



PATHWAYS EXAMINATION FOR CA ZAMBIA

INTRODUCTION

This document contains the Pathways examination used in support to achieve CA Zambia designation.

This document contains the following sections:

- Pathways Examination general procedures
- Examination questions and detailed guidance
- Career details
- Documentation requirements
- Other requirements

Please read all the document carefully: our aim is to maximise your chances of success.

PATHWAYS EXAMINATION GENERAL PROCEDURES

The following guidance may be helpful:

- It is in your interest to be as detailed as space allows. Particular importance will be placed on how difficult or complex are the tasks you were involved with. Please make sure you make this clear by elaborating on why challenges were difficult or important.
- Please address each of the questions outlined below making clear which of your responses relate to which question.
- There are no format requirements.
- You should identify yourself on the first page of the document and your name should be included as part of the title of each file you submit.
- Our marking guide categorises each question into areas that we will assess. They are:
 - The challenges and issues faced: their complexity, importance, scale. What was your role in helping identify problems, challenges, issues?
 - Actions undertaken to resolve the challenges and issues faced: action that developed responses in the face of difficulty, technical or other requirements, uncertainty. What was your role in these?
 - Resolution and how the outcomes were assessed: were the actions successful? What assessment was made of the outcomes? What did the project achieve/not achieve? What was your role in these?
- You are advised to think about how each of your responses to the questions may be responded to in this manner. It is not essential that you do this since our marking guide will be flexibly applied to a range of responses.

EXAMINATION QUESTIONS (1 TO 5) AND DETAILED GUIDANCE

UNDERSTANDING A PROBLEM AND IDENTIFYING ISSUES

QUESTION	GUIDANCE
<p>1. For a situation you encountered during the last five years:</p> <p>Describe how you were involved in identifying the problem (project objective or task) to be resolved for a particular challenge or issue. Explain what actions were taken and how the issue of the project objective was resolved.</p>	<p>This is about understanding problems to be addressed. Be specific about how and in what way a challenge or issue was difficult, perhaps because of the uncertainty involved or because the situation was complex. Specifically identify what actions or tasks were necessary to help specify the problem to be solved. Indicate if the problem was fully or partially resolved and what was done to reflect on the outcome in terms of judging the success of the actions.</p> <p>Be sure to provide detail of the task: how you understood the task and what actions were taken to help you understand.</p>
<p>2. For a different problem to that described in 1</p> <p>Describe what information and data challenges you faced in dealing with a task or problem and explain why it was important to obtain the information. Explain how you resolved getting the information needed and how it affected the outcome.</p>	<p>This is about working with data and information and what you did to decide its appropriateness in addressing the challenge or issue. Be specific about the outcome and your role in the task.</p> <p>Be sure to provide detail of the task: how you understood the task, what actions were taken, and what outcomes or resolutions were achieved</p>

PROVIDING A SOLUTION

QUESTION	GUIDANCE
<p>3. For a situation you encountered during the last five years:</p> <p>Describe how you were involved in identifying what analysis was undertaken to address a particular challenge or issue. Explain how the decision was made to select an approach and how this addressed the challenges or issue faced.</p> <p>Specifically explain how an evaluation of the investigation took place and your role in this.</p>	<p><i>For this and all of the following questions: Your answer to this can refer to the problem identified in either your answer to questions 1 or 2 above or may refer to a different problem or task you encountered.</i></p> <p>Your response to this question will help us to identify how you contributed to choosing a method, technique or tool that solves a problem. It refers to analytical tools and may have involved the use of a specific spreadsheet function or database investigation, for example. Be specific about what tools and techniques were used and how the method chosen addressed the needs of the problem.</p> <p>For the evaluation, it will be important to be clear about what judgement was applied and conclusions drawn about the outcomes of the analysis. Be specific about your role in this.</p> <p>Be sure to provide detail of the task: how you understood the task, what actions were taken, and what outcomes or resolutions achieved</p>

IMPLEMENTATION

QUESTION	GUIDANCE
<p>4. For an implementation project you were involved with during the last five years:</p> <p>a) Describe and explain the nature of how you worked to implement the solution to a problem or task that you were set. Specifically, explain how you worked with colleagues, or others, perhaps as a team, what your role was and what the team objectives were. Identify and describe what leadership you exhibited in the task.</p> <p>b) Specifically identify and explain any ethical challenges you faced in an implementation situation.</p>	<p>This section is about understanding the challenges of implementation, what outcomes were achieved and what was your role in that achievement.</p> <p>Implementation refers to the outcome of a project and how this was achieved. The outcome may take many forms including a report, a new business, a restructuring programme, a new product or a new service, and so on.</p> <p>We specifically want to know about ethical challenges faced. This is about responding to ethical problems during the implementation of a project, <u>but we do not wish to restrict it to implementation if you can justify using an ethical illustration for another part of your work.</u></p> <p>Be sure to identify the mitigation actions and specify how the mitigating actions addressed the ethical dilemma appropriately.</p> <p>As with all comments and documentation received, we will respect confidentiality. Do not make comments in this or any other section that implicate any individual or organisation in wrong-doing.</p>
<p>5. For an implementation project you were involved with during the last five years:</p> <p>a) Describe the organisational set-up for the implementation.</p> <p>b) Identify and explain:</p> <p>i. what was done about specifying the resource needs,</p>	<p>In all of your answers, be specific about any decisions you were involved in and what was your contribution.</p> <p>This question concerns the organisational requirements to ensure the successful delivery of a task (its implementation). The organisational requirements may have been firmly specified in terms of scheduled meetings, project teams, reporting lines, and so on. Or the organisational requirements may have been left informal.</p>

<p>ii. how a resource and project plan was put in place that matched tasks to resource use and scheduling, and</p> <p>iii. what was the outcome of the implementation.</p> <p>c) Identify and explain how you exercised your interpersonal and communication skills during implementation.</p>	<p>In either case explain how and in what way the formal or informal approach contributed to the success of the task.</p> <p>We want to know how you demonstrated effective communication and interpersonal skills to ensure that the implementation of a project or task was successful. It will be up to you to explain and demonstrate how you have upheld high ethical and professional values through communicating effectively and exercise a high competency in interpersonal skills.</p> <p>The interpersonal skills that we specifically refer to include:</p> <ul style="list-style-type: none">• Cooperating with colleagues to achieve outcomes,• Communicating in a suitable manner to an individual or audience,• Listening and responding appropriately in a meeting or discussion,• Applying negotiating skills,• Resolving disputes or conflicts, and• Influencing other whilst recognising different viewpoints.
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CAREER DETAILS

Please provide details to the questions in both parts.

Part A

Provide the name and contact details of the person who supervises you or who acts as your line manager.

Part B

Please complete the following for the last 5 years. Expand the table, as appropriate.

Dates	Employer	Role description	Key achievements

You are free to expand the achievements section as far as you would like.

DOCUMENTATION REQUIREMENTS

Documents may be submitted to evidence aspects of your answers in terms of

- Supporting your arguments or points in response to questions
- Supporting your achievements in the Career Details section
- Illustrating your answers
- Clarifying issues in any section, and
- Highlighting and emphasising important areas.

The documentation will be used by the assessment team to cross-check what you say. There are no specific requirements for documents and there is no right or wrong amount of supporting documentation: that will be your judgement.

The documentation may be in terms of:

- a project or task report,
- minutes of meetings,
- written feedback you've received,
- conference presentations,
- awards or other third-party recognition,
- job promotions or role expansion,
- career review notes,
- being offered or asked to undertake further tasks, or
- other documentation you feel appropriate.

Please submit documentation electronically as part of your application package and make sure you make it clear what the documents refer to as part of your application. We will rely on you to scan documents that are in hard copy form only.

We will respect confidentiality.

OTHER REQUIREMENTS

There are a range of other requirements that will help you with your work:

1. Excluding support evidence, your response to the examination questions should be typed and submitted electronically as a WORD document.
2. Your response to examination questions should contain no more than 5,000 words in total. We will not read and assess material beyond 5,000 words and a failure in the examination may result because of this.
3. The Examination has four (4) windows for submission – (January to February, April to May, July to August, October to November) and is submitted online. Results are released in April for Jan–Feb submission, July for April-May submission, October for July-August submission, and January for October-November submission.
4. Applicants shall be given four (4) attempts to pass the Examination of Experience. If a pass is not achieved after 4 attempts then no further attempt may be made within a 2 year period following the last failed attempt.
5. The cost of each examination is **K2 500 for 2020**. This fee is subject to annual adjustment.