

# Developing professional capabilities in an online learning environment

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# The future is human

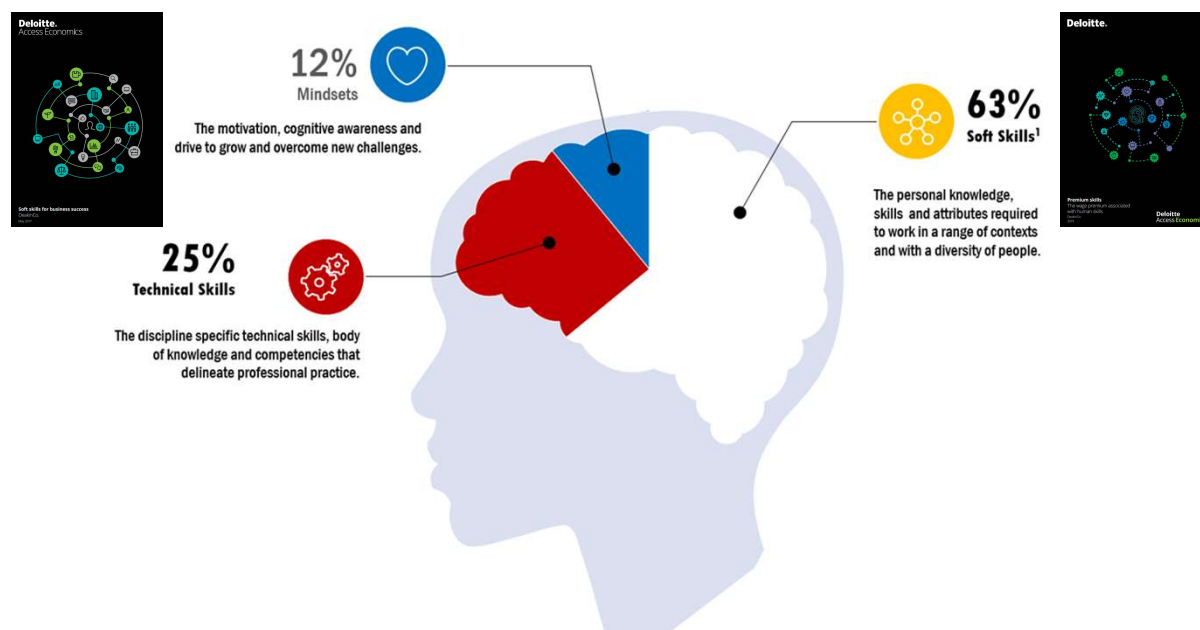
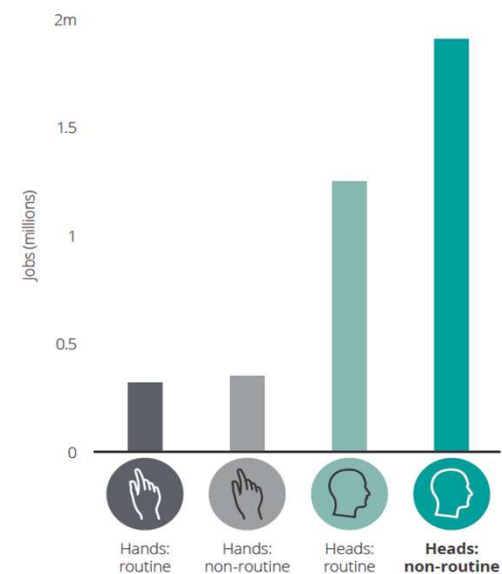


Chart 1: Job increases over the past two decades



Source: Deloitte Access Economics, Australian Bureau of Statistics, O\*NET

<sup>1</sup> Deloitte Access Economics (April 2017). *Soft Skills for business success*, DeakinCo., Melbourne.

# Automation is **reshaping** jobs & employment

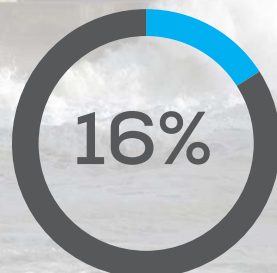
## Accounting profession jobs in Australia within 8 years 2020-2028

A broad 10 year occupational foresight can be formed to provide a ball park insight into the size of the reskilling and job impacts confronting CA ANZ members.



**AUTOMATED**  
Some **32,805** job loss

**Total 111,537**



**AUGMENTED**  
Some **34,992** reskilled  
for reshaped jobs



**CREATED**  
**43,740** will  
move to new jobs

Source: Faethm data using their predictive platform, released 18 June 2019; data modelling employment in all industries, Australia November 2018 to November 2025. Numbers of workers based on ABS (2018) 6202.0 *Labour Force Australia Aug. 2019* reporting total employment of 218,700 total workers in the ANZSCO 221 classification. Balance of workforce (49%) remain largely unaffected.

# CA ANZ Member consultation



Jan-Apr 2019  
Regional Councils

**11**

Workshops

**9**

Locations

**96**

Councillors engaged

April 2019  
Member Panel research

**1**

Online survey

**all**

Segments represented

**2,129**

Members responded

June 2019  
SME reference group

**1**

Workshop

**all**

Segments represented

**8**

Experts engaged

Importance of capability to future roles  
(Ranking by average rating)

	Capabilities	Rank
9.3	Communication	1
9.2	Ethics & integrity	2
9.1	Critical thinking & judgement	3
9.1	Collaboration & relationships	4
9.0	Adaptive mindset	5
9.0	Problem solving & decision making	6
8.8	Self-management & learning	7

# CA Capability Model

Built on evidence-based global and member research, the CA Capability Model describes what's expected of the future workforce

- Provides a strategic framework that will help individuals and organisations to future-proof their success
- Provides a structured way for our individuals to assess their needs, and represent the key capabilities an accountant of the future will require to be flexible, innovative, adaptive and responsive to future challenges
- Structured around four 'Domains' – **Business** (business context), **Leadership** (people and future), and **Technical** (professional expertise) **Personal** (mindset and intellect)

<sup>^</sup> Research confirmed these six capabilities are considered essential in all future accounting job roles, at all levels of work, irrespective of the role type or location.





# CA Capability+

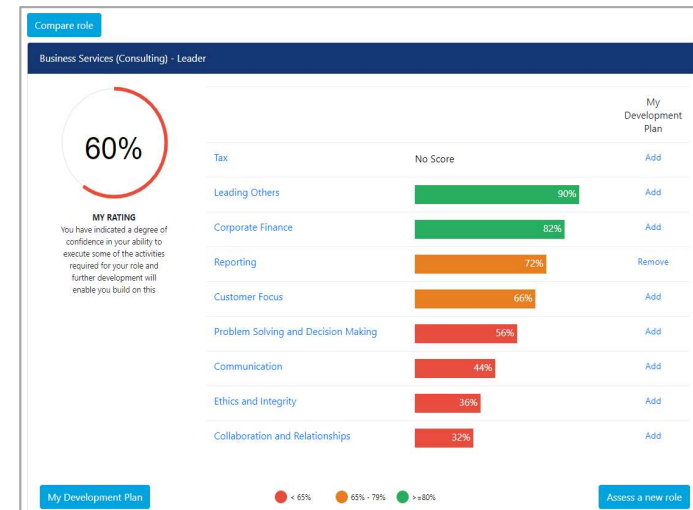
CA Capability+ is a tool designed to help you identify and build the capabilities you need to stay relevant, succeed and prosper in the accounting profession, now and into the future.

## Integrated online diagnostic tool

Generates an instant capability report

Provides personalised development recommendations

Compares capabilities to common industry roles



# Post-COVID: Priority Capabilities

*In three months COVID-19 has initiated rapid transformation of work we had predicted to occur over the coming three years. As part of economic recovery organisations will make some changes long-term in order to future-proof their businesses. Equally, high potential talent will hold certain enabling capabilities. These are the top four based on June 2020 surveys.<sup>1</sup>*

## Adaptive Mindset

Rethink, adapt and become more resilient as changes occur to how we serve customers, develop new work practices and adapt.

## Self-management and learning

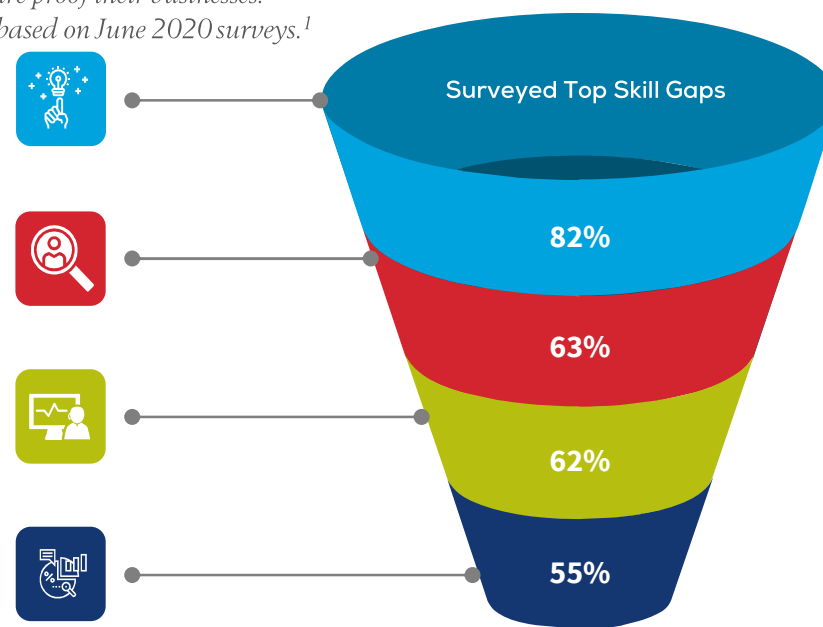
While work is becoming more collaborative and globally connected, we face the challenge of increasingly working remotely and in distributed teams.

## Digital Fluency

Use of technology has expanded rapidly during COVID. Skills are required to enable working remotely, virtual collaboration, undertake business process automation, supplier relationships and undertake reinvented work practices.

## Data Analysis

Flexibility, responsiveness and informed decision making have become mantras during the pandemic. Automation is accelerating and data is informing and guiding where businesses need to adapt and transform existing operations.



<sup>1</sup> APQC (June 2020). *Reactive to proactive: Next 90 days*, Post COVID survey; & MIT & Faethm (June 2020). *COVID-19 & the Workforce*. MIT Technology Review Insights.





The new CA Program....how are we  
addressing development of  
professional skills?

# Developing job ready graduates

There are growing expectations that graduating Chartered Accountants are **job-ready** and adequately equipped for our digital world, as they quickly apply integrated technical and professional capabilities to solve complex challenges.



The program is about developing future ready graduates while providing flexibility and choice.

It will remain as rigorous, relevant and valuable as it's always been – ensuring that candidates acquire the skills, experiences, competencies and mindsets that are in high demand by employers.



# CA program Graduate Attributes

## What are they?

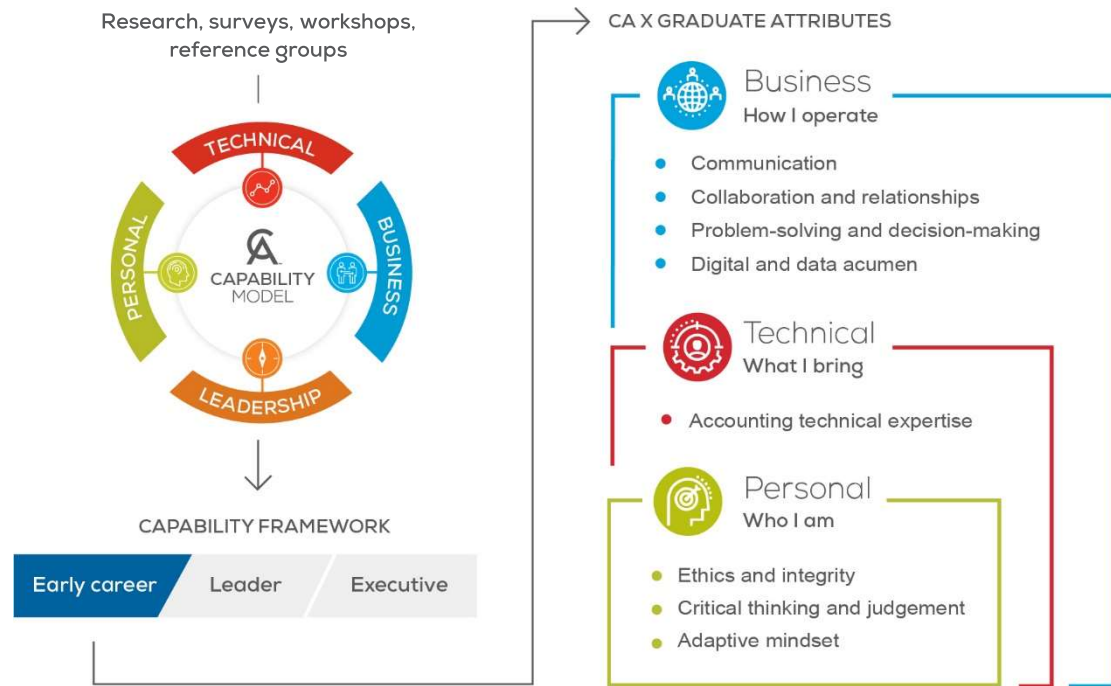
The knowledge, skills and dispositions graduates develop and demonstrate throughout and beyond their program of study.

## Where they come from

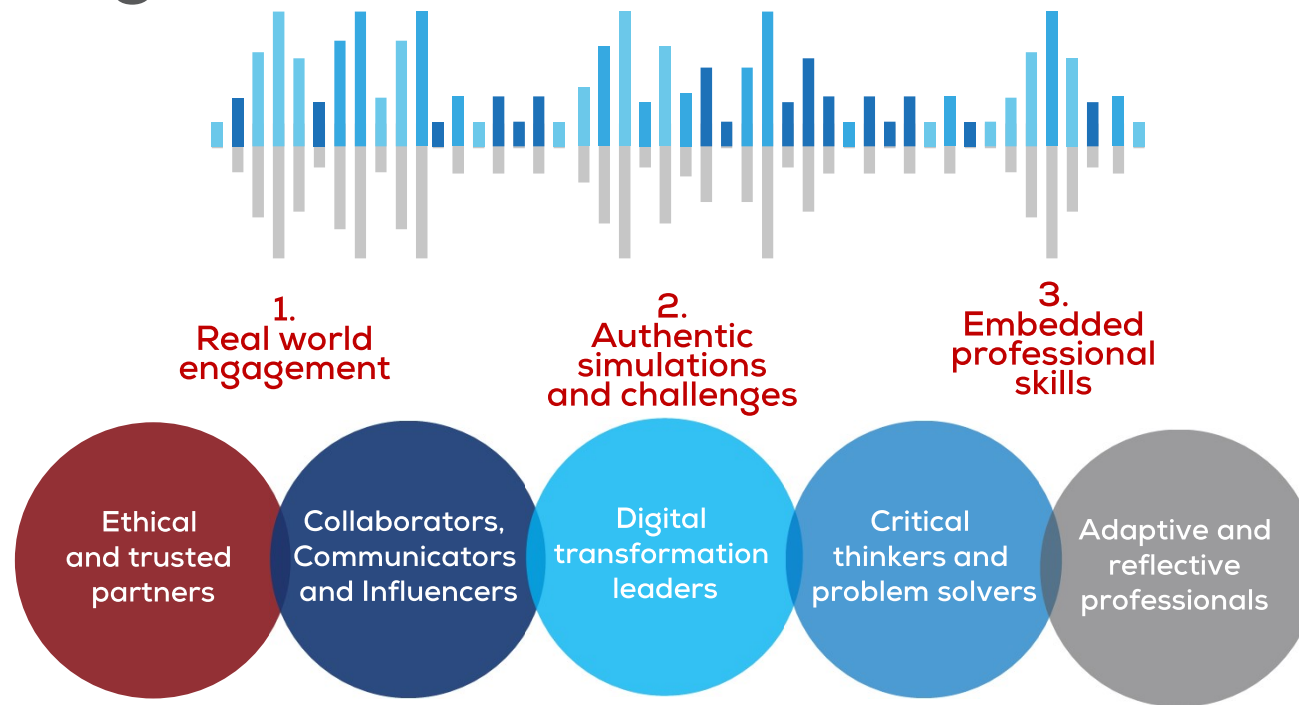
They distil the CA Capability Framework characteristics most relevant to new graduates

## How they impact the program

Program Learning Outcomes and Subject Learning Outcomes cascade from Graduate Attributes



# Amplifying professional capabilities in CA X



# Integrating professional capabilities in CA X

## Real world engagement

- Work relevant learning
- Real world examples and activities
- Authentic activities to mimic the workplace
- Engaging industry and thought leaders
- Links to current events

## Authentic simulations and challenges

- Rich authentic case studies and activities
- Using and creating real world documents
- Ethical dilemmas are 'hidden' in challenges
- Case studies often have multiple 'answers'

## Embedded professional skills

- Integrating professional and technical skills
- Teaching professional skills within the context of the technical knowledge (not an add on)
- Professional skills amplify throughout subjects

# Assessing Professional Skills in CA X

## Example: Real work simulation



## Rubrics

Rubrics make explicit the criteria to be used and the standards associated with different levels of performance

- Assure constructive alignment of the assessment task with the Subject Learning Outcomes
- Clearly and unambiguously convey assessment requirements
- Ensure markers award marks and grades consistently / reliably
- Provide clear and unambiguous feedback





