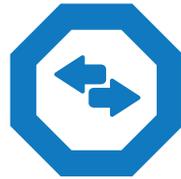




The Association of
Accountants and
Financial Professionals
in Business



IMA Management Accounting Competency Framework



Statement on Management Accounting

About IMA®

IMA, the association of accountants and financial professionals in business, is one of the largest and most respected associations focused exclusively on advancing the management accounting profession.

Globally, IMA supports the profession through research, the CMA® (Certified Management Accountant) program, continuing education, networking, and advocacy of the highest ethical business practices. IMA has a global network of more than 85,000 members in 120 countries and 300 professional and student chapters.

Headquartered in Montvale, N.J., USA, IMA provides localized services through its four global regions: The Americas, Asia/Pacific, Europe, and Middle East/Africa. For more information about IMA, please visit www.imanet.org.

IMA Research

Statements on Management Accounting

SMA's present IMA's position on best practices in management accounting. These authoritative monographs cover the broad range of issues encountered in practice.

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Institute of Management Accountants

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www.imanet.org/thought_leadership

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IMA Management Accounting Competency

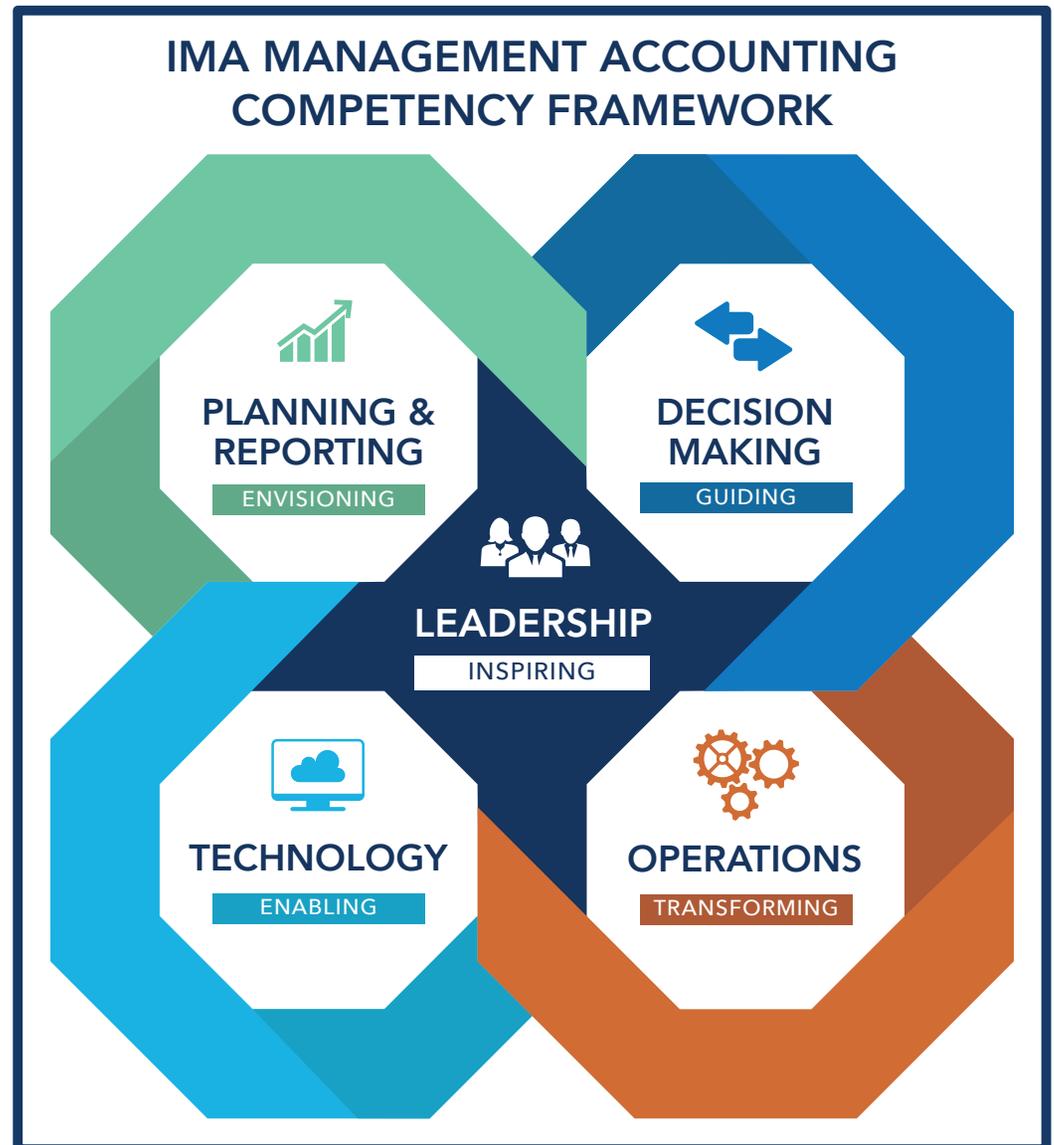
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IMA MANAGEMENT ACCOUNTING COMPETENCY FRAMEWORK

IMA's Competency Framework identifies the core skills needed to succeed in management accounting. Our certification body, the ICMA, conducts job analyses every 5-6 years to assess what management accountants do on the job and what they need to know to do their work effectively. This research, tested by subject-matter experts, formed the foundation of the CMA exam and important components of the Competency Framework.

In conjunction with CMA exam preparation courses and a wide variety of IMA resources, the Framework is a valuable tool that helps management accountants advance their careers and helps employers manage talent, make hiring and salary decisions, and build a skilled workforce—all of which can help organizations create sustained business growth.



CATEGORY SUMMARY



The competencies required to envision the future, measure performance, and report financial results.



The competencies required to guide decisions, manage risk, and establish an ethical environment.



The competencies required to manage technology and information systems to enable effective operations.



The competencies required to contribute as a cross-functional business partner to transform company-wide operations.



The competencies required to collaborate with others and inspire teams to achieve organizational goals.



IMA MANAGEMENT ACCOUNTING COMPETENCY FRAMEWORK



PLANNING & REPORTING



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Leverage financial accounting skills needed to prepare financial statements for internal and external stakeholders

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none"> ▲ No or minimal exposure to financial statement preparation 	<ul style="list-style-type: none"> ▲ Identify basic financial statements, their purpose, and their elements ▲ Recognize US GAAP and IFRS standards (e.g., assets, liabilities, revenue, expenses) 	<ul style="list-style-type: none"> ▲ Apply knowledge of more advanced US GAAP and IFRS standards (e.g., leases, pensions, deferred taxes) ▲ Research and apply appropriate accounting treatments ▲ Prepare basic financial statements for both internal and external stakeholders ▲ Prepare comprehensive set of footnotes 	<ul style="list-style-type: none"> ▲ Analyze the impact of changing accounting standards on the financial statements ▲ Prepare Management Discussion & Analysis, if applicable ▲ Ensure compliance with all regulatory requirements (SEC or other regulatory bodies), if applicable 	<ul style="list-style-type: none"> ▲ Prepare complex financial statements ▲ Reconcile financial statements prepared using various reporting standards (e.g., IFRS and US GAAP) ▲ Prepare quarterly and annual regulatory filings (SEC or other regulatory bodies), if applicable



Leverage financial accounting skills needed to record and analyze financial transactions

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none"> ▲ No or minimal exposure beyond a specific area (e.g., accounts receivable, accounts payable, or payroll transactions) 	<ul style="list-style-type: none"> ▲ Perform transactional/operational accounting functions ▲ Perform account reconciliations, and prepare schedules to support the preparation and/or audit of financial statements ▲ Prepare basic accounting journal entries, including accruals, reversals, and the like 	<ul style="list-style-type: none"> ▲ Analyze special accounts (e.g., deferred tax asset/liability), and prepare related journal entries ▲ Facilitate external audit requirements 	<ul style="list-style-type: none"> ▲ Evaluate efficiency and effectiveness of accounting processes, and make recommendations to optimize them 	<ul style="list-style-type: none"> ▲ Design appropriate record keeping procedures in complex situations (e.g., derivatives, hedging) ▲ Design appropriate record keeping procedures for multinational organizations, including consolidations, across segments and industries



Assess key business factors, and successfully drive value through long-term and short-term planning and implementation

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none"> ▲ No or minimal knowledge, skills, and/or experience with strategic planning 	<ul style="list-style-type: none"> ▲ Understand how individual goals support organizational strategy ▲ Perform tactical assignments for addressing planning initiatives 	<ul style="list-style-type: none"> ▲ Implement annual or short-term departmental goals linked to strategy ▲ Explain how tactical plans link to organization-wide strategy ▲ Recognize the value and importance of thinking long-term for the organization ▲ Work with others to execute organizational strategy effectively 	<ul style="list-style-type: none"> ▲ Assess strengths, weaknesses, opportunities, and threats facing the organization (SWOT analysis: strengths, weaknesses, opportunities, threats) ▲ Perform and assess an environmental scan and competitive analysis to identify strategic issues ▲ Oversee implementation of strategic initiatives while balancing long-term strategy and short-term objectives ▲ Communicate organizational strategy effectively 	<ul style="list-style-type: none"> ▲ Lead a team that makes significant contributions to the strategic planning process of a complex organization ▲ Employ sophisticated planning techniques, including scenario planning, PEST (political, economic, societal, technology) analysis, strategy maps, and Porter's 5 Forces (Threat of New Entrants, Power of Suppliers, Power of Buyers, Availability of Substitutes, Competitive Rivalry) ▲ Define the organization's sustainable value-creation model ▲ Communicate the vision, strategy, and execution plan effectively to others to gain support and compliance ▲ Perform a risk management assessment, and incorporate it into the planning process ▲ Lead or guide others to think strategically



Project future financial and operational resources and requirements (e.g., cash, sales, inventory, people, and more)

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none"> ▲ No or minimal exposure to forecasting 	<ul style="list-style-type: none"> ▲ Understand basic tools and techniques of forecasting, such as moving averages and extrapolation ▲ Project short-term sales, cash flows, inventory requirements, or other financial data in support of operations 	<ul style="list-style-type: none"> ▲ Identify and analyze the relationship between different resources and requirements of a comprehensive financial or operational forecast ▲ Synthesize and interpret data from multiple sources 	<ul style="list-style-type: none"> ▲ Forecast in an environment of uncertainty using sensitivity analysis ▲ Use statistical techniques such as regression, exponential smoothing, and confidence levels ▲ Use data analytics and data mining techniques to discover key and relevant trends 	<ul style="list-style-type: none"> ▲ Perform long-term analysis in periods of uncertainty using Monte Carlo simulations and other advanced statistical techniques ▲ Analyze and synthesize data from external sources to recognize patterns and predict customer behavior ▲ Incorporate collaborative forecasting techniques such as the Delphi method ▲ Understand and communicate complex forecasts to others ▲ Serve as an expert in the field



Prepare the financial plan (control, authorization, resource commitment, and needs) for a specific period of time or project

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none"> ▲ No or minimal exposure to budgeting ▲ Perform data collection or data-entry tasks in support of budget 	<ul style="list-style-type: none"> ▲ Understand basics of the budgeting process, including purpose and use ▲ Analyze historical revenues and expenses to determine seasonal patterns and anticipate annual requirements 	<ul style="list-style-type: none"> ▲ Anticipate operational and capital requirements ▲ Develop financial budgets to support goals of a small to midsize organization or department/division ▲ Validate assumptions made by departments 	<ul style="list-style-type: none"> ▲ Recommend an appropriate budgeting methodology (e.g., flexible, continuous, rolling, zero-based) to use in a given business situation ▲ Link budgeting process to forecasting and strategic planning process ▲ Integrate and consolidate information from diverse departments ▲ Prepare projected income statement, balance sheet, and cash flow statement ▲ Communicate budget to organization effectively 	<ul style="list-style-type: none"> ▲ Design and lead budget and financial planning process across multiple business units in a complex organization using advanced software tools ▲ Understand complex budgets, and communicate them to others ▲ Serve as an expert in the field



Prepare the internal management reports that compare actual results to planned results, and recommend interventions where necessary

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none"> ▲ No or minimal exposure to performance management 	<ul style="list-style-type: none"> ▲ Understand the purpose of performance management processes and their use in supporting the strategy (e.g., achieving goals, incentives, governance) ▲ Perform isolated and/or simple variance analysis 	<ul style="list-style-type: none"> ▲ Perform comprehensive variance analysis ▲ Investigate and interpret the meaning/cause of performance variances 	<ul style="list-style-type: none"> ▲ Develop and implement a performance measurement process aligned with overall strategic goal-setting process ▲ Assess robustness, reliability, and rigor of performance measurement systems ▲ Analyze the impact of alternative transfer prices ▲ Optimize financial reporting process to provide useful and timely management information (e.g., use of key performance indicators, scorecards, and dashboards) 	<ul style="list-style-type: none"> ▲ Design an effective performance management system in a complex environment (e.g., public, global, multientities, complicated corporate structures) ▲ Ensure that performance measurement processes and systems are closely aligned with the organization's value-creation model and support the board's decision-making role



Report, analyze, and manage costs incurred by an organization

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none">▲ No or minimal exposure to cost accounting and cost management	<ul style="list-style-type: none">▲ Identify basic cost classifications (e.g., fixed, variable, direct, indirect) and their use in costing applications (e.g., new product introduction)▲ Calculate basic product/service costs▲ Coordinate cost collection efforts	<ul style="list-style-type: none">▲ Calculate costs using various costing methodologies (e.g., standard, activity-based, throughput costing)▲ Calculate overhead, and allocate to products and services▲ Prepare cost reports and variance analysis for management▲ Use capacity planning and inventory control tools	<ul style="list-style-type: none">▲ Design and implement cost accounting processes (e.g., standard, activity-based, throughput costing)▲ Recommend the appropriate costing approach to use in a given business situation	<ul style="list-style-type: none">▲ Leverage cost accounting techniques to recommend cost reduction strategies/tactics as part of a long-term strategy▲ Implement sophisticated cost management techniques (e.g., activity-based costing, theory of constraints, lean accounting, resource consumption accounting, and more)



Implement procedures and processes that ensure data security, protect an organization's assets, and meet legal and reporting requirements

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none"> ▲ No or minimal exposure to internal controls 	<ul style="list-style-type: none"> ▲ Understand the purpose of internal controls for use in financial reporting, compliance, and operations ▲ Identify basic internal controls (e.g., segregation of duties, physical controls, audit trails, limits of authorization) 	<ul style="list-style-type: none"> ▲ Verify accuracy of general ledger and subledgers through various accounting procedures and controls ▲ Implement and/or test system of internal controls under management direction ▲ Ensure compliance with policies and procedures, including Sarbanes-Oxley Act, if applicable 	<ul style="list-style-type: none"> ▲ Perform internal control risk assessment using frameworks such as COSO (Committee of Sponsoring Organizations of the Treadway Commission) ▲ Design an effective internal control system, including technology controls, that is responsive to the specific risks of the organization ▲ Develop processes to monitor the effectiveness of risk management and internal controls processes, and remediate as necessary 	<ul style="list-style-type: none"> ▲ Design and implement internal controls in complex environments (e.g., public, global, multi-entities, complicated corporate structures) ▲ Integrate internal controls with enterprise risk management system ▲ Provide internal assurance to management regarding internal controls (e.g., Sarbanes-Oxley Act compliance)

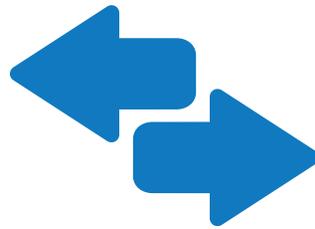


Implement procedures and processes to ensure accurate and timely tax filings and effective tax strategies

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none"> ▲ No or minimal exposure to business taxation 	<ul style="list-style-type: none"> ▲ Understand business taxation general concepts and rules ▲ Understand book vs. tax differences in financial statements 	<ul style="list-style-type: none"> ▲ Gather data and provide input to the tax return, and understand the relationship of various tax schedules to each other ▲ Execute tax strategies, and ensure that the record-keeping system supports tax reporting that reflects the tax environment of the organization 	<ul style="list-style-type: none"> ▲ Prepare accurate and timely tax filings ▲ Analyze the tax impact of alternative business decisions ▲ Provide tax advice for business decisions ▲ Deal with government tax auditors' information requests 	<ul style="list-style-type: none"> ▲ Manage taxation responsibilities in multiple jurisdictions and multiple industries ▲ Research and advise on international tax issues, and lead tax strategy for multinational corporations, including consideration of reputational risk ▲ Evaluate the risk and impact of changes in tax laws, and recommend mitigation strategies ▲ Use effective tax strategies to improve cash flows ▲ Lead tax strategy and planning for a complex organization ▲ Negotiate settlements with taxing authorities



IMA MANAGEMENT ACCOUNTING COMPETENCY FRAMEWORK



DECISION MAKING



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Analyze a company's financial statements to assess performance

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none"> ▲ No or limited exposure beyond understanding a simple income statement 	<ul style="list-style-type: none"> ▲ Understand basic financial statements and ratios 	<ul style="list-style-type: none"> ▲ Analyze financial statements and financial data to guide decision making ▲ Calculate financial ratios ▲ Interpret the meaning of various financial ratios ▲ Analyze the impact of changes in reporting standards or accounting methods on the financial statements ▲ Analyze loan covenants, and report on compliance 	<ul style="list-style-type: none"> ▲ Design a system of financial ratios and other performance indicators appropriate for a specific financial situation ▲ Analyze the impact of foreign operations on reported financial results, including foreign exchange transactions ▲ Analyze the potential impact of macroeconomic, social, political, and environmental factors on the company's financial results ▲ Coordinate and integrate comparison of financial statement ratios across the organization ▲ Perform and interpret business unit and intercompany trend analysis 	<ul style="list-style-type: none"> ▲ Analyze the impact on financial ratios from complex financial transactions (e.g., M&A, divestitures, and more) ▲ Analyze the financial statements of competitors, customers, and suppliers, and monitor trends over time to provide input to the planning and forecasting processes



Manage a company's short-term and long-term financing needs

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none"> ▲ No or minimal knowledge of corporate finance 	<ul style="list-style-type: none"> ▲ Understand basic financial instruments ▲ Distinguish between short-term and long-term financing needs 	<ul style="list-style-type: none"> ▲ Measure performance of financial investments ▲ Perform valuation calculations of financial instruments ▲ Forecast cash requirements, analyze receivables quality, and perform short-term cash investment 	<ul style="list-style-type: none"> ▲ Evaluate and/or implement specific financing strategies (e.g., funding sources, short-term or long-term uses of surplus cash) ▲ Analyze alternative means of raising capital (e.g., common stock, bonds, preferred stock, factoring, venture capital) ▲ Develop and implement working capital policies (e.g., cash, accounts payable, accounts receivable, inventory management) ▲ Ensure compliance with loan covenants 	<ul style="list-style-type: none"> ▲ Recommend alternatives for raising capital ▲ Maintain relationships with banks and other sources of funds (e.g., investment banks, venture capitalists) ▲ Develop working capital policies in complex situations (e.g., multinational corporations, rolling up multiple divisions, subsidiaries) ▲ Recommend dividend and/or stock repurchase policies and plans



Make decisions based on analytical techniques and innovative methodologies

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none">▲ No or minimal knowledge of decision analysis▲ Support decisions with little or no appropriate data or analysis	<ul style="list-style-type: none">▲ Understand basic types and purpose of decision-support tools (e.g., breakeven analysis, net present value, return on investment)▲ Demonstrate research skills	<ul style="list-style-type: none">▲ Perform cost-volume-profit (breakeven) analysis to support product decisions▲ Evaluate data for decisions such as make or buy, lease or own, and sell or process further▲ Perform scenario analysis	<ul style="list-style-type: none">▲ Evaluate nonroutine projects (e.g., special orders, outsourcing, business segments)▲ Identify the most important criteria for selecting the best alternative to support an organization's strategic goals▲ Incorporate quantitative data and strategic qualitative factors in decision making▲ Evaluate and incorporate environmental factors (e.g., political, regulatory, market) when making strategic decisions	<ul style="list-style-type: none">▲ Lead complex decisions involving high risk, ambiguity, and significant strategic consequences▲ Develop a framework for decision making (e.g., identify specific decision-support methods to use in given situations)▲ Employ innovative methodologies when approaching complex decisions (e.g., Monte Carlo simulation, "real options")



Identify, assess, and minimize risks within an organization

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none"> ▲ No or minimal knowledge of enterprise risk management 	<ul style="list-style-type: none"> ▲ Understand the need for organizational risk management and its relationship to internal controls 	<ul style="list-style-type: none"> ▲ Identify types of risk within an organization (e.g., financial, competitive, and reputation) ▲ Analyze operational risk (e.g., internal processes, people, and systems or external factors such as legal, fraud, security), and implement mitigation strategies ▲ Analyze financial risk (e.g., interest rate, credit, foreign exchange, capital structure), and implement mitigation strategies ▲ Manage contractual relationships, policies, and coverage for insurable risks 	<ul style="list-style-type: none"> ▲ Implement appropriate risk management systems based on a recognized framework (e.g., COSO or International Organization for Standardization (ISO) 31000) ▲ Recommend financial risk management strategies (e.g., portfolio diversification and hedging, options, and other derivatives) ▲ Perform an environmental scan using tools such as PEST (political, economic, societal, technology) analysis ▲ Evaluate risk concerning the competitive landscape ▲ Prepare risk communications required by regulatory agencies ▲ Analyze strategic risk, including competition and reputation/brand 	<ul style="list-style-type: none"> ▲ Develop and recommend strategic risk mitigation and risk response strategies (e.g., to address competitive risk, technology risk) ▲ Implement enterprise risk management with overall organizational strategic plans and governance ▲ Develop advanced industry-specific risk simulation models



Analyze capital investment decisions using quantitative and qualitative techniques

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none">▲ No or minimal exposure to capital investment decisions	<ul style="list-style-type: none">▲ Identify basic investment decision terms and techniques and their use in decision support (e.g., net present value, internal rate of return, payback period)	<ul style="list-style-type: none">▲ Evaluate capital investment projects using common quantitative techniques (e.g., net present value, internal rate of return, payback period)▲ Identify nonquantitative factors (e.g., social, moral, aesthetic) affecting investment decisions▲ Evaluate relevant cash flows for capital budgeting decisions, and estimate future return on capital employed (ROCE)	<ul style="list-style-type: none">▲ Evaluate alternative scenarios using sensitivity analysis▲ Provide quantitative input for merger, acquisition, and divestiture opportunities▲ Develop cost-of-capital hurdle rate/weighted average cost of capital▲ Identify and calculate future opportunities and choices ("real options")	<ul style="list-style-type: none">▲ Recommend potential new business ventures (e.g., new products, new services, new markets) based on quantitative and qualitative factors▲ Conduct merger and acquisition (M&A) analysis for complex transactions, and make recommendations to senior management and the board



Understand, comply with, manage, and lead in accordance with professional codes of conduct. This competency permeates all other competencies in this framework.

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none"> ▲ No or minimal exposure to professional ethics 	<ul style="list-style-type: none"> ▲ Understand the need for professional ethics in business situations (e.g., confidentiality, competence, integrity, and credibility) ▲ Understand the standards and principles outlined in the <i>IMA Statement of Ethical Professional Practice</i> ▲ Act in a fair and ethical manner ▲ Recognize a conflict of interest 	<ul style="list-style-type: none"> ▲ Identify business situations that often involve ethical dilemmas (e.g., sales targets, incentive compensation, travel and entertainment) ▲ Follow corporate and/or professional guidelines to resolve ethical issues on the job ▲ Understand the organization's legal and regulatory environment ▲ Provide guidance to staff on identifying legal and ethical issues 	<ul style="list-style-type: none"> ▲ Foster an organizational culture of ethical behavior and accountability ▲ Manage corporate social responsibility initiatives ▲ Manage compliance with business regulations (e.g., U.S. Foreign Corrupt Practices Act, Equal Employment Opportunity Commission Act, Occupational Safety and Health Administration regulations, and corresponding regulations in other countries) 	<ul style="list-style-type: none"> ▲ Lead in establishing and maintaining the appropriate ethical "tone at the top" and throughout the organization ▲ Design and implement a company-wide ethics program ▲ Serve as an expert regarding complex ethical issues faced by organizations ▲ Communicate the organization's ethics program, and ensure compliance by suppliers ▲ Ensure the integrity of the business model and delivery in relation to the organization's stated purpose, mission, and ethical principles



IMA MANAGEMENT ACCOUNTING COMPETENCY FRAMEWORK



TECHNOLOGY



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ENTERPRISE RESOURCE PLANNING (ERP) AND GENERAL LEDGER (GL) SYSTEMS

ENABLING

Use ERP systems to effectively control organizational financial processes, recordkeeping, and reporting

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none">▲ No or minimal exposure to ERP systems beyond data input	<ul style="list-style-type: none">▲ Understand processes related to a single ERP module (e.g., cash disbursements in accounts payable)▲ Run basic reports	<ul style="list-style-type: none">▲ Manage the GL module (e.g., chart of accounts, journal entries, trial balance)▲ Control how and when data enters the GL from other modules	<ul style="list-style-type: none">▲ Design ERP workflows for sound financial control▲ Use and demonstrate multiple modules within an ERP system beyond GL (e.g., material requirements planning (MRP), purchasing, warehouse management)▲ Create customized reports	<ul style="list-style-type: none">▲ Lead or sponsor large-scale implementation▲ Recommend and implement the appropriate system in a complex environment▲ Ensure the integration of information and performance management systems

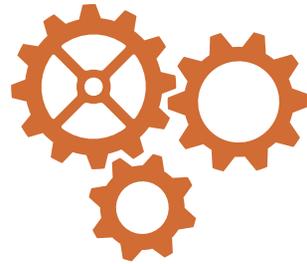


Use technology to solve problems, analyze data, and enhance business performance

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none"> Input data to a simple spreadsheet and/or database 	<ul style="list-style-type: none"> Manipulate spreadsheet data using simple arithmetic functions (formulas) Understand word processing, database, and presentation software Understand basic hardware and software tools and their configuration Understand relationship between information systems environment and internal controls 	<ul style="list-style-type: none"> Use spreadsheet functions (e.g., graphs, filtering and sorting data, importing data, pivot tables) with ease Create flowcharts using specialized software tools Work closely with Information Technology department to implement solutions 	<ul style="list-style-type: none"> Design organizational templates for use by others Analyze data using business intelligence software Validate data, and automate tasks with macros Utilize specialized reporting tools (e.g., XBRL) 	<ul style="list-style-type: none"> Lead organization in adopting new technology platforms as they emerge Lead technology-related upgrades and implementations



IMA MANAGEMENT ACCOUNTING COMPETENCY FRAMEWORK



OPERATIONS



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Understand and master dynamics and drivers of business success in a specific industry



Serve as a valuable business partner to operational units outside the accounting/finance department

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none">▲ No or minimal exposure to business operations beyond the accounting/finance department	<ul style="list-style-type: none">▲ Understand the flow of information and materials through the company	<ul style="list-style-type: none">▲ Work closely with Procurement, Materials Management, Information Technology, Human Resources, Legal, Facilities, Customer Service, or other functions and across business units▲ Participate in the formulation of solutions to operational issues beyond the finance department	<ul style="list-style-type: none">▲ Work on cross-functional teams as a business partner to implement multidepartmental change▲ Gain experience in sales, production, or quality management as well as in accounting/finance	<ul style="list-style-type: none">▲ Serve as an expert leading manufacturing, production, distribution, or service delivery as a result of experience gained through job rotations or previous career positions▲ Develop creative solutions to optimize value across the supply chain



Use quality management and continuous improvement tools and techniques effectively

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none"> ▲ No or minimal exposure to quality management and/or continuous improvement approaches 	<ul style="list-style-type: none"> ▲ Recognize quality improvement tools (e.g., process mapping, Kaizen, fishbone diagrams) ▲ Understand quality improvement approaches (e.g., Lean, Six Sigma, TQM) 	<ul style="list-style-type: none"> ▲ Calculate cost of quality and expected savings from improvement efforts ▲ Use quality management tools and approaches to improve the accounting/finance operation ▲ Represent finance on operational quality improvement teams 	<ul style="list-style-type: none"> ▲ Lead cross-functional and departmental quality improvement efforts ▲ Use quality management tools and approaches to improve cross-functional operations 	<ul style="list-style-type: none"> ▲ Use quality management tools and approaches to improve the supply chain ▲ Sponsor multiple, complex quality improvement projects



Plan and organize resources, both people and financial, in order to complete a major undertaking or event



IMA MANAGEMENT ACCOUNTING COMPETENCY FRAMEWORK



LEADERSHIP



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Influence, motivate, and gain support of others in order to achieve organizational goals. This includes adherence to professional ethics, accountability, and setting the “tone at the top” (for more on this, see the Professional Ethics competency in the Decision Making category).

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none"> ▲ No or limited knowledge, skills, and/or experience with motivating and inspiring others 	<ul style="list-style-type: none"> ▲ Recognize the importance of motivation ▲ Recognize strengths and weaknesses of team members 	<ul style="list-style-type: none"> ▲ Recognize differences in personality style and preferences when motivating team members ▲ Provide effective advice and feedback to enable individual contributors to achieve goals and improve performance 	<ul style="list-style-type: none"> ▲ Identify and adopt appropriate leadership style for a given situation ▲ Recognize and reward staff as appropriate, and communicate recognition to the team and others ▲ Find new ways to motivate team members 	<ul style="list-style-type: none"> ▲ Inspire others to perform to their full potential and exceed expectations ▲ Motivate the organization to overcome challenging situations ▲ Coach others on how to motivate individuals / teams effectively ▲ Lead managers to motivate their teams



Listen effectively to others, and convey thoughts or ideas in various forms of communication, including written, spoken, and nonverbal

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none"> ▲ No or limited knowledge, skills, and/or experience communicating in a professional setting 	<ul style="list-style-type: none"> ▲ Organize and present thoughts, information, and facts logically ▲ Understand verbal and nonverbal cues and their importance 	<ul style="list-style-type: none"> ▲ Prepare clear and concise written communications ▲ Listen effectively, ask questions, express concerns 	<ul style="list-style-type: none"> ▲ Recognize differences in others' communication styles, and adjust own as appropriate ▲ Communicate both positive and negative results effectively with sensitivity to the listener ▲ Make effective verbal and written presentations ▲ Use social media tools effectively as a communication vehicle 	<ul style="list-style-type: none"> ▲ Develop communication strategies to optimize messaging through vehicle, tone, and timing ▲ Answer difficult questions from key stakeholders (e.g., staff, board members, auditors, investment analysts, and the media) effectively, providing persuasive and credible responses ▲ Coach others on how to communicate effectively and build consensus ▲ Excel at use of social media tools to expand leadership presence



Lead an organization, team, or individuals through transition toward a desired vision or goal

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none"> ▲ No or limited knowledge, skills, and/or experience with change management 	<ul style="list-style-type: none"> ▲ Understand the importance of change as a critical element of continuous improvement ▲ Seek to understand the change and to accept implementation 	<ul style="list-style-type: none"> ▲ Participate in change initiatives, and encourage acceptance of change by coaching those who are resistant ▲ Develop plans to support change initiatives effectively with an appropriate degree of urgency ▲ Communicate reasons for change and associated plans effectively 	<ul style="list-style-type: none"> ▲ Collaborate with other leaders in evaluating and executing change initiatives ▲ Encourage continuous improvement, and coach staff on how to maximize resulting benefits ▲ Identify barriers or resistance to change initiatives, seek ways to overcome them, and gain commitment ▲ Discourage functional silos, and encourage an integrated approach to performance management 	<ul style="list-style-type: none"> ▲ Champion change by leading the organization through a major transition to achieve strategic goals ▲ Promote the vision for change, and lead major organizational change efforts effectively ▲ Create an organizational culture that seeks innovation and embraces change



Select, develop, and reward people effectively to ensure a strong workforce and successful business performance

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none"> ▲ No or limited knowledge, skills, and/or experience with performance, talent, and team management 	<ul style="list-style-type: none"> ▲ Understand the importance of talent selection and ongoing performance management for organization success ▲ Recognize the desired levels of performance for self and team ▲ Understand the importance of team dynamics, approaches, and output 	<ul style="list-style-type: none"> ▲ Interview and select team members effectively, aligning skills with responsibilities and assignments ▲ Delegate responsibility, promote independence, and solicit feedback from team ▲ Recognize excellent team performance, and reward positive results ▲ Prepare annual performance appraisals, and use relevant and specific examples to ensure feedback is meaningful to employee regarding goals and performance ▲ Recommend professional development resources for career advancement and closing skill gaps 	<ul style="list-style-type: none"> ▲ Develop effective staff recruitment and retention practices ▲ Develop team key performance indicators that align with overall business objectives ▲ Create a trusting environment for team members to ask questions and offer ideas freely ▲ Coach and develop staff on achieving performance goals ▲ Engage in career path discussions and succession planning for team 	<ul style="list-style-type: none"> ▲ Promote talent management and the importance of diversity across the organization ▲ Establish succession plan for the finance organization ▲ Promote a culture of performance by communicating a clear vision and shared values ▲ Demonstrate the importance of teams to achieving successful business results ▲ Hold managers accountable for the performance of their teams



Work effectively with others in order to achieve positive results

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none">▲ No or limited knowledge, skills, and/or experience with collaboration and teamwork	<ul style="list-style-type: none">▲ Understand the importance of collaboration and building relationships▲ Communicate with team members in a respectful and consistent manner▲ Contribute to team efforts by taking responsibility for own efforts and seeking input/assistance when needed	<ul style="list-style-type: none">▲ Work across departmental boundaries, and contribute beyond individual responsibilities to achieve team goals▲ Listen proactively to others, encourage collaboration, and help build consensus among team members▲ Give credit to members of the team for their contributions	<ul style="list-style-type: none">▲ Collaborate with partners in the supply chain to achieve beneficial working relationships▲ Provide constructive feedback and assistance to others in addressing issues or conflicts▲ Seize opportunities to team with others to achieve positive results	<ul style="list-style-type: none">▲ Consider the importance of corporate culture when assessing opportunities to enter into partnerships with other organizations▲ Serve as a role model in thinking outside the silo/business area to identify opportunities for innovation



Reach agreement between two or more parties to achieve the best outcome for the organization

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none">▲ No or limited knowledge, skills, and/or experience with negotiation	<ul style="list-style-type: none">▲ Recognize the importance of negotiation in successful business relationships	<ul style="list-style-type: none">▲ Present a clear and concise point of view using relevant data▲ Anticipate probable points of disagreement to be negotiated▲ Follow a defined process for negotiations, ensuring that risks are identified and mitigated and that corporate goals are achieved	<ul style="list-style-type: none">▲ Utilize a tactful and creative approach to solving problems, and reach consensus where all parties feel a win was achieved▲ Understand cultural and diversity differences and their impact on negotiations▲ Document decisions about roles and responsibilities to promote lasting agreement and positive outcomes	<ul style="list-style-type: none">▲ Achieve timely and positive results through negotiation skills▲ Serve as successful, “go-to” negotiator or arbitrator▲ Gain consensus consistently from all parties in order to achieve win-win organizational solutions



Resolve issues using appropriate influencing skills and tools to achieve successful business goals and arrive at the best organizational outcomes

LIMITED KNOWLEDGE	BASIC KNOWLEDGE	APPLIED KNOWLEDGE	SKILLED	EXPERT
<ul style="list-style-type: none">▲ No or limited knowledge, skills, and/or experience with conflict management	<ul style="list-style-type: none">▲ Understand that conflict is inevitable and that avoidance is not a solution	<ul style="list-style-type: none">▲ Address conflict in a timely manner, and seek appropriate solutions▲ Anticipate others' reactions, and consider others' viewpoints to promote mutual understanding▲ Analyze the causes and components of conflict, including stakeholder viewpoints, competing priorities, and limited resources▲ Raise issues to appropriate management when resolution is not achieved	<ul style="list-style-type: none">▲ Deal effectively with difficult situations by asking clarifying questions, exploring solutions, and establishing boundaries for all parties▲ Intervene to defuse tension with tactful and assertive approaches▲ Engage in respectful debate regarding issues of importance	<ul style="list-style-type: none">▲ Encourage passionate debate about issues and ideas to move the organization forward▲ Create a culture where constructive conflict leads to continuous improvement



Conclusion

The accounting and business world is changing, with new technologies replacing many of the accounting skills traditionally in demand. To keep up, management accountants need to hone their skills in a variety of areas. CFOs, controllers, and their staffs are expected to be conversant in new technologies, data management, strategy, and operations of the business. This SMA identifies the core skills that management accountants need to succeed in today's business environment and is based on job analyses conducted by the Institute of Certified Management Accountants (ICMA®) and validated by subject matter experts. As such, this competency framework also forms the basis for the CMA exam. It covers competencies needed in five skill areas needed by today's management accountant: planning and reporting, decision making, technology, operations, and leadership. Each skill area comprises specific knowledge and skills, which are organized by increasing levels from "limited knowledge" up to "expert."

Management accountants can use this framework as a guide to keep their skill sets relevant for today's business environment. Providing the foundation for IMA's CareerDriver® Assessment Tool, it provides a pathway for finance and accounting professionals looking to advance their careers as well as serving as a valuable tool for employers looking to enhance the capabilities of their finance and accounting teams.

