



SINGAPORE QP
ATO GUIDE TO
PRACTICAL EXPERIENCE





ATO GUIDE TO PRACTICAL EXPERIENCE



This Guide should be read in conjunction with the:

1. **Approved Mentor Guide to Practical Experience;** and
2. **Candidate Guide to Practical Experience.**

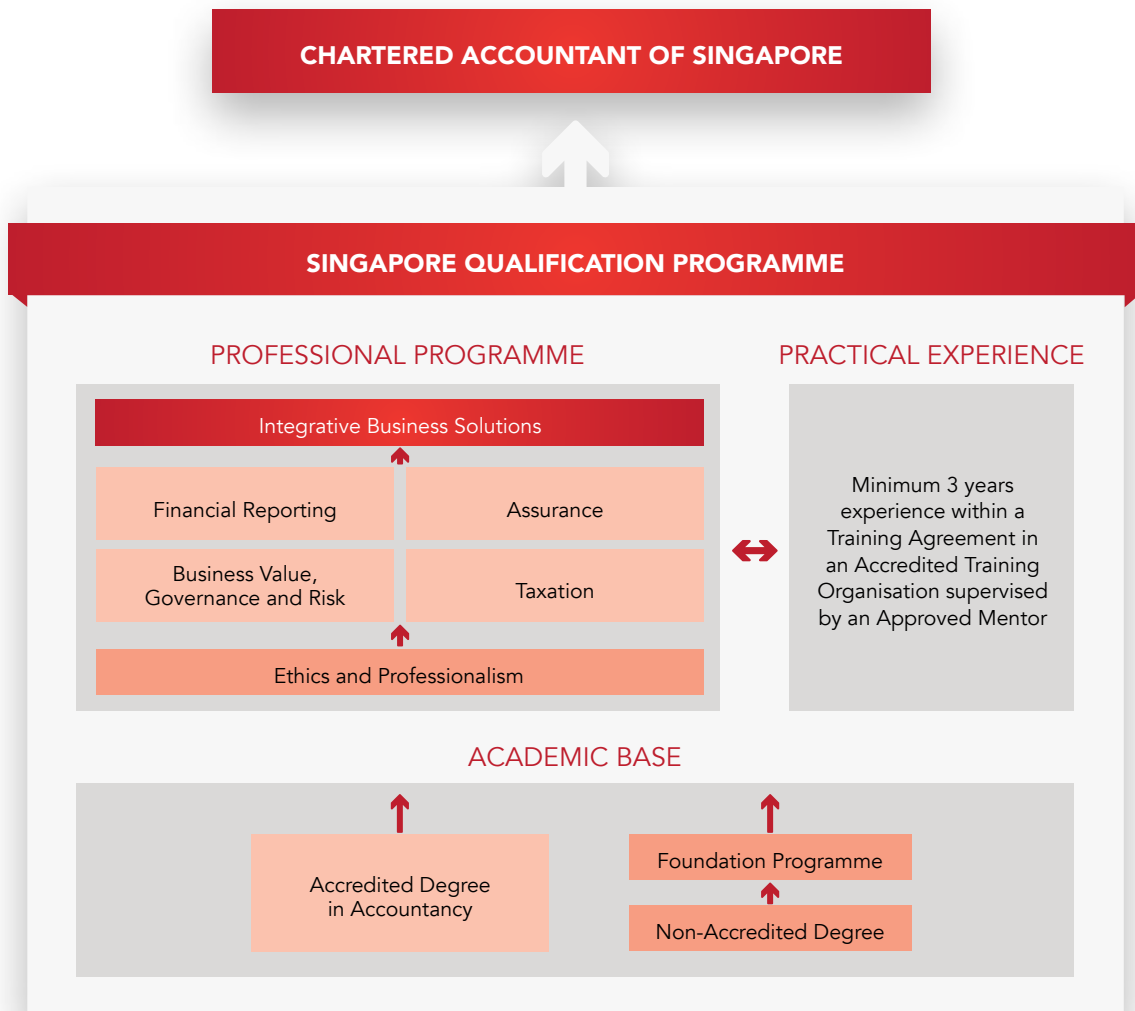


The Singapore QP Framework

The Singapore Qualification Programme (Singapore QP) is a post-university professional accountancy qualification with three main components:

- i. Academic Base;
- ii. Professional Programme; and
- iii. Practical Experience.

The inter-relationships between these components are shown in the following diagram:



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PRACTICAL EXPERIENCE IN THE SINGAPORE QP

“Practical experience, gained by performing the work of professional accountants, is considered necessary before Candidates can present themselves to the public as professional accountants.”

1.2 Practical Experience Partnership

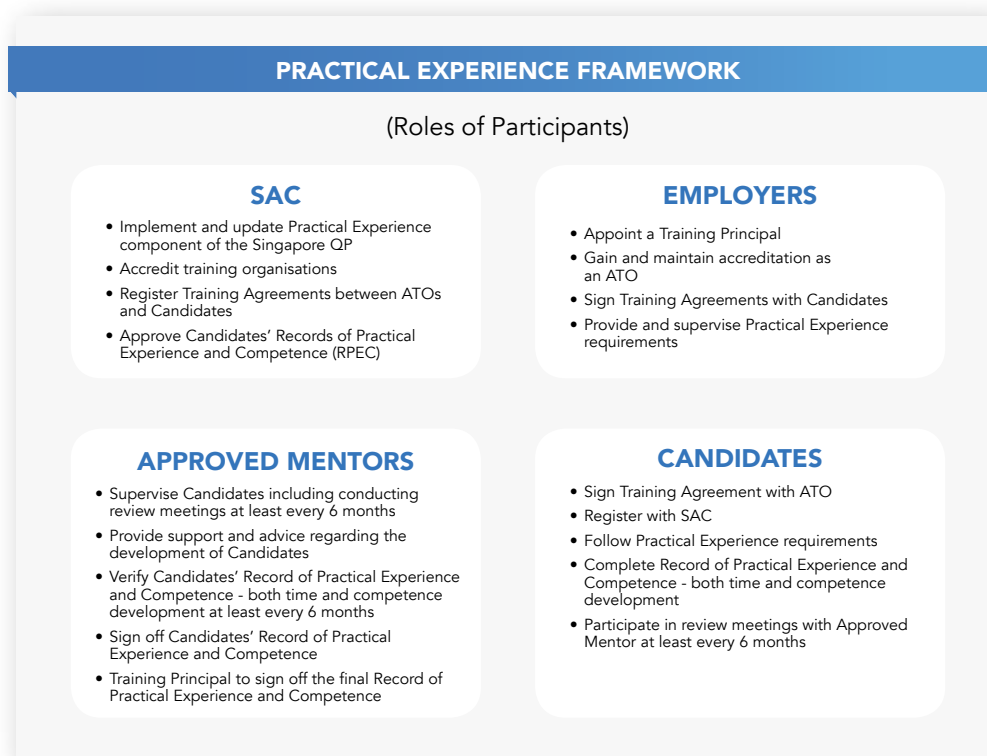
Achieving the requirements of Practical Experience is a partnership between the stakeholders. The environment in which Candidates gain their practical experience will have a major impact on their professional development. Thus, the role of the Accredited Training Organisation (ATO) is vital. The relationships between the participants in the Practical Experience are shown in the following diagram:

1.1 Introduction

Practical Experience is a key component of the Singapore QP. It helps Candidates prove that they have the relevant professional knowledge, skills, attitudes and behaviours required of a Chartered Accountant of Singapore. It sets out a range of competences for candidates to achieve and ensure that they gain enough experience in one or more relevant roles to show that they have the abilities and maturity expected of a Chartered Accountant of Singapore.

The International Federation of Accountants (IFAC) International Education Standard IES 5 (Practical Experience Requirement), states that “Practical experience, gained by performing the work of professional accountants, in addition to the acquisition of knowledge through professional accounting education programs, is considered necessary before Candidates can present themselves to the public as professional accountants.”

IES 5 also states, “Experience leading to qualification as a professional accountant should be conducted under the direction of a mentor who is an experienced member of an IFAC member body.”



Overview of the Practical Experience Requirements

Prior to the application for membership with a Designated Entity, a Candidate must complete, together with other components of the Singapore QP, a minimum period of relevant Practical Experience with an Accredited Training Organisation (ATO). Accreditation of the environment in which Candidates gain their Practical Experience supports Candidates by ensuring that the ATO provides adequate training opportunities for Candidates.

Practical experience falls into two parts:

a. PRACTICAL EXPERIENCE – TIME

There is a requirement to complete a minimum of 3 years (450 days) of Practical Experience excluding time off for study leave or examinations, training courses, annual leave, public holidays, illness or office administration. The Practical Experience must be of a financial or business nature. The functional areas where Practical Experience can be gained includes, but is not limited to:

- i. Finance;
- ii. Audit (Internal or External);
- iii. Tax;
- iv. Compliance and Risk Management;
- v. Treasury;
- vi. Business Recovery, Restructuring and Insolvency; and
- vii. Information Technology.

Practical Experience can be gained in a range of functional areas or may be in one area. It would be expected that a significant proportion of experience should be spent in 1 or 2 specific key areas of competence relating to the Candidate's role or roles within the ATO. If a Candidate spends the bulk of the Training Agreement in 1 area of work, it is necessary that the Candidate gains an in-depth understanding in that area.

In a 3-year Training Agreement, it is recommended that a Candidate will gain at least 150 days experience in each year of their training.

In addition to the minimum 3 years (450 days) requirement, Candidates will be required to undertake 5 days (40 hours) of professional pro bono work. This pro bono work will be recorded by the Candidate and verified by the Approved Mentor together with the other Practical Experience requirements. Additional details of pro bono work can be found in the Pro Bono Guide.

b. PRACTICAL EXPERIENCE – COMPETENCE DEVELOPMENT

In addition to the time element of the Practical Experience, the Candidate needs to demonstrate that they are competent in a number of areas. The competences fall into:

i. Generic Competences

In order to satisfy the general skills required, Candidates must demonstrate that they are competent in the 9 generic areas. These are:

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

ii. Technical Competences

Candidates will demonstrate different technical skills depending on their role. Candidates are required to be competent in basic accounting and finance in order to become a Chartered Accountant of Singapore. There are 5 areas of technical competence, each comprising 3 elements, making a total of 15 elements. Candidates are required to demonstrate effectiveness in a total of 4 elements, including 1 Financial Reporting element. The areas and elements are:

Details of the competences can be found in the Practical Experience Competence Framework in Section 4 of this Guide and in the Record of Practical Experience and Competence in Section 3 of the Candidate Guide to Practical Experience.

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

ACCREDITED TRAINING ORGANISATIONS (ATOs)

2.1 Introduction

Appendix 1 has full details of the Principles and Guidelines, along with examples of the types of evidence that the SAC will seek in order to assess the suitability of the employer for accreditation.

Accreditation of the environment in which Candidates gain their practical experience supports the Candidates by ensuring that the ATO provides adequate learning and development opportunities. In order to be an ATO, an employer needs to have the support of the CEO/Managing Partner and demonstrate commitment to the Practical Experience Principles and the related Guidelines. These Principles focus on the main elements of training and reflect best practice in all types and sizes of organisations. The SAC, through a programme of reviews and visits, monitors compliance with these Principles and Guidelines. The ATO should:

1. Exhibit professional and ethical practices in its dealings and is committed to the training and development of Singapore QP Candidates;
2. Identify the training and development needs of Candidates;
3. Provide development opportunities for Candidates; and
4. Monitor and review development activity.

2.2 ATO Roles and Responsibilities

a. TRAINING PRINCIPAL

Each ATO appoints a Training Principal to have overall responsibility for supervising the training of Candidates and to confirm to the SAC that the Candidates have achieved the required standard.

The Training Principal will be responsible for:

- i. Gaining, complying with and maintaining the Singapore QP ATO status;
(The application guidelines are included in this Guide as Appendix 2)
- ii. Acting as the first point of contact with the SAC;
- iii. Delivery of the Singapore QP training within the organisation;
- iv. Ensuring that there are appropriate resources to support Candidate training;
- v. Acting as signatory on the Training Agreements with Candidates and registering them with the SAC, including any amendments or cancellations to the Training Agreement.
(A sample Training Agreement is included in this Guide as Appendix 4);
- vi. Approving and allocating Approved Mentors for Candidates; and
- vii. Confirming to the SAC the Candidate's completion of Practical Experience requirements.
(The document to facilitate this is at 3.11 in the RPEC of the Candidate Guide).

The Training Principal will be:

- i. Contractually employed by the ATO;
- ii. In a position of responsibility in the ATO and have decision-making power in relation to training and development; and
- iii. A member of a professional accountancy body that is recognised by the SAC and have a minimum of 3 years post professional qualification experience; or
- iv. Any other person having, in the opinion of the SAC, on a case-by-case basis, adequate qualifications and experience.

Within an ATO:

- i. A Training Principal may also be an Approved Mentor;
- ii. There is 1 Training Principal to ensure that there is a focal point for the SAC and the Singapore QP;
- iii. Additional people can support the Training Principal in the administration and monitoring of training for the Singapore QP e.g. human resources or training specialist staff. These people are not required to be accountants; and
- iv. Where the number of registered Candidates would make it unreasonable for the Training Principal to sign off the completion of the Practical Experience requirements, the Training Principal may, on an exceptions basis, and with agreement of the SAC, appoint 1 or more deputies provided they meet the same eligibility criteria.

b. APPROVED MENTOR

The Training Principal allocates an Approved Mentor to each Candidate and is responsible for ensuring that an Approved Mentor has the necessary qualifications and experience. The Training Principal delegates responsibility for mentoring and reviewing and verifying the Candidates' Record of Practical Experience and Competence (RPEC) to the Approved Mentor.

An Approved Mentor will be:

- i. Contractually employed by the ATO. There may be exceptional cases where there will be an External Mentor but these will have strict guidelines and will be approved by the SAC;
- ii. A senior staff member in the organisation and have knowledge of the individual's work and the training undertaken; and
- iii. A member of a professional accountancy body that is recognised by the SAC and have a minimum of 3 years post professional qualification experience; or
- iv. Any other person having, in the opinion of the SAC, adequate qualifications and experience.

An Approved Mentor will be responsible for:

- i. Developing Candidates and discussing training issues.
- ii. Carrying out 6 monthly reviews with allocated Candidates to discuss:
 - Modules and study progress;
 - Time spent on Practical Experience;
 - Action plans from module workshops attended;
 - Professional Development;
 - Ethical issues and training;
 - Career development; and
 - Any other issues affecting the Candidate's ability to reach the requirements of becoming a Chartered Accountant of Singapore.
- iii. Signing off the RPEC.

It is important to note that:

- i. **The Approved Mentor does not necessarily have to be the Candidate's line manager, but must have access to the line manager and work undertaken by the Candidate to ensure that it complies with the requirements of the Singapore QP; and**
- ii. **Whilst there is no specific requirement, it is recommended that an Approved Mentor should not be responsible for more than 8 Candidates in order to ensure that adequate advice and counselling is given to each Candidate on personal and professional development.**

FULL DETAILS of the Principles and Guidelines together with the types of evidence that will assist in the assessment of the suitability of the employer for accreditation are provided in Appendix 1.

2.3 Seeking Accreditation

Employers offering training towards the Singapore QP may apply to the SAC for ATO status. The application form is included in Appendix 2. The completed application should be submitted as indicated and an SAC Assessor will be allocated to undertake the accreditation.

Applicants will be required to provide evidence and/or discuss activities that demonstrate commitment to the Practical Experience Principles and Guidelines. This evidence will then be corroborated with existing employees who will be asked questions regarding the quality of their training and development opportunities.

2.4 Assessment Process

There are five stages to assessing the accreditation application of an employer:

- Stage 1** — Preparation;
- Stage 2** — Accreditation Visit;
- Stage 3** — Determine Accreditation Status;
- Stage 4** — Reports and Records; and
- Stage 5** — Notification.

An SAC Assessor will consider the application. Accreditation normally involves a face-to-face visit, but alternative arrangements may be made for overseas employers.

Stage 1: Preparation

You will need to prepare for your visit by gathering evidence to support commitment to the Practical Experience Principles and Guidelines as detailed in Appendix 1. A checklist of Evidence is provided in Appendix 3. Examples of supporting evidence are for guidance purposes only, and other documents may be used to demonstrate commitment. Conversely, not all of the suggested supporting evidence would necessarily be required to demonstrate compliance with the Guidelines.

You may sometimes choose to provide evidence simply through discussion, rather than providing hard copies of documentation. Particularly in smaller organisations, the SAC noted that employers may have tried to comply with the spirit of the Guideline but not have any formal documentation.

Stage 2: Accreditation Visit

During the accreditation visit, the SAC Assessor will determine whether your organisation is suitable for training the Singapore QP Candidates. The SAC Assessor will discuss the Guidelines and review the evidence provided.

In addition, the SAC Assessor will make enquires of existing staff on the organisation's learning environment. For the initial application, the staff will need to participate in the activities that you are seeking to substantiate. For renewal application, the staff required will be the Singapore QP Candidates. You will be required to provide a number of corroborators depending on the expected number of Singapore QP Candidates to be covered by the application.

Candidates covered by application	Minimum number of corroborators
1-10	1
11-25	2
25+	3+

Stage 3: Determine Accreditation Status

Following the site visit, the SAC Assessor will evaluate the evidence provided and determine whether your organisation has the suitable environment to train Candidates. SAC Assessors will not only consider individual pieces of evidence, but also look at the overall suitability of the organisation.

Depending on the circumstances, the SAC may:

- i. Recommend improvements for implementation; and
- ii. Impose conditions for follow up.

Stage 4: Reports and Records

The SAC will maintain records of all applications, visits and decisions.

Stage 5: Notification

You will be informed in writing of the outcome of your application. If your application is successful, the accreditation will last for 3 years.

2.5 Maintaining Accreditation

If an application is successful, accreditation is granted for a period of 3 years, subject to an Annual Review. The Annual Review is a straightforward process and is aimed at ensuring the SAC's records of the ATO are up to date and that any recommendations that were made at the initial or renewal visit have been implemented. The SAC will trigger the Annual Review process and a face-to-face visit may be arranged to discuss any pertinent issues.

“Annual monitoring is a straightforward process and is aimed at ensuring that the SAC's records of the ATO are up to date”

2.6 Renewing Accreditation

At the end of the 3-year accreditation period, when an ATO is due for renewal, the SAC will contact the Training Principal. The ATO renewal process takes place by way of an accreditation visit and follows the same process as an initial visit. Alternative arrangements may be made for overseas employers.

Apart from gathering evidence to support commitment to the Practical Experience Principles and Guidelines, the Training Principal should review the feedback from the previous visit. The Training Principal will then be required to sign the declaration on the application form.

Unlike the initial accreditation, corroboration must be by current Singapore QP Candidates. All ATOs are visited at least once every 3 years to ensure continuing commitment to the Practical Experience Principles and Guidelines.

2.8 Withdrawal of Accreditation

If at any time, the SAC has concerns over the suitability of an ATO and its commitment to the Practical Experience Principles and Guidelines, it can re-appraise the ATO status. The SAC may suspend or withdraw ATO status for:

- a. Any material failure to meet the Practical Experience Principles and Guidelines;
- b. Any failure to comply with the SAC's monitoring procedures;
- c. Candidate or member complaints that are found to be justified;
- d. Failure to submit timely and accurate information; or
- e. Any actions by the ATO deemed by the SAC to be sufficient grounds for withdrawal of accreditation.

If the accreditation is withdrawn, the SAC will assist the Candidates who are part way through the Singapore QP to seek alternative arrangements in order to satisfy the requirements of the Singapore QP.

2.7 Change in Circumstances

If there are any changes to your organisation that may affect a Candidate's training, you are required to inform the SAC promptly. This includes (but is not limited to):

- a. A change in Training Principal;
- b. A significant change to your training policies and/or procedures; or
- c. A significant change in the nature of the work available to Candidates.

In these situations, the SAC may seek to have further discussions and/or an informal meeting to ensure that the environment will continue to provide adequate training opportunities for the Candidates.

2.9 Appeals

An applicant or ATO, who has had its accreditation refused or withdrawn, has the right to appeal to the SAC. The SAC will carry out an independent review of the evidence submitted and will notify the outcome of this review in writing. Should the appeal be successful, the accreditation will commence from the date of the initial application or will continue from the date at which the withdrawal was advised.

2.10 Special Circumstances

Applicants and ATOs must notify the SAC of any existing or potential conflicts of interest. This could include a situation in a family business where the Approved Mentor will be a parent or sibling.

Every effort will be made to assist employers, who wish to train Candidates, to achieve ATO status. It is recognised that there may be circumstances that fall outside the usual ATO, Approved Mentor and Candidate relationship. The SAC will consider these circumstances on a case-by-case basis with a view to achieving a satisfactory outcome.

THE TRAINING AGREEMENT

Singapore QP Candidates must be issued with a Training Agreement. Candidates should be given a copy of the Training Agreement when a formal offer of employment is made or when it is agreed that an existing employee will commence the Singapore QP.

3.2 Signing and Registering the Training Agreement

The Training Principal signs the Training Agreement on behalf of the ATO.

The Training Agreement should be signed by both the Candidate and the Training Principal within 3 months of the start date of the Training Agreement and should be registered with the SAC. Failure to register the Training Agreement could mean that the Practical Experience may not be recognised, and the Candidate's attainment of the Chartered Accountant of Singapore designation could be delayed.

3.1 Introduction

The CDAS report recommended, "Professional practice experience should be acquired via employment-cum-training contracts with Accredited Training Organisations (ATOs)". This is supported by the UK Professional Oversight Board, which states, "Independent evidence shows higher exam pass rates for those qualifications that require some form of formal training agreement in place."

At the commencement of the Practical Experience period for the Singapore QP, the employer and Candidate enter into a Training Agreement. The Training Agreement clarifies the Practical Experience that the ATO will provide the Candidate to satisfy the requirements of the Singapore QP. It also outlines the employer's expectations of the Candidate regarding responsibilities and performance.

When entering into a Training Agreement, it is the intention of all parties that the Candidate will be employed and supported by the ATO for the full period of the commitment. The employer agrees to train the Candidate for a specified period of time (minimum 3 years) and the Candidate agrees to make a valuable contribution to their employer's business during that time.

3.3 The Sample Training Agreement

A sample Training Agreement is attached as Appendix 4. ATOs may use this sample or develop their own.

Where the sample Training Agreement is used, to assist in completion, items that require tailored information are included in bold and guidance notes are provided at the end of the appendix.

If the ATO decides to develop its own Training Agreement, it must include information tailored to suit the ATO and Candidate, to ensure that there is a clear understanding between all parties about the terms of the Candidate's Practical Experience. It must include:

- a. Names of the ATO, Training Principal and Candidate;
- b. Date of commencement and length of the Training Agreement;
- c. Details of supervision;
- d. Candidate's responsibilities;
- e. The support to be provided during the Professional Programme (and where relevant, the Foundation Programme);
- f. Any requirements about the timing of participation in the Professional Programme (and where relevant, the Foundation Programme);
- g. Any restrictions about the number of attempts at the Professional Programme modules (and where relevant, the Foundation Programme);
- h. Clarification of the reasons for termination of the Training Agreement;
- i. Details of dispute resolution procedures; and
- j. Signatures of both the Training Principal and Candidate and dates.

NOTE: Regardless of the Training Agreement used, it is essential that any matters that are of importance to either the Candidate or the ATO be referred to in the Training Agreement. This will reduce any disagreements in the future and helps manage expectations of both parties.

3.4 Employment Contract

The employment contract is the domain of the employer. To clarify the relationship between the two documents, it is recommended that the employment contract should contain the clause “should the Candidate leave the employment of the ATO, the Training Agreement will be terminated”.

Copies of the documentation submitted in support of the request must be retained as it may be requested during an accreditation visit.

3.5 Previous Experience

If a Candidate has gained work experience prior to a Training Agreement and was developing knowledge and skills equivalent to that which is gained during a Training Agreement, application can be made to the SAC to recognise it as ‘prior work experience’. The application for recognition must be supported by the ATO of the current Training Agreement. The SAC will consider each application on a case-by-case basis. If the ‘prior work experience’ is recognised, the period of the required Practical Experience will be reduced. If the ‘prior work experience’ was in:

- a. An employer currently accredited as an ATO and was supervised by an existing Approved Mentor. The maximum reduction to a Training Agreement is 12 months. In order to be eligible, the experience must have been for a minimum period of 4 months (50 days); and
- b. An employer not currently accredited as an ATO. The maximum reduction to a Training Agreement is 6 months. In order to be eligible the experience must have been for a minimum period of 4 months (50 days).

3.6 Part Time Work

The Training Agreement must be for a minimum period of 3 years or, to allow for part time work, 3 years full time equivalent. The requirement to fulfil 450 days Practical Experience applies to all Singapore QP Candidates and part time work will count towards the experience requirements proportionally. Part time work can be accumulated, but it must comprise of at least 3 days a week.

In order to allow for part time work within the Training Agreement, the ATO can either:

- a. Make the period of the Training Agreement longer at the outset for part time workers pro rata; or
- b. Apply to the SAC for an extension to the Training Agreement at the end to enable the Candidate to complete the requirements.

3.7 Extension of Training Agreement

Where a Candidate has not completed the Practical Experience requirements at the end of the Training Agreement, the ATO and Candidate can agree to an extension. Extension of a Training Agreement would be necessary where:

- a. The Candidate has not accumulated the full 450 days of Practical Experience during the period of Practical Experience;
- b. The Candidate has not met all the competence requirements of the Singapore QP; or
- c. The Candidate moves from full-time to part-time work, in which case the length should be extended pro rata.

A Training Agreement need not be extended where a Candidate has satisfied the Practical Experience requirements, but still has some of the Professional Programme modules to complete.

3.8 Secondment

Secondments may be a good way to gain a broader experience. If the secondment is to:

- a. An ATO and supervised by the same Approved Mentor who has full access to the information required to continue supervision, there is no time limit to the secondment. This experience will be supervised and recorded in the usual manner; and
- b. A non-ATO or an ATO where there are some limitations to the on-going supervision by the Approved Mentor, the maximum period that can be counted towards a Training Agreement is 6 months (75 days). In order to be eligible for this credit, the secondment must have been for a minimum of 4 months (50 days). If the secondment is for more than 6 months, the SAC will need to approve the arrangement if it is to count towards the Practical Experience requirement.

Should your Candidate be seconded, the Approved Mentor will need to discuss with the line manager with regards to the work that was being done and the level of competence achieved. The Candidate should complete the RPEC in the usual way, recording both the time spent and the experience gained. Reviews that are due during the period of secondment should be carried out in the usual way wherever possible, or immediately upon the Candidate's return.

3.9 Transfer

It is intended that Candidates will complete the period of Practical Experience with one ATO. It is understood that there might be circumstances where a Candidate may, by agreement between the parties, transfer the Training Agreement to another ATO. Moving from one ATO to another could impact the ability of a Candidate to develop the competences required. If a Candidate transfers to a new ATO, both the old and new ATO should immediately register the transfer with the SAC.

Candidates who feel that they have reasonable grounds for seeking a transfer of their Training Agreement should in the first instance discuss this with their Training Principal. The current ATO should endeavour to resolve any issues.

In the unlikely event that a Candidate wishes to count the Practical Experience gained at more than 2 ATOs, they will need to seek approval from the SAC.

3.10 Cancellation Of Training Agreement

Where a Training Agreement is cancelled for any reason, the SAC should be informed immediately.

3.11 Re-Registration

Where the Training Agreement is terminated for any reason, and the Candidate recommences training, the Training Principal will need to re-register the Training Agreement with the SAC.

3.12 Disputes

In the event of a dispute between an ATO and the Candidate concerning the Training Agreement, the dispute should be resolved according to the ATO's internal procedures. If the dispute cannot be resolved, either the ATO or the Candidate can refer the matter to the SAC.

THE PRACTICAL EXPERIENCE COMPETENCE FRAMEWORK

4.1 Introduction

The Practical Experience Competence Framework comprises generic and technical competences. Full details of the competences appear below. Specific details regarding the requirements for Candidates are included in the "ATO Guide to Practical Experience" and the "Candidate Guide to Practical Experience".

4.2 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 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 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 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, 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.

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.

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.

4.3 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.

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.

FR2 — Preparing Financial Reports

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

- 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.

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 ISCA Code of Professional Conduct and Ethics and, relevant legislation and regulatory changes.

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.

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.

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. 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.

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 non-financial 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.

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. 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.

TX TAXATION

TX1 — Tax Computations

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;
- e. Explain and question the basis of tax calculations; and
- f. Interpret the effect of current legislation, case law, and IRAS Interpretation and Practice Notes.

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 service 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
- f. Identify the circumstances to refer the matter to a person with more specialist knowledge.

PRACTICAL EXPERIENCE PRINCIPLES AND GUIDELINES

The examples of supporting evidence given are not exclusive but are indicative of the types of information that the SAC Assessor will seek. It is not intended that all of the following would be needed to demonstrate compliance with the Guidelines.

PRINCIPLE 1

The ATO exhibits professional and ethical practices in its dealings and is committed to the training and development of Singapore QP Candidates

GUIDELINES	EXAMPLES OF SUPPORTING EVIDENCE
1. The organisation is financially sound and meets its regulatory requirements in its country of residence.	i. Financial statements; ii. Annual reports; iii. Company website.
2. There are no on-going ethical or professional issues within the applicant organisation or with individuals involved in training.	i. ACRA disciplinary records; ii. Candidate or member complaints; iii. Correspondence with the SAC.
3. The ATO identifies and provides adequate resources to train Singapore QP Candidates.	i. Training budget; ii. Organisational chart; iii. Job descriptions; iv. Organisational plans; v. Dedicated training personnel; vi. Timesheets.
4. The ATO identifies and allocates qualified accountants with suitable experience as Approved Mentors and provides resources to enable them to fulfil their role.	i. List of Approved Mentors; ii. Organisation charts; iii. Employment contracts; iv. Training records of Approved Mentors; v. CVs of Approved Mentors; vi. CPD records of Approved Mentors; vii. Timesheets.
5. The Training Principal, Candidates and Approved Mentors understand their roles and responsibilities for studying and training for the Singapore QP.	i. Contracts of employment; ii. Staff handbooks; iii. Induction policy/handbook; iv. Job descriptions; v. Training guide.
6. Candidates are provided with full support, as outlined in the Training Agreement, to undertake Professional Programme modules.	i. Written study policy guidelines; Training Agreements; ii. Employment contracts; iii. Time sheets; iv. Training policy; v. Dedicated training managers; vi. Training programme/plan.

PRINCIPLE 2

The ATO identifies the training and development needs of Candidates

GUIDELINES	EXAMPLES OF SUPPORTING EVIDENCE
7. Candidates' objectives are set as part of a performance review.	i. Appraisal/performance review documentation; ii. Appraisal/performance review guidance; iii. Evidence of training for appraisers.
8. Opportunities to obtain appropriate Practical Experience are identified.	i. Job descriptions; ii. Appraisal/performance review documents.
9. Organisational or departmental objectives are identified.	i. Strategy documents; ii. Operating plans; iii. Annual reports or company websites.
10. Candidates understand how they contribute to the organisational or departmental objectives.	i. Appraisal/performance review documentation; ii. Job descriptions; iii. Operating plans; iv. Organisation charts.
11. Candidates prepare and agree plans for development.	i. Personal development plans; ii. Appraisal/performance review documentation.

PRINCIPLE 3

The ATO provides development opportunities for Candidates

GUIDELINES	EXAMPLES OF SUPPORTING EVIDENCE
12. Candidates are provided with appropriate Practical Experience, which fully meets the Singapore QP requirements.	i. Appraisal/performance review documentation; ii. Competence frameworks; iii. Review of individual Records of Practical Experience and Competence (RPEC).
13. Candidates are provided with opportunities to develop their knowledge and skills.	i. Training budgets; ii. Time sheets; iii. Development programmes.
14. The nature and extent of the training and development opportunities available are explained to Candidates.	i. Induction guide/presentations; ii. Training policy/guidelines.

PRINCIPLE 4

The ATO monitors and reviews development activity

GUIDELINES	EXAMPLES OF SUPPORTING EVIDENCE
15. Candidates' progress towards fully meeting the requirements for the Singapore QP is monitored and evaluated at least once every 6 months and appropriate action is taken.	i. Completed and signed off RPECs; ii. Timesheets.
16. Candidates' time is documented and counts towards the Practical Experience requirements for the Singapore QP.	i. Time sheets ii. Completed and signed off RPECs; iii. Job descriptions.
17. Candidates' progress in modules is evaluated and appropriate action taken.	i. Training reports; ii. Appraisal/performance review documentation; iii. Written study/policy guidelines; iv. Dedicated training managers; v. Module result analysis.
18. Candidates' ethical and professional behaviour is reviewed throughout the period of Practical Experience.	i. Appraisal/performance review documentation; ii. Personnel records; iii. Completed and signed off RPECs.
19. Candidates can demonstrate they have undertaken the development activities and these activities are evaluated and monitored.	i. Personal development plans; ii. Training budgets; iii. Training systems; iv. Development programmes; v. Board reports.
20. Appropriate action is identified and taken as a result of the 6 monthly reviews.	i. Appraisal/performance review documentation; ii. Completed and signed off RPECs.



ACCREDITED TRAINING ORGANISATION (ATO) APPLICATION

Please ensure that you have read "The ATO Guide to Practical Experience" before completing this form.

PLEASE COMPLETE ALL PARTS OF THIS APPLICATION

1. CONTACT INFORMATION

Organisation name

Main address

Country

Postal code

Contact number

Website address

TRAINING PRINCIPAL DETAILS

The Training Principal will be SAC's main point of contact for all matters concerning accreditation.

Title

First name

Surname

Job title

Telephone number (including country code)

Fax number (including country code)

Email

Professional qualification (including date conferred)

Position in organisation

SECONDARY DETAILS

The secondary contact is the contact SAC will use if the Training Principal is not available to discuss the accreditation.

Title

First name

Surname

Job title

Telephone number (including country code)

Fax number (including country code)

Email

Professional qualification

APPROVED MENTOR(S) DETAILS

Approved Mentors will work with the Candidates to identify competences to be achieved and provide guidance through review meetings once every 6 months. Organisations may nominate more than 1 Approved Mentor. (Please refer to the Approved Mentor Guide to Practical Experience on www.singaporeqp.com for more details.)

Please indicate the number of Approved Mentors in your organisation:

Approved Mentor 1:

Title.....
First name
Surname.....
Job title.....
Telephone number.....
Mobile number (Optional).....
Email.....
Professional qualification (including date conferred).....

Approved Mentor 2:

Title.....
First name
Surname.....
Job title.....
Telephone number.....
Mobile number (Optional).....
Email.....
Professional qualification (including date conferred).....

Approved Mentor 3:

Title.....
First name
Surname.....
Job title.....
Telephone number.....
Mobile number (Optional).....
Email.....
Professional qualification (including date conferred).....

* Please attach required details of Approved Mentors in a separate document should the organisation have more than 3 Approved Mentors.

2. ATO PRACTICAL EXPERIENCE PRINCIPLES AND GUIDELINES

Organisations applying to be accredited are assessed against a number of best practice learning and development Principles (P) and Guidelines (G). Please indicate the best practice statements your organisation can meet.

PRINCIPLES AND GUIDELINES	YES/NO
PRINCIPLE 1. The ATO exhibits professional and ethical practices in its dealings and is committed to the training and development of Singapore QP Candidates	
G.1. The organisation is financially sound and meets its regulatory requirements in its country of residence.	
G.2. There are no on-going ethical or professional issues within the applicant organisation or with individuals involved in training.	
G.3. The ATO identifies and provides adequate resources to train Singapore QP Candidates.	
G.4. The ATO identifies and allocates qualified accountants with suitable experience as Approved Mentors and provides resources to enable them to fulfil their role.	
G.5. The Training Principal, Candidates and Approved Mentors understand their roles and responsibilities for studying and training for the Singapore QP.	
G.6. Candidates are provided with full support as outlined in the Training Agreement to undertake Professional Programme modules.	
PRINCIPLE 2. The ATO identifies the training and development needs of Candidates.	
G.7. Candidates' objectives are set as part of a performance review.	
G.8. Opportunities to obtain appropriate Practical Experience are identified.	
G.9. Organisational or departmental objectives are identified.	
G.10. Candidates understand how they can contribute to the organisational or departmental objectives.	
G.11. Candidates prepare and agree plans for development	
PRINCIPLE 3. The ATO provides development opportunities for Candidates.	
G.12. Candidates are provided with appropriate Practical Experience which fully meets the Singapore QP requirements	
G.13. Candidates are provided with opportunities to develop their capabilities	
G.14. The nature and extent of the training and development opportunities available are explained to Candidates	

PRINCIPLE 4. The ATO monitors and reviews development activity.	
G.15. Candidates’ progress towards fully meeting the requirements for the Singapore QP is monitored and evaluated at least once every 6 months and appropriate action is taken	
G.16. Appropriate action is taken to ensure that the candidates are on track to meeting the Practical Experience requirements.	
G.17. Appropriate action is taken to ensure that the candidate is on track to completing the Singapore QP.	
G.18. Candidates’ ethical and professional behaviour is reviewed throughout the period of Practical Experience	
G.19. Candidates can demonstrate they have undertaken the development activities and these activities are evaluated and monitored	
G.20. Further action is taken as a result of the 6-monthly reviews to ensure that the candidates are on track to meeting the Practical Experience requirements.	

NOTE: If you have answered NO to any of the above you may wish to provide further information below.

FURTHER INFORMATION ON GUIDELINES NOT MET (Please provide Guideline number)

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3. ORGANISATION INFORMATION

Please provide brief information on the profile of your organisation.

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4. EMPLOYEE INFORMATION – ALL APPLICANTS

Please indicate the number of the following within your organisation:

- i. Employees.
- ii. Directors/partners.
- iii. Finance employees.
- iv. Singapore QP Candidates.
- v. Potential Singapore QP Candidates.
- vi. Professional accountancy staff who are members of:
 - Institute of Singapore Chartered Accountants (ISCA).
 - Institute of Chartered Accountants of Scotland (ICAS).
 - Institute of Chartered Accountants in England and Wales (ICAEW).
 - Chartered Accountants Ireland (CAI).
 - Association of Chartered Certified Accountants (ACCA).
 - Institute of Chartered Accountants in Australia (ICAA).
 - CPA Australia.
 - New Zealand Institute of Chartered Accountants (NZICA).
 - Canadian Institute of Chartered Accountants (CICA).
 - Hong Kong Institute of Certified Public Accountants (HKCPA)
 - South African Institute of Chartered Accountants (SAICA)
 - The Japanese Institute of Certified Public Accountants (JICPA)
 - American Institute of Certified Public Accountants (AICPA).
 - Chartered Institute of Management Accountants (CIMA).
 - Other (please specify).

5. SCOPE OF ACCREDITATION

The scope of accreditation requested should be influenced by:

- i. Whether or not the information you have provided in Section 2 regarding the Practical Experience Principles and Guidelines applies consistently across your organisation. Please provide additional information if you feel this is necessary.
- ii. The availability of suitably qualified professionals to be Approved Mentors.

Please indicate the scope of accreditation your organisation is applying for:

A – Single department or function

A single department or function should be indicated where the accreditation is only relevant to a specific department or function of the organisation where development is provided, for example an internal audit department.

Please provide the name of the department or function:

.....

B – Single office

A single office should be indicated where the accreditation is only relevant to a single office based in a single geographic location.

Please provide details/address of the office:

Office 1

.....

C – A number of offices

A number of offices should be indicated where the accreditation is relevant to a number of different offices based in different geographic locations.

Please provide details/address of the offices:

Office 1

.....

Office 2

.....

Office 3

.....

D – Organisation wide

Organisation wide should be indicated where the accreditation covers all offices.

Please provide relevant information:

 E – Other

Please provide relevant information:

6. CORROBORATION

Please provide the names of staff who can give supporting evidence for your application. The staff will need to be participating in the activities that you are seeking to substantiate. For renewal applications the staff required will be Singapore QP Candidates.

You will be required to provide a number of corroborators depending upon the circumstances, size of your organisation/ expected number of Singapore QP Candidates.

Candidates covered by application	Minimum number of corroborators
1-10	1
11-25	2
25+	3+

If your application covers more than one office, please nominate people who adequately reflect the geographic locations.

We will contact these people as part of the application process, preferably meeting them face to face or sending them a standard questionnaire to complete electronically. The SAC will use the questionnaire answers to support your application and will keep all information received confidential. We also reserve the right to contact additional people, if necessary.

Corroborator 1

Title.....
First name.....
Surname.....
Telephone number (including country code).....
E-mail address.....

Corroborator 2

Title.....
First name.....
Surname.....
Telephone number (including country code).....
E-mail address.....

Corroborator 3

Title.....
First name.....
Surname.....
Telephone number (including country code).....
E-mail address.....

7. DECLARATION

- a. I, the Training Principal, confirm that this organisation agrees to:
- i. Commit to the Practical Experience Principles and Guidelines as declared in Section 2 of this application; and
 - ii. Be monitored by the SAC.
- b. I confirm that:
- i. I am authorised to sign this declaration on behalf of the organisation; and
 - ii. The information given on this form is correct and will be updated as required.
- c. I understand that:
- i. Renewal of Accredited Training Organisation status is required every three-years and will be based on the Practical Experience Principles and Guidelines in force at the time of renewal;
 - ii. Annual monitoring will take place;
 - iii. Renewal of Accredited Training Organisation status is subject to the SAC's discretion;
 - iv. The SAC may suspend or withdraw Accredited Training Organisation status for:
 - o Failure to meet the Practical Experience Principles and Guidelines as declared in Section 2;
 - o Failure to comply with the SAC's monitoring procedures;
 - o Candidate or member complaints which are upheld;
 - o Failure to submit timely and accurate information; or
 - o Any actions by the organisation deemed by the SAC to be sufficient ground for removal.
 - v. The SAC reserves the right to alter or change the ATO scheme at its discretion; and
 - vi. It is the responsibility of the ATO to notify all relevant employees of the scope of accreditation and the effective date.

Signed

Training Principal _____

CEO/Managing Partner _____

Name _____

Name _____

Date _____

Date _____

REGISTRATION DATE

Provided your organisation satisfies the criteria for approval, accreditation will be effective from the date as stated in the notification of certification. From this date, any Practical Experience that Singapore QP Candidates obtain with your organisation will count towards satisfying the Singapore QP's requirements.



ACCREDITED TRAINING ORGANISATION EVIDENCE DOCUMENTS CHECKLIST

APPENDIX 3

The following is a checklist of documents that you may find useful to provide when you meet with the SAC Assessor. The documents provide evidence to support your application.

The list is indicative of the types of information that the SAC Assessor will seek and would be needed to demonstrate compliance with the guidelines. Organisations should seek to submit a comprehensive set of information to support your application and the level of documentation could vary from organisations, depending on your organisation's size, industry and nature of business.

Please note that the provision of documents does not automatically ensure successful application. They merely provide a basis upon which further exploratory discussions can be undertaken between the SAC and your organisation.

- Organisation financial statements/Annual report
- Mission and vision statements/Evidence of communication
- Organisation chart/grading structure
- Formal written development policy; study policies/guidelines
- Staff handbook (sections related to training and development, and exam/study leave)
- Sample timesheets
- Sample employment contracts
- Job descriptions/Internal competency frameworks
- Employee induction course material/process
- Blank employee appraisal form and sample completed forms
- Evidence of training budget proposal/sign off
- Future identification of training needs document
- Employee records of development activity completed
- Approved Mentors (Listing, CVs, Job descriptions and CPD records)
- Post training evaluation forms



SAMPLE TRAINING AGREEMENT

(This Sample Training Agreement set out below is intended for use by Accredited Training Organisations for Candidates undertaking the Singapore Qualification Programme organised by the Singapore Accountancy Commission. Text in square brackets "[]" can be edited by ATOs.)

SAMPLE TRAINING AGREEMENT

This Training Agreement is made between **[Name of Accredited Training Organisation]** ("ATO") and **[Candidate name]** ("Candidate"), undertaking the Singapore Qualification Programme ("Singapore QP") organised by the Singapore Accountancy Commission ("SAC").

1. The purpose of this Training Agreement is to set out the Practical Experience¹ requirement under the Singapore QP that the ATO will provide to the Candidate.
2. The ATO is accredited by the SAC and has agreed to provide training for the Candidate according to the Singapore QP Rules.
3. The Candidate agrees to be trained by the ATO.
4. The ATO has appointed **[Training Principal's name]** ("Training Principal") to be its Training Principal who will ensure that training is given in accordance with the requirements of the Singapore QP Rules.
5. The ATO will provide the Candidate with the relevant Practical Experience to satisfy the requirements of the Singapore QP.

DATE OF COMMENCEMENT

6. This Training Agreement begins on **[date of commencement]** and will continue for **[x]** months until the Candidate has completed the Practical Experience requirement under the Singapore QP, subject to clauses 20 and 21.

SUPERVISION

7. The Training Principal is the individual responsible for the ATO's obligations under this Agreement.
8. The Training Principal will allocate an Approved Mentor to the Candidate.
9. In the event that the ATO changes the Training Principal and/or the Approved Mentor, the name of the Training Principal and/or Approved Mentor appointed must be provided to the Candidate.
10. The Training Principal will review and sign off the Candidate's final Record of Practical Experience and Competence (RPEC).

CANDIDATE RESPONSIBILITIES

11. During the period of this Training Agreement, the Candidate will use every effort to:
 - i. make a valid attempt at the Ethics and Professionalism module;

¹ Clause 1: Practical Experience is typically for a duration of 3 years (450 days) (or 3 years full time equivalent). The ATO may choose to have a longer period but this will need to be agreed between the Singapore QP Candidate and the ATO prior to signing the Agreement.

- ii. achieve success in the other modules;
- iii. behave ethically ;
- iv. maintain their RPEC ; and
- v. contribute to the work of the ATO, carrying out the required duties faithfully and diligently.

PROFESSIONAL PROGRAMME SUPPORT²

12. **[The ATO will provide the following support to the Candidate:**
- i. give the Candidate paid/unpaid study leave of up to [x] days;**
 - ii. pay for [x] attempts for each module;**
 - iii. pay for any additional cost, for example, textbooks; and**
 - iv. pay for re-enrolment cost, if necessary.]**

STUDY TIMETABLE

13. **[The ATO and the Candidate must agree to the:**
- i. module timetable to be followed; and**
 - ii. order of enrolment in technical modules.]**
14. The Candidate is responsible for enrolling in the modules before the closing date provided by the SAC.

PROFESSIONAL PROGRAMME PERFORMANCE

15. **[The ATO will impose the following restrictions³:**
- i. the number of attempts allowed for the Foundation Programme (where applicable);**
 - ii. the number of attempts allowed for the technical modules; and**
 - iii. the number of attempts allowed for the Integrative Business Solutions module.]**

PRACTICAL EXPERIENCE PERFORMANCE

16. The ATO will:
- i. provide the Candidate with appropriate experience to develop the required competencies;
 - ii. ensure adequate guidance, including access to an Approved Mentor; and
 - iii. monitor the Candidate's progress.
17. The Candidate's progress towards satisfying the requirements for the Singapore QP will be reviewed every 6 months.
18. The Candidate is responsible for keeping a record of the Practical Experience acquired, both for the time and the competence elements, and must provide them to the SAC or the ATO when requested.
19. The Approved Mentor will monitor the Candidate's progress and conduct a minimum of two appropriately timed reviews each year when the Approved Mentor will sign off the Candidate's interim RPEC. The final RPEC will be signed by the Training Principal (see clause 10).

² Clause 12: This clause describes the support that the ATO may provide the candidate. Whilst it is **not required** that all the items listed are provided by the ATO to the candidate, it is required that a statement of the financial support given to the candidate, if any, is given by the ATO to the candidate. This is to prevent any misunderstanding between the Candidate and the ATO.

³ Clause 15: The number of attempts offered prior to the Candidate's Training Agreement being terminated is at the discretion of the ATO, but needs to be stated, including whether there is any limit to the number of attempts.

TERMINATION

- 20. The Training Agreement will automatically be terminated:
 - i. if the Candidate leaves the employment of the ATO; or
 - ii. if the Candidate is declared unfit by the SAC to continue for the Singapore QP; or
 - iii. if the ATO ceases to be accredited by the SAC.
- 21. The Training Agreement may be terminated:
 - i. by mutual consent;
 - ii. by the ATO giving 4 weeks notice to the Candidate in writing, if the ATO is of the view that the Candidate is unable to achieve the standards specified in this Training Agreement; or
 - iii. by either party giving to the other a period of notice equal to the period of notice required by the ATO to terminate any employment contract between the Candidate and the ATO.
- 22. If this Training Agreement is terminated for any reason, the ATO and Candidate must inform the SAC within 14 days of the termination.

DISPUTES

- 23. The Candidate is employed by the ATO under the terms and conditions of the employment contract between them. If there is any conflict between those terms and conditions and this Training Agreement, the terms and conditions of the employment contract shall prevail.
- 24. In the event of a dispute between the ATO and the Candidate concerning this Training Agreement, the dispute should be resolved according to the ATO's internal procedures. If the dispute is not resolved, either party can refer the matter to the SAC.

Signed on behalf of the ATO:

Name: _____

Designation of officer in the ATO executing the Agreement: _____

Address: _____

Date: _____ Signature: _____

Signed by Candidate:

Name: _____

Student Number: _____

Address: _____

Date: _____ Signature: _____

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