



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 six (6) months. Trainees should complete the CRF timeously after having completed all responsibilities or assignments in six (6) months (it is suggested that the form should be completed within one (1) week from the end of the six (6) months).

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
	FINANCIAL ACCOUNTING AND REPORTING		
FAR 1	Apply accounting principles to record and account for financial transactions and events		
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		
	AUDITING AND ASSURANCE		
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		
	TAXATION		
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		
	MANAGEMENT ACCOUNTING		
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.		
	FINANCIAL MANAGEMENT		
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		
	STRATEGIC BUSINESS ANALYSIS		
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		
	INFORMATION TECHNOLOGY		
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		
	ACCOUNTING EDUCATION		
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		
	FINANCIAL ADVICE		
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
	TEAMWORK AND LEADERSHIP		
TL1	Work with others and in teams		
TL 2	Demonstrate leadership		
	ORGANISATIONAL SKILLS		
OS 1	Plan, organise and monitor activities		
OS 2	Delegate tasks		
OS 3	Use information technology effectively		
	ANALYTICAL, RESEARCH AND EVALUATION		
ARE 1	Research, analyse and evaluate information		
ARE 2	Maintain a current awareness of the legal, regulatory and economic environment of business.		
	INTELLECTUAL SKILLS		
IS 1	Solve problems, propose solutions and make decisions		
IS 2	Exercise appropriate professional judgement.		
	ETHICAL AND PROFESSIONAL BEHAVIOUR		
EPB 1	Consistently demonstrate personal integrity, professional values, and ethical conduct		
EPB 2	Adhere to the fundamental principles of the Code of Ethics		
	COMMUNICATION AND INTERPERSONAL SKILLS		
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

COMPETENCY: FAR 1 - Apply accounting principles to record and account for financial transactions and events						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

COMPETENCY: FAR 2 - Evaluate the appropriateness of accounting policies and frameworks						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

COMPETENCY: FAR 3 - Prepares or evaluates financial statements and accompanying notes						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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.					
Trainee's comment on this competency (if any):						

COMPETENCY: FAR 4 - Analyse and interpret financial statements and non-financial information (such as sustainability report) for entities						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

2.0 AUDIT AND ASSURANCE

COMPETENCY: AA 1 - Evaluate the legal, regulatory, technical, professional and ethical issues involved with audit and assurance engagements						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

COMPETENCY: AA 2 - Apply best practice in acceptance 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 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					
Trainee's comment on this competency (if any):						

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.					
Trainee's comment on this competency (if any):						

COMPETENCY: AA 4 - Plan 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 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.					
Trainee's comment on this competency (if any):						

COMPETENCY: AA 5 - Execute 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 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					
Trainee's comment on this competency (if any):						

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					
Trainee's comment on this competency (if any):						

3.0 TAXATION

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.						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

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						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

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						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

COMPETENCY: TA 4 - Advise on the taxation implications of various financial arrangements that could be made by individuals or legal entities						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

COMPETENCY: TA 5 - Advise Zambian individuals and legal entities on international dimensions relevant to their taxation circumstances						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

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

4.0 MANAGEMENT ACCOUNTING

COMPETENCY: MA 1 - Apply appropriate costing methods						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

COMPETENCY: MA 2 - Apply costing techniques to support management decision making						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

COMPETENCY: MA 3 - Apply managerial budgetary control systems						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

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

COMPETENCY: MA 5 - Evaluate the performance of products and business segments						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

5.0 FINANCIAL MANAGEMENT

COMPETENCY: FM 1 - Evaluate financing options for an organisation						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

COMPETENCY: FM 2 - Appraise investments						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

COMPETENCY: FM 3 - Advise on appropriate financial risk strategies						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

COMPETENCY: FM 4 - Prepares business valuations						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

COMPETENCY: FM 5 - Appraise working capital requirements						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

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					
Trainee's comment on this competency (if any):						

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					
Trainee's comment on this competency (if any):						

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					
Trainee's comment on this competency (if any):						

COMPETENCY: SBA 4 - Evaluate choice 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 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					
Trainee's comment on this competency (if any):						

COMPETENCY: SBA 5 - Evaluate strategic implementation plans						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

7.0 INFORMATION TECHNOLOGY

COMPETENCY: IT 1 - Apply appropriate information systems and tools to business and accounting problems						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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.					
Trainee's comment on this competency (if any):						

COMPETENCY: IT 2 - Assess accounting information systems and develop an organisation's accounting information systems strategy						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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.					
Trainee's comment on this competency (if any):						

COMPETENCY: IT 3 - Advise on the design and management of accounting information systems installations and upgrades						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

8.0 ACCOUNTANCY EDUCATION

COMPETENCY: AE 1 - Teaches relevant courses						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

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

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

		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					
Trainee's comment on this competency (if any):						

9.0 FINANCIAL ADVICE

COMPETENCY: FA 1 - Agree a scope of service with the client						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

COMPETENCY: FA 2 - Collect and record client information						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

COMPETENCY: FA 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
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					
Trainee's comment on this competency (if any):						

COMPETENCY: FA 4 - Implement recommendations made by the Financial Advisor						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

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

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

COMPETENCY: TL 1 - Work with others and in teams						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

COMPETENCY: TL 2 - Demonstrate leadership						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

2.0 ORGANISATION SKILLS

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

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

COMPETENCY: OS 3 - Use information technology effectively						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

3.0 ANALYTICAL, RESEARCH AND EVALUATION

COMPETENCY: ARE 1 - Research, analyse and evaluate information						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

COMPETENCY: ARE 2 - Maintain a current awareness of the legal, regulatory and economic environment of business						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

4.0 INTELLECTUAL SKILLS

COMPETENCY: IS 1 - Solve problems, propose solutions and make decisions						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

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

5.0 ETHICAL AND PROFESSIONAL BEHAVIOUR

COMPETENCY: EPB 1 - Consistently demonstrate personal integrity, professional values, and ethical conduct						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

COMPETENCY: EPB 2 - Adhere to the fundamental principles of the Code of Ethics						
Tasks to be performed:		Assignments undertaken	Rating by Trainee	To be completed by the Mentor		
				Rating by Mentor	Competence Level	Mentor's comment
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					
Trainee's comment on this competency (if any):						

6.0 COMMUNICATION AND INTERPERSONAL SKILLS

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

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

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