



**CA Zambia**

**Practical Training Experience**

**Competency Review Form**

## **INSTRUCTIONS FOR USING THIS TEMPLATE**

This template includes all the Technical and non-technical Competencies of the CA Zambia training programme.

### **First thing for the MENTOR:**

On the summary of Competencies for review and in the body of the form, **delete** the Technical Competency areas that are NOT applicable to the trainee's training programme. No changes should be made to the Non-technical Competency areas.

Once this is done, you have a template to be used in the organisation for trainees.

### **COMPLETION REQUIREMENTS**

#### **1. TIMING**

At a minimum, trainees must initiate and complete at least one Competence Review Form (CRF) DURING every quarter. Trainees should complete the CRF timeously after having completed all responsibilities or assignments in a quarter (it is suggested that the form should be completed within one (1) week from the end of the quarter).

Mentors must review the CRF timeously after the trainee has completed the form (it is suggested that forms should be reviewed within two (2) weeks from when they are completed by the trainee). Trainees must finalise and sign the CRF timeously after the mentors have completed the review (it is suggested that forms are finalised and signed off by the trainee within one (1) week from the date of review).

#### **2. SIGNING OFF**

The **trainee** must complete the sign off cover page for the document, indicating the relevant period of their training contract, either First Year, Second Year or Third Year. Trainees who get 1 year exemption should indicate the relevant training period starting in year 2 while those that get 2 years exemption should be indicating the training period as year 3.

3. The **trainee** must determine the technical skills competencies to which they were exposed during the period and tick these competencies on the summary of competencies for review.
4. The page number where evidence of assignment(s) undertaken are recorded must be referenced.
5. The trainee must then perform a self-assessment for the relevant tasks within each of these indicated competencies and indicate the rating (*see rating criteria in 10 below*) which they, in their view, were able to demonstrate in respect of these tasks.
6. **The Mentor** must then complete the document, indicating their rating of the tasks demonstrated by the trainee in the selected tasks as well as the level of Competence (complexity) of that task (*Foundation, Intermediate or Advanced – see criteria 11 below*).
7. Where the rating indicated by the Mentor is different from the rating of the trainee, the Mentor is expected to add feedback comments to explain the difference in opinion and may wish to meet with the trainee to discuss these differences, if deemed necessary. **Please note that it is the rating of the Mentor that is ultimately transferred to the yearly or half yearly assessment form.**
8. The trainee should complete the document by signing off the cover page once they have worked through the Mentor ratings and comments (where appropriate). They should document any comments of their own against

each competency, if they deem it necessary. If uncertain about the Mentor's ratings or comments, the trainee should discuss this with the Mentor to clarify their understanding.

9. The CRF must be signed off and dated by **both the Mentor and the trainee**.

10. The **Rating Criteria** to used is as follows:

- 1: Not capable of performing
- 2: Capable with significant / frequent intervention
- 3: Capable with limited / periodic intervention
- 4: Capable with no intervention

11. The **Competence Level** criteria to used is as follows:

- F: Foundation
- I: Intermediate
- A: Advanced

## SIGN OFF COVER PAGE

This sign off indicates that both the trainee and the mentor agree with the contents of this document.

**To be completed by the trainee:**

Trainee name:						
Period of training contract:	YR 1		YR 2		YR 3	
Start date of Quarter:				End date of Quarter:		
Total time spent during the Quarter (in days)						
Date when form is completed & submitted to Mentor						
Date of sign off						
Trainee signature						

**To be completed by the Mentor:**

Mentor name:	
Date on when this form is received from the trainee	
Date when Mentor completes the review	
Reviewer signature:	

## SUMMARY OF COMPETENCIES FOR REVIEW

To be completed by the trainee

### TECHNICAL COMPETENCE REVIEW

(Indicate which of the Technical competencies are covered in this review)

COMPETENCY COVERED		Tick competency in which you are presenting your evidence	Page Reference number
<b>FINANCIAL ACCOUNTING AND REPORTING</b>			
FAR 1	Apply accounting principles to record and account for financial transactions and events	X	Pg. 9
FAR 2	Evaluate the appropriateness of accounting policies and frameworks		
FAR 3	Prepares or evaluates financial statements and accompanying notes		
FAR 4	Analyse and interpret financial statements and non-financial information (such as sustainability report) for entities		
<b>AUDITING AND ASSURANCE</b>			
AA 1	Evaluate the legal, regulatory, technical, professional and ethical issues involved with audit and assurance engagements		
AA 2	Apply best practice in acceptance of audit and assurance engagement		
AA 3	Apply best practice in management of audit and assurance engagement		
AA 4	Plan audit and assurance assignments		
AA 5	Execute audit and assurance assignments		
AA 6	Conclude and report on audit and assurance assignments		
<b>TAXATION</b>			
TA 1	Calculates or evaluates the income tax payable by an individual and prepare or evaluates income tax returns for submission ZRA in compliance with the requirements of legislation.		
TA 2	Calculates or evaluates the income tax payable by legal entities and prepare or evaluates income tax returns for submission ZRA in compliance with the requirements of legislation.		

TA 3	Calculates other taxes payable (such as VAT, Customs Duty, and Property Transfer Tax etc.) and prepare appropriate statutory returns for submission to ZRA in compliance with the requirements of legislation.		
TA 4	Advise on the taxation implications of various financial arrangements that could be made by individuals or legal entities		
TA 5	Advise Zambian individuals and legal entities on international dimensions relevant to their taxation circumstances		
TA 6	Advise on appropriate tax planning issues for individuals and legal entities		
<b>MANAGEMENT ACCOUNTING</b>			
MA 1	Apply appropriate costing methods		
MA 2	Apply costing techniques to support management decision making		
MA 3	Apply managerial budgetary control systems		
MA 4	Advise management on suitable product or service pricing		
MA 5	Evaluate the performance of products and business segments.		
<b>FINANCIAL MANAGEMENT</b>			
FM 1	Evaluate financing options for an organisation		
FM 2	Appraise investments		
FM 3	Advise on appropriate financial risk strategies		
FM 4	Prepares business valuations		
FM 5	Appraise working capital requirements		
<b>STRATEGIC BUSINESS ANALYSIS</b>			
SBA 1	Advise on the formulation of a business strategy		
SBA 2	Advise on the appropriate good corporate governance principles		
SBA 3	Advise on the appropriate risk management strategies		
SBA 4	Evaluate choice of a business strategy		
SBA 5	Evaluate strategic implementation plans		
<b>INFORMATION TECHNOLOGY</b>			
IT 1	Apply appropriate information systems and tools to business and accounting problems		
IT 2	Assess accounting information systems and develop an organisation's accounting information systems strategy		

IT 3	Advise on the design and management of accounting information systems installations and upgrades		
<b>ACCOUNTING EDUCATION</b>			
AE 1	Teaches relevant courses		
AE 2	Maintains currency (being up to date) in the relevant subject discipline to meet course and programme objectives		
AE 3	Undertakes relevant research in the appropriate area(s) of accounting		
<b>FINANCIAL ADVICE</b>			
FA 1	Agree a scope of service with the client		
FA 2	Collect and record client information		
FA 3	Analyse client information and prepare recommendations		
FA 4	Implement recommendations made by the Financial Advisor		
FA 5	Monitor and review recommendations and prepare reports for the client		

## NON-TECHNICAL COMPETENCE REVIEW

(Indicate which of the Non-Technical competencies are covered in this review)

COMPETENCY COVERED		Tick competence in which you are presenting your evidence	Page Reference number
<b>TEAMWORK AND LEADERSHIP</b>			
TL1	Work with others and in teams		
TL 2	Demonstrate leadership		
<b>ORGANISATIONAL SKILLS</b>			
OS 1	Plan, organise and monitor activities		
OS 2	Delegate tasks		
OS 3	Use information technology effectively		
<b>ANALYTICAL, RESEARCH AND EVALUATION</b>			
ARE 1	Research, analyse and evaluate information		
ARE 2	Maintain a current awareness of the legal, regulatory and economic environment of business.		
<b>INTELLECTUAL SKILLS</b>			
IS 1	Solve problems, propose solutions and make decisions		
IS 2	Exercise appropriate professional judgement.		
<b>ETHICAL AND PROFESSIONAL BEHAVIOUR</b>			
EPB 1	Consistently demonstrate personal integrity, professional values, and ethical conduct		
EPB 2	Adhere to the fundamental principles of the Code of Ethics		
<b>COMMUNICATION AND INTERPERSONAL SKILLS</b>			
CIS 1	Communicate ideas and information effectively and efficiently, verbally and in writing		
CIS 2	Demonstrate effective negotiation skills		
CIS 3	Identify and meet the needs of internal and external clients or stakeholders.		



## TECHNICAL COMPETENCIES

Indicate the nature of assignments undertaken against a particular task and rate yourself. Then submit the form to Mentor for rating.

### 1.0 FINANCIAL ACCOUNTING AND REPORTING

<b>COMPETENCY: FAR 1 - Apply accounting principles to record and account for financial transactions and events</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
FAR 1.1	Evaluates source documentation and information					
FAR 1.2	Evaluates and accounts for transactions and events using applicable accounting principles and International Financial Reporting Standards (IFRSs) or other relevant standards					
FAR 1.3	Prepares reconciliations of financial information, such as bank reconciliations, payables reconciliations, receivables reconciliations and other general ledger reconciliations					
FAR 1.4	Prepares an extended Trial balance					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: FAR 2 - Evaluate the appropriateness of accounting policies and frameworks</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
FAR 2.1	Evaluates the appropriateness of the accounting framework based on the entity's financial reporting needs					
FAR 2.2	Evaluates accounting policies in accordance with the appropriate accounting framework					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: FAR 3 - Prepares or evaluates financial statements and accompanying notes</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
FAR 3.1	Prepares or evaluates financial statements for single entities or for groups in accordance with the IFRSs or other relevant standards					
FAR 3.2	Prepares or evaluates notes to the financial statements for single entities or for groups in accordance with the IFRSs or other relevant standards					
FAR 3.3	Prepares or evaluates the non-financial information in the annual financial statements, for example Directors' Report, Corporate Governance Report, Sustainability Report etc.					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: FAR 4 - Analyse and interpret financial statements and non-financial information (such as sustainability report) for entities</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
FAR 4.1	Calculates the profitability, liquidity, efficiency (activity) and solvency ratios					
FAR 4.2	Based on the ratios calculated in FAR 4.1, evaluates the performance, efficiency (activity), solvency and liquidity ratios from the financial statements and non-financial information					
<b>Trainee's comment on this competency (if any):</b>						

## 2.0 AUDIT AND ASSURANCE

<b>COMPETENCY: AA 1 - Evaluate the legal, regulatory, technical, professional and ethical issues involved with audit and assurance engagements</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
AA 1.1	Advises on the technical, professional, and ethical issues that may arise during audit and assurance engagements					
AA 1.2	Evaluates extent of legal liability including criminal and civil law liability and professional negligence issues and how they can be mitigated					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: AA 2 - Apply best practice in acceptance of audit and assurance engagement</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
AA 2.1	Analyse the legal, professional and ethical issues during the acceptance of audit and assurance engagements					
AA 2.2	Analyse the potential issues that determine the nature, scope and extent of an audit or assurance engagement					
AA 2.3	Evaluate the considerations for an auditor of risk issues identified prior to accepting an engagement					
AA 2.4	Drafts or evaluates an appropriate engagement letter based on the engagement terms including those agreed with a client and those imposed by laws and regulations					
<b>Trainee's comment on this competency (if any):</b>						

**COMPETENCY: AA 3 - Apply best practice in management of audit and assurance engagement**

Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
AA 3.1	Plans resource needs of an audit or assurance engagement					
AA 3.2	Evaluates appropriate quality control measures at firm level and during the course of an audit or assurance engagement.					
AA 3.3	Evaluates the extent to which audit and assurance functions of a client can be used or relied upon.					
AA 3.4	Evaluates appropriate monitoring and review procedures to effectively manage an audit or assurance engagement.					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: AA 4 - Plan audit and assurance assignments</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
AA 4.1	Obtains understanding of the client's business and environment and documents this information					
AA 4.2	Obtains understanding of the client's internal controls and documents the internal controls					
AA 4.3	Applies analytical procedures used to plan an audit or assurance engagement					
AA 4.4	Evaluates and communicates the audit risks i.e. inherent risk, control risk, and detection risk					
AA 4.5	Evaluates the appropriateness of the going concern assumption					
AA 4.6	Evaluates the client's business risks					
AA 4.7	Evaluates the risk of material misstatement at an overall financial statement level					
AA 4.8	Evaluate the risk of material misstatement at the assertion level for classes of transactions, account balances and disclosures					
AA 4.9	Evaluates the risks arising from accounting manipulation, error, fraud or other irregularities					



AA 4.10	Identifies and evaluates factors that affect the planning materiality					
AA 4.11	Calculates and documents the level of planning materiality for an audit engagement					
AA 4.12	Designs or selects appropriate tests of internal control, including the determination of sample sizes and methods of selection					
AA 4.13	Designs or selects appropriate substantive tests of detail, including the determination of sample sizes and methods of selection					
AA 4.14	Designs or selects appropriate substantive analytical review procedures					
AA 4.15	Evaluates the need to use Computer assisted audit techniques to gather suitable audit evidence.					
AA 4.16	Drafts or evaluates an audit plan with justifications of judgements made for an audit or assurance engagement.					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: AA 5 - Execute audit and assurance assignments</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
AA 5.1	Performs the planned tests of internal control and document the evidence					
AA 5.2	Performs the planned substantive tests of detail and document the evidence					
AA 5.3	Performs the planned substantive analytical review procedures and document the evidence					
AA 5.4	Evaluates the internal controls and procedures					
<b>Trainee's comment on this competency (if any):</b>						

**COMPETENCY: AA 6 - Conclude and report on audit and assurance assignments**

Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
AA 6.1	Evaluates evidence and results of the tests and analysis					
AA 6.2	Prepares report and communicates with management, directors and those charged with governance on issues identified during the audit assignment					
AA 6.3	Performs a subsequent events review to identify subsequent events that may require adjustment or disclosure					
AA 6.4	Evaluates the management representation letter and recommends modifications where applicable.					
AA 6.5	Evaluates the appropriateness of the going concern assumption					
AA 6.6	Drafts appropriate audit or assurance report in accordance with the local law and international standards on auditing					
<b>Trainee's comment on this competency (if any):</b>						

### 3.0 TAXATION

<b>COMPETENCY: TA 1 - Calculates or evaluates the income tax payable by an individual and prepare or evaluates income tax returns for submission ZRA in compliance with the requirements of legislation.</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
TA 1.1	Evaluates taxable and exempt income for an individual or company					
TA 1.2	Evaluates allowable deductions as per the relevant legislation					
TA 1.3	Calculates the income tax payable by an individual					
TA 1.4	Prepares or evaluates income tax returns					
TA 1.5	Submits the returns on time to ZRA					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: TA 2 - Calculates or evaluates the income tax payable by legal entities and prepare or evaluates income tax returns for submission ZRA in compliance with the requirements of legislation</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
TA 2.1	Evaluates type of legal entity i.e. whether private, public, farming etc.					
TA 2.2	Evaluates taxable and exempt income for the legal entity					
TA 2.3	Evaluates allowable deductions for the entity as per the relevant legislation					
TA 2.4	Calculates the income tax payable by the entity					
TA 2.5	Prepares or evaluates income tax returns					
TA 2.6	Submits the returns on time to ZRA					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: TA 3 - Calculates other taxes payable (such as VAT, Customs Duty, and Property Transfer Tax etc.) and prepare appropriate statutory returns for submission to ZRA in compliance with the requirements of legislation</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
TA 3.1	Identifies and calculates deductions for other taxes as per the relevant legislation					
TA 3.2	Calculates the tax liability					
TA 3.3	Completes appropriate statutory returns for submission to ZRA					
TA 3.4	Submits the returns on time to ZRA					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: TA 4 - Advise on the taxation implications of various financial arrangements that could be made by individuals or legal entities</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
TA 4.1	Evaluates the tax law on financial instruments					
TA 4.2	Advises on the taxation implications of various financial instruments that could be made by individual and legal entities					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: TA 5 - Advise Zambian individuals and legal entities on international dimensions relevant to their taxation circumstances</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
TA 5.1	Evaluates the tax circumstances on an individual or legal entity					
TA 5.2	Assesses the liability to tax on international dimensions taking into account, liability to tax on foreign transactions, applicable treaty agreements, double taxation relief, tax anti-avoidance rules					
<b>Trainee's comment on this competency (if any):</b>						



<b>COMPETENCY: TA 6 - Advises on appropriate tax planning issues for individuals and legal entities</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
TA 6.1	Makes appropriate recommendations on the measures to minimise or defer tax liabilities for individuals and legal entities					
<b>Trainee's comment on this competency (if any):</b>						

#### 4.0 MANAGEMENT ACCOUNTING

<b>COMPETENCY: MA 1 - Apply appropriate costing methods</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
MA 1.1	Records costs for labour, material and overheads					
MA 1.2	Performs cost classification					
MA 1.3	Applies different costing methods to ascertain the cost products and services, including inventory valuation methods					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: MA 2 - Apply costing techniques to support management decision making</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
MA 2.1	Applies appropriate costing techniques to analyze cost behaviour and the drivers of costs					
MA 2.2	Performs cost volume profit and break even analyses using both numerical and graphical techniques to provide relevant information for management decision making.					
MA 2.3	Analyses non-financial data to provide relevant information for management decision making.					
MA 2.4	Makes recommendations on business decisions, e.g. make or buy, introduction or discontinuation of a business line, acceptance or rejection of a project, etc.					
MA 2.5	Prepares and presents reports to support management decision making					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: MA 3 - Apply managerial budgetary control systems</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
MA 3.1	Evaluates the different types of budgets that may be employed in organisations					
MA 3.2	Prepares or evaluates the budget using the specific organisation process					
MA 3.3	Applies flexible budgeting techniques to a given scenario					
MA 3.4	Compares and analyses the actual results against the budget (i.e. performs variance analysis)					
MA 3.5	Prepares variance reports and advises management on the outcomes of the variance analysis					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: MA 4 - Advise management on suitable product or service pricing</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
MA 4.1	Calculates product and service prices using different costing methods					
MA 4.2	Advices management upon suitable pricing strategies					
<b>Trainee's comment on this competency (if any):</b>						

**COMPETENCY: MA 5 - Evaluate the performance of products and business segments**

<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
MA 5.1	Evaluate appropriate performance measures to support strategic decisions, or entity management decisions, or divisional management decisions					
MA 5.2	Evaluates suitable monitoring and control mechanisms on strategic performance choice, or entity performance choice, or divisional performance choice.					
MA 5.3	Evaluates IT and human resources to support performance management					
MA 5.4	Prepares and presents performance management reports					
<b>Trainee's comment on this competency (if any):</b>						

## 5.0 FINANCIAL MANAGEMENT

<b>COMPETENCY: FM 1 - Evaluate financing options for an organisation</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
FM 1.1	Identifies and selects sources of finance taking into account company policy and business strategy					
FM 1.2	Evaluates the costs of different financing methods					
FM 1.3	Evaluates a financial proposal or a business plan					
FM 1.4	Based on the evaluation in FM 1.2 and 1.3 above, advises on the suitable financing method					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: FM 2 - Appraise investments</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
FM 2.1	Assesses appropriate investment appraisal techniques based on a given business scenario					
FM 2.2	Assesses appropriate discount factors or rates used to undertake an investment appraisal based on a given business scenario, data and information.					
FM 2.3	Applies the investment appraisal methods taking into account inflation and tax					
FM 2.4	Assesses other factors that need to be considered beyond basic investment appraisal analysis, such as assessment of risks, limitation of data, non-financial factors etc					
FM 2.5	Advises on the results of the investment appraisal analysis					
FM 2.6	Calculates and drafts an optional investment plan in situations where there are capital restrictions and limitations					
<b>Trainee's comment on this competency (if any):</b>						



<b>COMPETENCY: FM 3 - Advise on appropriate financial risk strategies</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
FM 3.1	Evaluates the financial risks of an organisation					
FM 3.2	Evaluates the financial instruments that may be used to manage the organisation's risks					
FM 3.3	Recommends the appropriate financial risk strategies					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: FM 4 - Prepares business valuations</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
FM 4.1	Calculates a valuation based on income, cash flow or asset bases					
FM 4.2	Performs a sensitivity analysis on the assumptions used in the valuation model to					
FM 4.3	Presents the valuations and other factors (estimates and assumptions) impacting on the valuation					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: FM 5 - Appraise working capital requirements</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
FM 5.1	Evaluates an organisation's working capital position or components of it such as cash, inventory, accounts receivable or accounts payable etc.					
FM 5.2	Based on the evaluation in FM 5.1 above, recommends improvements or appropriate working capital requirements					
<b>Trainee's comment on this competency (if any):</b>						

## 6.0 STRATEGIC BUSINESS ANALYSIS

**COMPETENCY: SBA 1 - Advise on the formulation of a business strategy**

Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
SBA 1.1	Analyses the organisation's mission, vision and objectives					
SBA 1.2	Analyses the organisation's Strengths and weakness					
SBA 1.3	Analyses the organisation's opportunities and threats					
SBA 1.4	Based on the analysis above, advises on the formulation of a suitable business strategy					
<b>Trainee's comment on this competency (if any):</b>						

**COMPETENCY: SBA 2 - Advise on the appropriate good corporate governance principles**

Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
SBA 2.1	Assesses the governance structure and its impact on the organisational objectives					
SBA 2.2	Assesses the tenants of good corporate governance for an organisation					
SBA 2.3	Advises on the appropriate governance structure and principles					
<b>Trainee's comment on this competency (if any):</b>						

**COMPETENCY: SBA 3** - Advise on the appropriate risk management strategies

Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
SBA 3.1	Assesses the business risks of an organisation and their impact upon the objectives					
SBA 3.2	Evaluates the measures that may be used to manage the business risks					
SBA 3.3	Recommends the appropriate risk management strategies					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: SBA 4 - Evaluate choice of a business strategy</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
SBA 4.1	Analyses the formulated business strategies					
SBA 4.2	Evaluates the appropriateness of business strategies that support the organisation objectives					
SBA 4.3	Advises on the choice of a business strategy that an organisation may adopt					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: SBA 5 - Evaluate strategic implementation plans</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
SBA 5.1	Analyses the alternative functional strategies that may be appropriate to deliver a chosen strategy					
SBA 5.2	Evaluates the alternative organisation structures that may be appropriate to deliver a chosen strategy					
SBA 5.3	Evaluates the business plan and advises whether it can meet the business objectives					
<b>Trainee's comment on this competency (if any):</b>						

## 7.0 INFORMATION TECHNOLOGY



<b>COMPETENCY: IT 1 - Apply appropriate information systems and tools to business and accounting problems</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
IT 1.1	Uses information systems to achieve a particular accounting outcome					
IT 1.2	Applies relevant software (word processing, spreadsheets, databases, internet tools, presentation software, etc.) to achieve a particular accounting outcome					
IT 1.3	Uses accounting software.					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: IT 2 - Assess accounting information systems and develop an organisation's accounting information systems strategy</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
IT 2.1	Identifies and documents user needs					
IT 2.2	Considers and documents costs and benefits of proposed solutions					
IT 2.3	Evaluates effectiveness and efficiency of accounting information systems					
IT 2.4	Reports on potential weaknesses in internal controls within accounting information systems.					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: IT 3 - Advise on the design and management of accounting information systems installations and upgrades</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
IT 3.1	identifies and evaluates alternatives for accounting information systems packages					
IT 3.2	Advise on the design and management of system installations and upgrades					
<b>Trainee's comment on this competency (if any):</b>						

## 8.0 ACCOUNTANCY EDUCATION

<b>COMPETENCY: AE 1 - Teaches relevant courses</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
AE 1.1	Teaches accounting courses that satisfy the required topics with minimal supervision					
AE 1.2	Contributes significantly to the delivery of at least one intermediate level accounting paper					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: AE 2 - Maintains currency (being up to date) in the relevant subject discipline to meet course and programme objectives</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
AE 2.1	Attends relevant staff professional development courses					
AE 2.2	Self-educates through reading relevant literature					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: AE 3 - Undertakes relevant research in the appropriate area(s) of accounting</b>			
<b>Tasks to be performed:</b>			<b>To be completed by the Mentor</b>

		Assignments undertaken	Rating by Trainee	Rating by Mentor	Competence Level	Mentor's comment
AE 3.1	Authorship of a conference paper, working paper or published article in the appropriate area(s) of accounting					
AE 3.2	Presents a paper to a conference or in-house workshop in the appropriate area(s) of accounting					
<b>Trainee's comment on this competency (if any):</b>						

## 9.0 FINANCIAL ADVICE

<b>COMPETENCY: FA 1 - Agree a scope of service with the client</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
FA 1.1	Explains the steps of the financial advice process to the client					
FA 1.2	Explains the role of the financial advisor and the firm's disclosure statement					
FA 1.3	Understands the client's goals and objectives					
FA 1.4	Agrees with the client the scope of the service to be provided					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: FA 2 - Collect and record client information</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
FA 2.1	Gathers information relating to the client's existing financial situation					
FA 2.2	Understands the client's financial needs and goals, priorities and timeframes					
FA 2.3	Determines the client's risk profile					
FA 2.4	Documents all information in line with code of practice					
<b>Trainee's comment on this competency (if any):</b>						



**COMPETENCY: FA 3 - Advise on the appropriate risk management strategies**

<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
FA 3.1	Analyses client information in line with client goals					
FA 3.2	Identifies if there is a need for specialist advice					
FA 3.3	Identifies and evaluates options for financial strategy and solutions					
FA 3.4	Formulates recommendations including a risk strategy					
FA 3.5	Presents and discusses recommendations with a supervising Financial Advisor					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: FA 4 - Implement recommendations made by the Financial Advisor</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
FA 4.1	Observes the Financial Advisor present and discuss recommendations with the client					
FA 4.2	Agrees financial strategies and solutions with the client and document these in accordance with firm protocols					
FA 4.3	Assists in putting in place agreed recommendations					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: FA 5 - Monitor and review recommendations and prepare reports for the client</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
FA 5.1	Monitors and evaluates performance of the financial strategy					
FA 5.2	Recommends any adjustments needed to achieve goals					
<b>Trainee's comment on this competency (if any):</b>						

**NON-TECHNICAL COMPETENCIES**

Indicate the nature of assignments undertaken against a particular task and rate yourself. Then submit the form to Mentor for rating.

**1.0 TEAMWORK AND LEADERSHIP**

<b>COMPETENCY: TL 1 - Work with others and in teams</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
TL 1.1	Collaborates with colleagues and/or clients from diverse backgrounds and works effectively as a team member					
TL 1.2	Effectively participates in meetings					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: TL 2 - Demonstrate leadership</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
TL 2.1	Manages and supervises others effectively					
TL 2.2	Leads effective meetings					
TL 2.3	Resolves conflict or differences and negotiates appropriate solutions					
<b>Trainee's comment on this competency (if any):</b>						

## 2.0 ORGANISATION SKILLS

<b>COMPETENCY: OS 1 - Plan, organise and monitor activities</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
OS 1.1	Plans and manages projects					
OS 1.2	Respects deadlines, manages time and organises tasks logically					
OS 1.3	Monitors activities					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: OS 2 - Delegate tasks</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
OS 2.1	Delegates tasks effectively					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: OS 3 - Use information technology effectively</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
OS 3.1	Uses IT applications, including spreadsheets, word processing, presentations and e-mail, effectively					
OS 3.2	Effectively uses the internet as a source of information					
OS 3.3	Applies procedures and controls to ensure integrity and security of personal IT resources, for example password protection, backup procedures, distribution of confidential information, anti-virus measures, etc					
<b>Trainee's comment on this competency (if any):</b>						



### 3.0 ANALYTICAL, RESEARCH AND EVALUATION

<b>COMPETENCY: ARE 1 - Research, analyse and evaluate information</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
ARE 1.1	Identifies problems or situations					
ARE 1.2	Obtains required information by asking appropriate and probing questions					
ARE 1.3	Apply mathematical ideas and techniques to assess problems					
ARE 1.4	Recommends appropriate solutions					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: ARE 2 - Maintain a current awareness of the legal, regulatory and economic environment of business</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
ARE 2.1	Identifies and evaluates critical factors in the economic, social, legislative, regulatory and political environment that impact on business and the financial decisions of an entity					
<b>Trainee's comment on this competency (if any):</b>						

#### 4.0 INTELLECTUAL SKILLS

<b>COMPETENCY: IS 1 - Solve problems, propose solutions and make decisions</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
IS 1.1	Obtains, locates, organises and understands information					
IS 1.2	Critically analyses information					
IS 1.3	Identifies and recommends solution to unstructured problems					
IS 1.4	Makes decisions					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: IS 2 - Exercise appropriate professional judgement</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
IS 2.1	Exercises good judgement in complex organisational situations					
<b>Trainee's comment on this competency (if any):</b>						

## 5.0 ETHICAL AND PROFESSIONAL BEHAVIOUR

<b>COMPETENCY: EPB 1 - Consistently demonstrate personal integrity, professional values, and ethical conduct</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
EPB 1.1	Displays honesty and integrity in all business and professional relationships					
EPB 1.2	Exercises due care in carrying out the work					
EPB 1.3	Avoids conflict of interest and maintains objectivity and independence so as not to override professional or business judgement					
EPB 1.4	Protects the confidentiality of information					
EPB 1.5	Enhances profession's reputation					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: EPB 2 - Adhere to the fundamental principles of the Code of Ethics</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
EPB 2.1	Adheres to the rules of professional conduct, including the ZICA code of professional Conduct					
EPB 2.2	Responds to potential ethical dilemmas					
<b>Trainee's comment on this competency (if any):</b>						

**6.0 COMMUNICATION AND INTERPERSONAL SKILLS**

<b>COMPETENCY: CIS 1 - Communicate ideas and information effectively and efficiently, verbally and in writing</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
CIS 1.1	Communicates effectively verbally in the correct tone and manner					
CIS 1.2	Communicates effectively in written format					
<b>Trainee's comment on this competency (if any):</b>						

<b>COMPETENCY: CIS 2 - Demonstrate effective negotiation skills</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
CIS 2.1	Discusses and reaches agreements in a professional manner					
<b>Trainee's comment on this competency (if any):</b>						



<b>COMPETENCY: CIS 3 - Identify and meet the needs of internal and external clients or stakeholders</b>						
<b>Tasks to be performed:</b>		<b>Assignments undertaken</b>	<b>Rating by Trainee</b>	<b>To be completed by the Mentor</b>		
				<b>Rating by Mentor</b>	<b>Competence Level</b>	<b>Mentor's comment</b>
CIS 3.1	Listens attentively and processes information correctly					
CIS 3.2	Interacts well with both internal and external clients					
<b>Trainee's comment on this competency (if any):</b>						