

CA ZAMBIA

PRACTICAL EXPERIENCE TRAINING PLAN

# INSTRUCTIONS FOR USING THIS TEMPLATE

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

COMPLETION REQUIREMENTS

1. **COMPETENCIES**

**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 the Training plan template to be used in the organisation for trainees.

1. **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.

The **Mentor** must then sign off the cover page too.

The Training plan must be signed off and dated by **both the Mentor and the trainee**.

**SIGN OFF COVER PAGE**

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

**To be completed by the trainee. Delete period not applicable (yearly or six months)**

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| --- | --- |
| Trainee name: |  |
| Period of training contract: | YR 1 |  | YR 2  |  | YR 3 |  |
| Start date of (year/six months): |  | End date of (year/six months): |  |
| Trainee signature |  |
| Date of Signing  |  |

**To be completed by the Mentor:**

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| Mentor’s name: |  |
| Mentor’s initials  |  |
| Mentor’s signature: |  |
| Date of Signing  |  |

**TECHNICAL SKILLS**

**FINANCIAL ACCOUNTING AND REPORTING**

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|  **Competencies to be achieved**  | **Tasks to be performed**  | **Expected levels of competence at the end of each year of the training contract** | **Examples of activities to be performed by trainees to demonstrate competence in this task** | **Mode through which exposure will be gained (i.e. on-the-job experience/ simulation)** |
| YR1 | YR2 | YR3 |
| FAR 1 | Apply accounting principles to record and account for financial transactions and events  | 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  |  |  |  |  |  |
| FAR 2 | Evaluate the appropriateness of accounting policies and frameworks  | 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 |  |  |  |  |  |
| FAR 3  | Prepares or evaluates financial statements and accompanying notes | 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.  |  |  |  |  |  |
| FAR 4 | Analyse and interpret financial statements and non-financial information (such as sustainability report) for entities | 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 |  |  |  |  |  |

**AUDIT AND ASSURANCE**

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|  **Competencies to be achieved**  | **Tasks to be performed**  | **Expected levels of competence at the end of each year of the training contract** | **Examples of activities to be performed by trainees to demonstrate competence in this task** | **Mode through which exposure will be gained (i.e. on-the-job experience/ simulation)** |
| YR1 | YR2 | YR3 |
| AA 1 | Evaluate the legal, regulatory, technical, professional and ethical issues involved with audit and assurance engagements  | 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.  |  |  |  |   |  |
| AA 2 | Apply best practice in acceptance of audit and assurance engagement  | AA 2.1 | Analyses the legal, professional and ethical issues during the acceptance of audit and assurance engagements  |  |  |  |  |  |
| AA 2.2  | Analyses the potential issues that determine the nature, scope and extent of an audit or assurance engagement  |  |  |  |  |  |
| AA 2.3  | Evaluates 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 |  |  |  |  |  |
| AA 3  | Apply best practice in management of audit and assurance engagement  | 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.  |  |  |  |  |  |
| AA 4 | Plan audit and assurance assignments | 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 |  |  |  |  |  |
| AA4.9 | Evaluates the risks arising from accounting manipulation, error, fraud or other irregularities  |  |  |  |  |  |
| AA4.10 | 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. |  |  |  |  |  |
| AA 5 | Execute audit and assurance assignments | 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  |  |  |  |  |  |
| AA 6  | Conclude and report on audit and assurance assignments | 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  |  |  |  |  |  |

**TAXATION**

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|  **Competencies to be achieved**  | **Tasks to be performed**  | **Expected levels of competence at the end of each year of the training contract** | **Examples of activities to be performed by trainees to demonstrate competence in this task** | **Mode through which exposure will be gained (i.e. on-the-job experience/ simulation)** |
| YR1 | YR2 | YR3 |
| 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 1.1 | Evaluates taxable and exempt income for an individual  |  |  |  |  |  |
| 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 |  |  |  |   |  |
| 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 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 |  |  |  |  |  |
| 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 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 |  |  |  |  |  |
| TA 4 | Advise on the taxation implications of various financial arrangements that could be made by individuals or legal entities | 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  |  |  |  |  |  |
| TA 5 | Advise Zambian individuals and legal entities on international dimensions relevant to their taxation circumstances | 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  |  |  |  |  |  |
| TA 6  | Advises on appropriate tax planning issues for individuals and legal entities | TA 6.1  | Makes appropriate recommendations on the measures to minimise or defer tax liabilities for individuals and legal entities  |  |  |  |  |  |

**MANAGEMENT ACCOUNTING**

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|  **Competencies to be achieved**  | **Tasks to be performed**  | **Expected levels of competence at the end of each year of the training contract** | **Examples of activities to be performed by trainees to demonstrate competence in this task** | **Mode through which exposure will be gained (i.e. on-the-job experience/ simulation)** |
| YR1 | YR2 | YR3 |
| MA 1 | Apply appropriate costing methods | 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 |  |  |  |  |  |
| MA 2 | Apply costing techniques to support management decision making | 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 |  |  |  |  |  |
| MA 3  | Apply managerial budgetary control systems | 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  |  |  |  |  |  |
| MA 4 | Advise management on suitable product or service pricing  | MA 4.1 | Calculates product and service prices using different costing methods  |  |  |  |  |  |
| MA 4.2 | Advises management upon suitable pricing strategies  |  |  |  |  |  |
| MA 5 | Evaluate the performance of products and business segments | 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 |  |  |  |  |  |

**FINANCIAL MANAGEMENT**

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|  **Competencies to be achieved**  | **Tasks to be performed**  | **Expected levels of competence at the end of each year of the training contract** | **Examples of activities to be performed by trainees to demonstrate competence in this task** | **Mode through which exposure will be gained (i.e. on-the-job experience/ simulation)** |
| YR1 | YR2 | YR3 |
| FM 1 | Evaluate financing options for an organisation  | 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  |  |  |  |  |  |
| FM 2 | Appraise investments  | 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 |  |  |  |  |  |
| FM 3  | Advise on appropriate financial risk strategies  | 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  |  |  |  |  |  |
| FM 4 | Prepares business valuations  | 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  |  |  |  |  |  |
| FM 5 | Appraise working capital requirements  | 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 |  |  |  |  |  |

**STRATEGIC BUSINESS ANALYSIS**

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|  **Competencies to be achieved**  | **Tasks to be performed**  | **Expected levels of competence at the end of each year of the training contract** | **Examples of activities to be performed by trainees to demonstrate competence in this task** | **Mode through which exposure will be gained (i.e. on-the-job experience/ simulation)** |
| YR1 | YR2 | YR3 |
| SBA 1 | Advise on the formulation of a business strategy  | 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 |  |  |  |  |  |
| SBA 2 | Advise on the appropriate good corporate governance principles  | 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 |  |  |  |  |  |
| SBA 3  | Advise on the appropriate risk management strategies  | 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  |  |  |  |  |  |
| SBA 4 | Evaluate choice of a business strategy  | 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 |  |  |  |  |  |
| SBA 5 | Evaluate strategic implementation plans  | 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 |  |  |  |  |  |

**INFORMATION TECHNOLOGY**

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|  **Competencies to be achieved**  | **Tasks to be performed**  | **Expected levels of competence at the end of each year of the training contract** | **Examples of activities to be performed by trainees to demonstrate competence in this task** | **Mode through which exposure will be gained (i.e. on-the-job experience/ simulation)** |
| YR1 | YR2 | YR3 |
| IT 1 | Apply appropriate information systems and tools to business and accounting problems | 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. |  |  |  |  |  |
| IT 2 | Assess accounting information systems and develop an organisation’s accounting information systems strategy | 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. |  |  |  |  |  |
| IT 3  | Advise on the design and management of accounting information systems installations and upgrades | IT 3.1 | identifies and evaluates alternatives for accounting information systems packages |  |  |  |  |  |
| IT 3.2 | Advises on the design and management of system installations and upgrades |  |  |  |  |  |

**ACCOUNTANCY EDUCATION**

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|  **Competencies to be achieved**  | **Tasks to be performed**  | **Expected levels of competence at the end of each year of the training contract** | **Examples of activities to be performed by trainees to demonstrate competence in this task** | **Mode through which exposure will be gained (i.e. on-the-job experience/ simulation)** |
| YR1 | YR2 | YR3 |
| AE 1 | Teaches relevant courses | 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 |  |  |  |   |  |
| AE 2 | Maintains currency (being up to date) in the relevant subject discipline to meet course and programme objectives | AE 2.1 | Attends relevant staff professional development courses |  |  |  |  |  |
| AE 2.2 | Self-educates through reading relevant literature  |  |  |  |  |  |
| AE 3  | Undertakes relevant research in the appropriate area(s) of accounting | 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  |  |  |  |  |  |

**FINANCIAL ADVICE**

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|  **Competencies to be achieved**  | **Tasks to be performed**  | **Expected levels of competence at the end of each year of the training contract** | **Examples of activities to be performed by trainees to demonstrate competence in this task** | **Mode through which exposure will be gained (i.e. on-the-job experience/ simulation)** |
| YR1 | YR2 | YR3 |
| FA 1 | Agree a scope of service with the client | 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 |  |  |  |  |  |
| FA 2 | Collect and record client information | 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 |  |  |  |  |  |
| FA 3  | Analyse client information and prepare recommendations | 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 |  |  |  |  |  |
| FA 4 | Implement recommendations made by the Financial Advisor | 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 |  |  |  |  |  |
| FA 5 | Monitor and review recommendations and prepare reports for the client | FA 5.1 | Monitors and evaluates performance of the financial strategy  |  |  |  |  |  |
| FA 5.2 | Recommends any adjustments needed to achieve goals |  |  |  |  |  |

**NON-TECHNICAL SKILLS (COMPULSORY)**

**TEAMWORK AND LEADERSHIP**

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| YR1 | YR2 | YR3 |
| TL 1 | Work with others and in teams  | 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 |  |  |  |  |  |
| TL 2 | Demonstrate leadership  | 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 |  |  |  |  |  |

**ORGANISATIONAL SKILLS**

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|  **Competencies to be achieved**  | **Tasks to be performed**  | **Expected levels of competence at the end of each year of the training contract** | **Examples of activities to be performed by trainees to demonstrate competence in this task** | **Mode through which exposure will be gained (i.e. on-the-job experience/ simulation)** |
| YR1 | YR2 | YR3 |
| OS 1 | Plan, organise and monitor activities  | OS 1.1 | Plans and manages projects |  |  |  |  |  |
| OS 1.2 | Respects deadlines, manages time and organises tasks logically |  |  |  |  |  |
| OS 1.3 | Monitors activities  |  |  |  |  |  |
| OS 2 | Delegate tasks  | OS 2.1 | Delegates tasks effectively |  |  |  |  |  |
| OS 3 | Use information technology effectively  | 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 |  |  |  |  |  |

**ANALYTICAL, RESEARCH AND EVALAUATION**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  **Competencies to be achieved**  | **Tasks to be performed**  | **Expected levels of competence at the end of each year of the training contract** | **Examples of activities to be performed by trainees to demonstrate competence in this task** | **Mode through which exposure will be gained (i.e. on-the-job experience/ simulation)** |
| YR1 | YR2 | YR3 |
| ARE 1 | Research, analyse and evaluate information  | 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 |  |  |  |  |  |
| ARE 2 | Maintain a current awareness of the legal, regulatory and economic environment of business.  | 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 |  |  |  |  |  |

**INTELLECTUAL SKILLS**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  **Competencies to be achieved**  | **Tasks to be performed**  | **Expected levels of competence at the end of each year of the training contract** | **Examples of activities to be performed by trainees to demonstrate competence in this task** | **Mode through which exposure will be gained (i.e. on-the-job experience/ simulation)** |
| YR1 | YR2 | YR3 |
| IS 1 | Solve problems, propose solutions and make decisions  | 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  |  |  |  |  |  |
| IS 2 | Exercise appropriate professional judgement.  | IS 2.1 | Exercises good judgement in complex organisational situations |  |  |  |  |  |

**ETHICAL AND PROFESSIONAL BEHAVIOUR**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  **Competencies to be achieved**  | **Tasks to be performed**  | **Expected levels of competence at the end of each year of the training contract** | **Examples of activities to be performed by trainees to demonstrate competence in this task** | **Mode through which exposure will be gained (i.e. on-the-job experience/ simulation)** |
| YR1 | YR2 | YR3 |
| EPB 1 | Consistently demonstrate personal integrity, professional values, and ethical conduct | 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 |  |  |  |  |  |
| EPB 2 | Adhere to the fundamental principles of the Code of Ethics  | 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 |  |  |  |  |  |

**COMMUNICATION AND INTERPERSONAL SKILLS**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  **Competencies to be achieved**  | **Tasks to be performed**  | **Expected levels of competence at the end of each year of the training contract** | **Examples of activities to be performed by trainees to demonstrate competence in this task** | **Mode through which exposure will be gained (i.e. on-the-job experience/ simulation)** |
| YR1 | YR2 | YR3 |
| CIS 1 | Communicate ideas and information effectively and efficiently, verbally and in writing  | CIS 1.1 | Communicates effectively verbally in the correct tone and manner |  |  |  |  |  |
| CIS 1.2 | Communicates effectively in written format |  |  |  |  |  |
| CIS 2 | Demonstrate effective negotiation skills | CIS 2.1 | Discusses and reaches agreements in a professional manner |  |  |  |  |  |
| CIS 3 | Identify and meet the needs of internal and external clients or stakeholders.  | CIS 3.1 | Listens attentively and processes information correctly |  |  |  |  |  |
| CIS 3.2 | Interacts well with both internal and external clients |  |  |  |  |  |