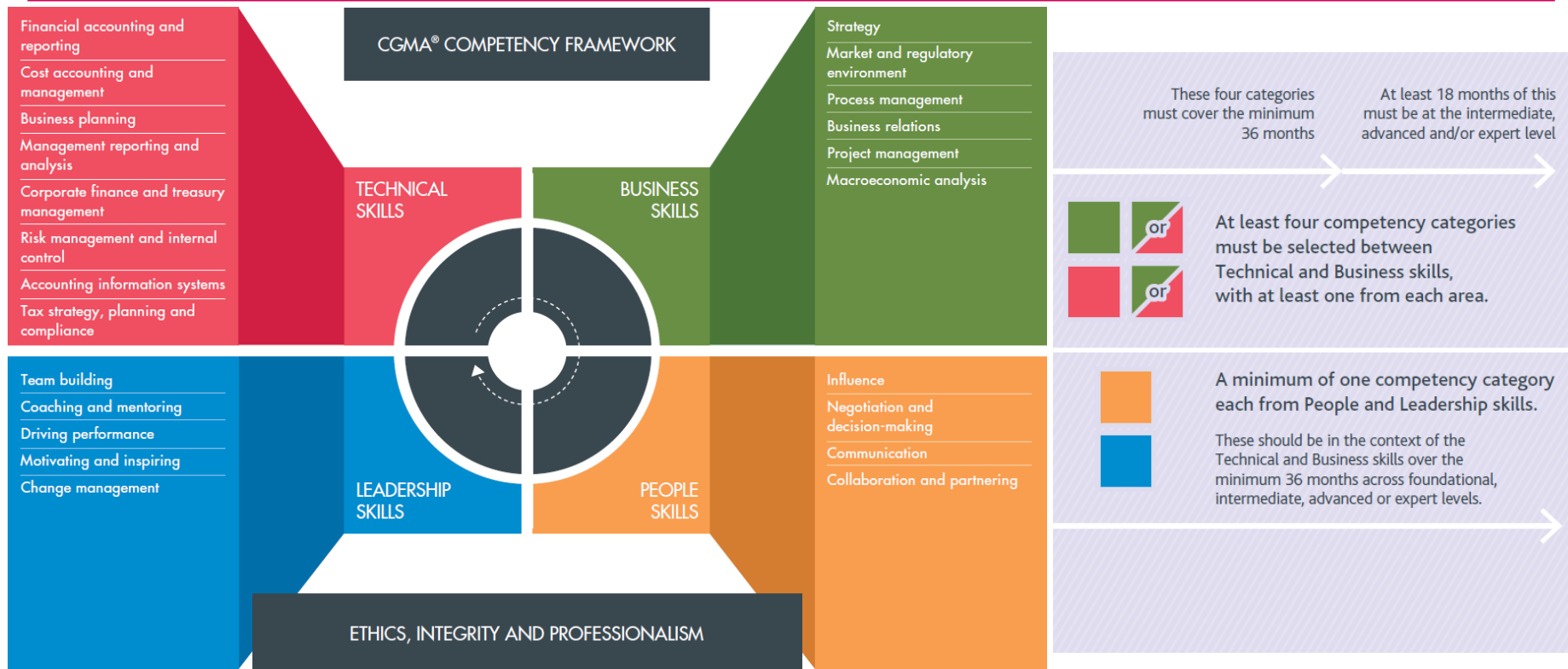
- PER stands for Practical Experience Requirements.
 - In order to become a Chartered Global Management Accountant (ACMA, CGMA), you need a minimum of three years' verified and relevant work experience and have passed all of your CIMA exams.
 - Complement assessments and demonstrate your ability to apply your knowledge and skills in the context of your professional experience.
 - Guarantee for employers that your theoretical knowledge is matched by your practical competencies.
 - Completely based on the CGMA competency framework – The practical accompaniment to the CIMA syllabus.
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THE NEW PROCESS

Threefold change from the previous version and designed to assist your learning by helping to reflect your theoretical knowledge against experience.

- Based on the CGMA competency framework, so there is detailed information across all competency to work from.
 - 100 % online process, no need to print or document outside of MYCIMA.
 - A constant process rather than all at the end of your studies
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CGMA COMPETENCY CATEGORIES



BREAKDOWN OF REQUIREMENTS

1. A minimum of 36 months' experience across the four knowledge areas, with a maximum of 60 months to be evidenced.
 2. At least four **competency categories** must be selected between **technical** skills and **business** skills (with at least one from each) covering the minimum 36 months.
 - At least 18 months must be at the intermediate, advanced and/or expert levels.
 - The remaining 18 months can be gained across any level
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BREAKDOWN OF REQUIREMENTS (CONTINUED)

3. A minimum of one **competency category** each from People and Leadership skills over 36 months.
- These should be in the context of the people and leadership skills and can be gained across foundational, intermediate, advanced or expert levels but there is **no specific time** requirement.
4. Where you have more than five years' relevant experience:
- You should upload detailed evidence for a maximum of five years' experience.
 - The remaining experience (outside of the five years) should be recorded in your Career Progression Summary
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CGMA COMPETENCY FRAMEWORK OUTLINE

MANAGEMENT ACCOUNTING ROLES AND COMPETENCIES



BOARD

INFLUENCES



MANAGEMENT INFORMATION



STRATEGY



Cecilia
C – SUITE



SENIOR MANAGEMENT

INFLUENCES



MANAGEMENT INFORMATION



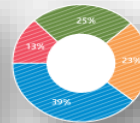
STRATEGY



Fiona
SENIOR MANAGER

At the **strategic level**, Fiona advises top level management, as they set the strategy for the business. This means analysing strategic options – the various courses of action the business can take – based on the organisation's environment and its current strategic position. Considering risks is paramount; they need to be identified, classified, evaluated, and then managed/reported. Strategic options recommended will require justification and she needs to advise on where to source finance for the strategies.

POST QUALIFICATION (PQ)



COLLEAGUES AND PEERS
IN BUSINESS

INFLUENCES



MANAGEMENT INFORMATION



PLANS

- Oversight
- Complex financial reporting
- Builds financial business cases
- Medium-term investment

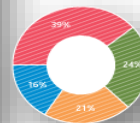
- Aligns KPIs to plans
- Projects



Sally
MANAGER

At the **management level**, Sally is responsible for monitoring the implementation of strategy. Her focus is on the medium-term. She needs to translate the long-term strategy (decided at the senior management/board level), into more tangible, shorter-term goals (to be implemented at the operational level). Decisions need to be taken about which investments in products, their prices and the long-term assets are needed to ensure they are produced. The costing calculated at the operational level will help with this. The costing information will also enable Sally to analyse the drivers of costs, and manage them. These decisions cannot be made in a vacuum, they need to consider the environment in which the business operates, as well as key stakeholders. Performance needs to be measured, both that of individuals and of divisions. A more detailed consideration of risk is required for this longer-term decision making, as well as the options of long-term finance. More advanced financial reporting is required, in order to paint a picture of past performance; and this may involve group accounts for a number of entities.

MANAGEMENT LEVEL



COLLEAGUES AND PEERS
WITHIN THE FINANCE
DEPARTMENT

INFLUENCES



MANAGEMENT INFORMATION



BUDGETS

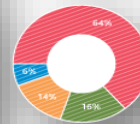
- Performance
- Reports on cost
- Raw data
- Presents reality through numbers



Robyn
FINANCE OFFICER

At the **operational level**, Robyn is responsible for implementing strategy. Her focus is on the short-term. She needs to understand costs and cost accounting, in order for her to start preparing budgets, and to advise about short-term changes in products, volume and prices. Putting budgets together for the business also requires an understanding of how the business is structured, and will require communicating aspects of the budget to non-finance staff; both in the preparation and the delivery. Robyn prepares financial reports to show how the business is performing. She'll need to know about the regulatory environment, financial reporting, and business taxation. She may make decisions on working capital, cash and short-term finance.

OPERATIONAL LEVEL



- Core accounting and finance skills
- Business acumen
- People skills
- Leadership skills

EXAMPLE



This is the process of delivering, discussing and reporting on the organisation's operations and financial conditions (including quality and sustainability reporting, customer profitability).



PROFICIENCY LEVELS

EXPERT

This requires expert knowledge to develop strategic vision and provide unique insight to the overall direction and success of the organisation. This has formal responsibility for business areas and his/her actions and decisions have a high level of strategic impact.

ADVANCED

This requires strong understanding of the organisation's environment, current strategic position and direction with strong analytical skills and the ability to advise on strategic options for the business. This includes formal responsibility for colleagues and their actions; and that their decisions have a wider impact.

INTERMEDIATE

This requires a moderate understanding of overall business operations and measurements, including responsibility for monitoring the implementation of strategy. This has limited or informal responsibility for colleagues and/or needs to consider broader approaches or consequences.

FOUNDATIONAL

This requires a basic understanding of the business structures, operations and financial performance, and includes responsibility for implementing and achieving results through own actions rather than through others.

Non-essential/nice to have
competency levels

Essential competency levels
that need to be demonstrated

COMPETENCY CATEGORIES

- There are some competency categories where you will need to demonstrate competence against more than one of the sub-categories as outlined.
- This is to ensure that you have the right mix of experience for the competency. You can find this in Appendix A in the PER guidance document

Technical Skills	Intermediate	Advanced	Expert	Minimum competencies required
Management Reporting and Analysis				2
Financial Analysis	3	4	4	(2)
Management Reporting	2	3	3	Not alone
Performance Management	3	4	4	(2)
Variance Analysis	2	2	1	Not alone
Benchmarking	1	1	1	Not alone

HOW TO SUBMIT YOUR PER

- The MAT (Membership Application Tool) is an on-line only process and can be found on MY CIMA.
 - Designed to be completed in conjunction with your studies.
 - Know the CGMA competency framework before you start and understand the areas where you have experience.
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RECORDING YOUR EXPERIENCE

- As soon as you start the operational level the Member application tool is available through you My CIMA when you log in.
- You can start recording your Practical Experience straight away.
- CIMA does not have visibility on any of your application until you submit it to us

The screenshot displays the 'My CIMA' user interface. On the left, a grey profile card shows the user's name 'Vaughan Test Contact 136', their role as a 'Student', their 'Contact ID' as '1-235N43K', and their 'Location' as 'London - United Kingdom'. Below this card is a yellow promotional banner for 'Schedule your exams' with an icon of a calculator and a book, and the text 'Book your next exam with CIMA today and progress further towards membership.' On the right, a dark red navigation menu lists various options: 'MY CIMA', 'Watch the 2016 AGM live', 'My details', 'My financials', 'My exams', 'Member and student benefits', 'Student information', 'Updated PER' (which is circled in black), and 'Member and student magazine archive: pre 2011'. Each menu item has a right-pointing chevron icon.

CREATE AN EMPLOYER

The screenshot shows the 'CIMA membership application' interface. At the top, there is a navigation menu with links: Home, Study with us, Students, Members, Employers, Educators, Events, Innovation, Professionalism, and About us. Below this is a breadcrumb trail: Home > MY CIMA > CIMA membership application, with a 'Print' icon on the right. The main heading is 'CIMA membership application'. A progress bar below the heading has six tabs: 'My personal details', 'My employers', 'My practical experience', 'Verification', 'Declaration', and 'Payment'. The 'My employers' tab is currently selected and highlighted in red. Underneath, the section is titled 'My relevant employment history'. The text explains that users should list employers and roles where they gained relevant practical experience, noting that it doesn't always have to be chronological. It specifies a minimum of 36 months and a maximum of 60 months of experience. A callout box with a blue background and white text points to a red 'Add an employer' button with an information icon. The callout text says: 'Click on "Add an employer" to create a list of employers where you have gained relevant experience.' Below the callout is a 'Back' button with a left arrow. At the bottom of the page, there is a footer with the email 'cima.contact@cimaglobal.com', a location pin icon and the text 'Find your local CIMA office', social media icons for Facebook, Twitter, LinkedIn, and YouTube, and a link for 'Help and FAQs'.

In the “My Employers” tab create an employer where you have gained relevant experience.

Create a role within that employment and start recording your experience

RECORD YOUR COMPETENCIES

Select Competency Area

Technical Skills > Financial Accounting and Reporting > Professional Accounting Standards > Foundational

Technical Skills

Financial Accounting and Reporting

Professional Accounting Standards

Foundational

Intermediate

Advanced

Expert

After clicking on the level, the actual competencies are displayed below

Drop down boxes takes you from the knowledge area through to the individual competency you are recording.

Select Competency

- Demonstrate awareness and knowledge of the professional accounting standards
- Apply those principles to accurately record financial transactions and maintain appropriate supporting documentation

Click on an actual competency to continue

WHAT DO I WRITE?

- Each competency you are recording needs to have a detailed description around how you gained that experience.
 - Best practice is to structure your example using the S.T.A.R. technique:
 - **Situation:** Outline the situation **you** were in.
 - **Task:** What did **you** have to achieve?
 - **Action:** What did **you** do? An assessor will be looking for information on what **you** did and why **you** did it.
 - **Result:** What was the outcome of **your** actions? What did **you** achieve through your actions and did you meet your objectives?
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WHAT DO I WRITE? – AN EXAMPLE FROM COACHING AND MENTORING

BAD example:

My manager coached me and I improved my performance.

GOOD example:

I coached my team of eight people by holding monthly workshops which explained how performance could be measured and improved.

I also held one-to-one meetings with individual staff members to ensure that they understood any particular performance issues and encouraged them with practical examples of how their performance could improve and their skills could be developed.

FOUNDATIONAL

- Seek, provide and successfully incorporate feedback into future behaviour
- Orient new employees on the job; aware of the need for and the value of training, both for self and others
- Take ownership of career; implement a development plan that is aligned with performance evaluation; and/or partner with manager to identify strengths and opportunities

INTERMEDIATE

- Proactively seek feedback to gauge and monitor progress and update development plan to facilitate continuous self-improvement
- Participate in developing and delivering training to finance employees and business partners; use relevant training courses and programs to build the skills of others
- Provide regular, timely, constructive and actionable feedback to team members and management; proactively identify potential people for talent development opportunities

ADVANCED

- Create a team environment where members provide each other with constructive feedback regularly and in challenging situations
- Identify and communicate strengths and development areas in others; ensure development plans are implemented; empower and give adequate exposure for all team members
- Balance the needs of the organisation and career needs for individuals; lead the talent management process for the department; lead training solutions

EXPERT

- Drive strategic training initiatives to enhance the whole organisation; lead and influence the broader development planning process
- Actively arrange for developmental or stretch assignments into other functional areas or business units for the benefit of the organisation and the individual
- Champion the recruitment, development and retention of high potential and high performing individuals; make time available for coaching, mentoring and feedback

IS MY EXPERIENCE READY?

Add verifier	Assistant Management Accountant	Nov 2014 - Oct 2015	12	Foundational
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[Is my application ready?](#)



X The application is not ready for submission. Please see the information below:

- Please enter the description of practical experience gained for all competencies in the application to get eligibility.
 - Please enter the description of practical experience gained for all competencies in the application to get eligibility.
 - This application does not have a minimum of two verifiers. Please add verifier(s) and try again.
-
- The tool will check if your is ready to submit to CIMA when you press the “Is my experience ready?” button.
 - You can click this whenever you want to see how complete your application is.
 - As you get closer to completion it will help narrow down what experience you are missing and at what level.
-

ALLOCATE YOUR TIME

Competency time allocation

Please allocate the percentage time spent in this role across the multiple competencies at the various levels up to a maximum of 100% across all competencies. Percentages will be used to calculate the effective time spent at the different levels

Employer: The Chartered Institute Of Management Accountants

Assistant Management Accountant - 12 months in role

1st November 2014 - 31st October 2015

Level	Competency categories	Percentage
Foundational	Financial Accounting and Reporting	Technical Skills
	Demonstrate awareness and knowledge of the professional accounting standards	<input type="text" value="50"/>
Foundational	Management Reporting and Analysis	Technical Skills
	Prepare and provide accurate and timely financial data, where appropriate, for inclusion in the financial control process	<input type="text" value="50"/>
		Total: 100

People Skills and Leadership Skills

Below are competencies from People and Leadership areas. These competencies do not need to be apportioned and are just for your information.

Level	Competency categories	Percentage
Intermediate	Coaching and Mentoring	Leadership Skills
	Participate in developing and delivering training to finance employees and business partners use relevant training courses and programs to build the skills of others	<input type="text" value="0"/>

VERIFICATION

- Each role you have recorded experience against you will need to add a verifier, this can be the same person for multiple roles. This is through the tool and a simple process
- A verifier can verify your experience at any time once you have finished recording it for that role, they will receive an email, review what you have written and choose to verify or return your application.
- Once verified, that role is “locked down” and unless you change the experience there is nothing more you need to do with it.


The Chartered Institute Of Management Accountants

1st November 2014 - Current

Verifier's name	Job title	Verification period	Calculated Months	Level	Email sent?	Verified	Actions
Edward Goodeve-Docker	Management Accountant	Nov 2015 - Nov 2016	12	Foundational	Not yet	✓	Choose.. ▼
Ed Docker	Assistant Management Accountant	Nov 2014 - Oct 2015	11	Foundational	Not yet	Not yet	Choose.. ▼

Choose...

- Remove verifier
- Edit verification period
- Edit verifier email
- Add additional verifier

Is my application ready? 

CAREER PROGRESSION SUMMARY

- Upload prior to submission
 - Resume/CV of providing a broad overview of entire career
 - Enables the assessors to gain an understanding of how the 3-5 years submitted fits into the rest of your career
 - Opportunity to detail additional experience that you wish the assessors to consider
-





TO RECAP: WHEN TO SUBMIT YOUR PER

- Your application can be submitted for assessment as soon as you have successfully completed the Strategic Objective Tests, provided that you have gained sufficient experience.
 - Alternatively, if you have already successfully completed the Strategic Case Study, before submitting your Practical Experience, approval will result in Associate Membership of CIMA.
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WHAT HAPPENS AFTER SUBMISSION?

- After submission, the application will be assessed independently by two Assessors and you will be notified of the result.
 - In the event that the application is not considered to demonstrate adequate experience, it will be deferred and you will be advised of areas that need to be strengthened or where further explanation is required.
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TIPS

-  Explore the membership application tool
 -  Add experience and get roles verified as you progress through the qualification
 -  Keep an electronic copy of the Competency Framework and highlight your experience as you work
 -  Complete as part of your appraisal process
-

ESSENTIAL TOOLS TO COMPLETE PER



CGMA Competency Framework



PER- Applying for membership brochure



Membership Application Tool (MAT) and user guide

Applying for CIMA Membership
Application user guide



CIMA Contact support - 0208 849 2251



CIMA

Chartered Institute of
Management Accountants

THANK YOU!

