



# A quick guide to effective training policy for finance positions

by  **Katka Benešová**,  
Head of ACCA Czech Republic, Slovakia and Hungary

Think Ahead 

**Train people to develop successful finance teams, ensure succession planning and to be ready for more advanced roles and future challenges – be at the right time in the right place and ready.**

**We believe the effective training policy can work only if both support for and expectations of training outcome are in place.**

## Tips on how to create your own training policy for finance staff

Considerations	CFO/Finance	HR	Employee/s
Ensure structured top down approach to staff development	**	**	*
Understand your needs – technical and soft skills and link to company goals	*	*	**
Understand the offering, consider : <ul style="list-style-type: none"> <li>Professional qualification requires continuing professional development</li> <li>Global reach means your clients and partners get the highest level of service in all locations</li> <li>Rigorous exams ensure professionalism of your staff (not paying for a "piece of paper")</li> <li>Local activities of a professional body and cooperation with key partners ensures continuous development of the profession for your site</li> </ul>	**	**	**
Identify key talent and make sure they are engaged and motivated for individual progress	**	**	**
Make clear rules on <ul style="list-style-type: none"> <li>amount of company support (fees covered, study leave available, training supported, number of attempts sponsored)</li> <li>understanding and timeline of achievements (goal is the certificate, diploma/membership not a stand-alone exam)</li> </ul>	**	**	*
Ensure absence in courses and exams you cover is approved by CEO/CFO/partner level (to maximize efficiency)	**	**	*
Make professional development part of the annual review – as part of KPIs and Personal Development Plan	**	**	*
Make sure employee/s are aware of level of support and cost overview and understand consequences	**	**	*
Maximize the benefit of the support provided	*	*	**
Place exam support link (if any) and local contact information to your intranet	*	**	**

\* must have \*\* key to success

The world is changing – and faster than ever. Innovations in technology, ongoing globalization and the evolution of governance models are molding the expectations that employers, clients, regulators and other stakeholders have of finance professionals. The finance professional needs to be on the front foot – highly skilled in technical areas but able to see the bigger picture. Professional accountants must take an outward-looking perspective that extends beyond numbers and a holistic view that goes beyond the organization. Playing a strategic role increasingly requires at least a basic knowledge of non-financial areas.

Change is inevitable and how we prepare for it is critical. The long view is important. We need to think ahead so we can define future strategies and new ways of working, especially in volatile, complex and ambiguous times.

It is very important to provide training support from employers to finance staff in their professional development, however it is the individual responsibility of an employee to engage in and manage his or her personal development and future career. Professional accountants will need to find new ways to gain the breadth of experience and expertise needed to support their career progression.

**ACCA Qualification: Develop and retain your best talent**

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