



# **CMA Candidate**

## **Practical Experience Requirements**

**(Please note that this is a guideline only)**

### **CMA Canada – British Columbia**

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## PRACTICAL EXPERIENCE

### **INTRODUCTION:**

Practical experience is important and necessary to the development of a management accountant. A practical experience requirement provides assurance that a CMA possesses competency in the application of management principles and accounting knowledge.

Please note: **this is a guideline only for general information purposes only and has been compiled to provide employers on cmabcjobs.com an overview of the nature of minimum practical experience required to complete the CMA Strategic Leadership program.** *Formal practical experience reporting requirements may differ.*

### **PURPOSE:**

Certified Management Accountants are key members on the management team providing business advice and direction on strategic, tactical and operational decisions. Their contribution as a professional is based on an in-depth knowledge about what information is required and how it must be organized and presented to improve decisions across all functions and levels of an organization.

Candidates must be able to practice what they have learned in the Strategic Leadership Program. It is through practical experience that candidates move from an awareness level to a mastery of skills, business judgment and problem solving.

### **FEATURES:**

The practical experience required in order to complete the CMA Strategic Leadership Program consists of two levels of experience, determined by the type of decision making required to perform the function:

- i) Operational experience,
- ii) Managerial experience,

**Operational Experience:** The application of accounting and reporting concepts and techniques, in the context of management accounting, necessary to provide a suitable background for progression into positions at the managerial level.

**Managerial Experience:** The application of professional and management skills and principles, in the context of decision making. This requirement ensures that candidates have a suitable background for advancement into more senior levels of management.

A candidate's practical experience will contain:

- at least 24 months in duration (with a minimum of 6 months of managerial experience); of which
- gained during full-time employment; and
- reflect a path for progression of responsibilities indicating movement to a position applying management principles or skills.

### **ELEMENTS:**

#### **a) Operational Experience**

Candidates at this level of experience are primarily providers of information to those charged with the responsibility for planning, controlling, measuring, reporting and decision making, including:

- The application of accounting concepts and techniques to financial and non-financial data.
- The use of information systems to make financial and non-financial information available in a form useful for organizational decision making.
- The preparation of reports to communicate information to various levels and functions of the organization.

Some examples of typical duties and responsibilities of the operational experience are:

- Analyze budget variances
- Prepare cash flow projections and monitor variances
- Analyze gross profit, accounts receivable, accounts payable and inventory
- Prepare quarterly earnings and expense reports
- Assist in the development of management information systems
- Prepare internal income statements for profit centres and business units
- Maintain inventory and fixed asset records
- Prepare financial statements
- Provide financial and cost/benefit analysis projects
- Prepare government regulatory reports
- Prepare working papers, account analysis and account reconciliation.

**b) Managerial Experience:**

Candidates are primarily interpreting information to make recommendations to management, including:

- The identification and evaluation of possible courses of action through the use of quantitative and qualitative methods in order to provide business advice for decision making.
- Supervisory experience in functions which normally provide business advice to decision makers at various levels of the organization.
- Development and implementation of policies and procedures which improve the quality of both the decision making process and the decisions of the organization.
- Participation and involvement in organizational decision making.

Some examples of typical duties and responsibilities of managerial experience are:

- Develop standards to measure ongoing activities and monitor internal control procedures
- Design management reports for cost control and profit analysis
- Develop and implement a management information system
- Analyze new business opportunities, making recommendations to management
- Provide advice to senior management on financial and management matters
- Analyze information systems, recommending improvements
- Work with senior management in the development and updating of the company's business plan
- Supervise, motivate, train and develop employees
- Develop internal audit programs, including determining the scope of the audit and the allocation of resources
- Provide corporate tax advice on the interpretation of the income tax act, minimizing tax liabilities and developing internal tax policy
- Consult with clients, develop business plans, provide financial and tax advice, and develop financial systems.