



Competencies Associated with a Chartered Investment Manager	Category	
	Compliance	PD
	Review of critical regulations and application; Regulatory changes; Rules relating to new products; Ethics	Products, valuation; risk; investment strategy, suitability of leverage; costs; suitability, communication skills, practice management skills, use of technology
1. Regulation a. Abide by the laws and regulations pertaining to investment counsellors and portfolio managers in Canada. b. Abide by the investment rules and restrictions pertaining to the management of mutual fund mandates. c. Comply with the CSA's Best Practices Standards on Anti-market timing and be able to apply this to portfolio management concepts such as 'high closing'. d. Comply with AML regulations. e. Comply with Personal Information Protection and Electronic Documents Act. f. Comply with best practices concerning 'soft dollar' payments. g. Abide by best practices regarding 'know your client' standards. h. Abide by fairness policy to ensure fair access to opportunities to clients, as set forth in s. 223 of the CSA regulations.	XX	Can be counted for PD
2. Ethics a. Observe high standards of ethics and conduct in dealings with clients and in the transaction of business. b. Avoid engaging in any business conduct or practice that is unbecoming or detrimental to the public interest.	XX	Can be counted for PD
3. Standards of Practice a. Abide by best practices with respect to: <ul style="list-style-type: none"> • fair trade allocation • soft dollar arrangements • changing investment objectives • trading errors • confidentiality • conflicts of interest • best execution • trading of non-public information • maintaining proper records • client privacy • personal trading 	XX	Can be counted for PD



CIM[®] ASSOCIATED COMPETENCIES



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<p>4. Sales and Marketing</p> <ul style="list-style-type: none"> a. Advise clients of the various types of professional money management services available within your firm and outside. b. Conduct seminars. c. Articulate your value proposition. d. Build your business. e. Seek out appropriate clients for the portfolios that you or your firm manages. f. Adhere to best practices concerning Referral arrangements, including disclosure to clients of fee sharing arrangements. g. Ensure marketing materials are accurate and that performance can be substantiated. h. Use appropriate benchmarks for performance comparisons. 		XX
<p>5. Client Discovery and Interaction</p> <ul style="list-style-type: none"> a. Understand the client's financial planning needs and goals throughout the various stages of their life. b. Thoroughly understand client investment objectives, risk tolerance and other important client needs. c. Service a client base with various investment objectives. d. Service a client base that have similar investment objectives. 		XX
<p>6. Analysis of Environmental</p> <ul style="list-style-type: none"> a. Macro-economic Analysis Interpret (internal or external reports) or perform economic analysis to help shape your or your firm's investment view. b. Industry Analysis Interpret (internal or external reports) or perform industry analysis to help shape your or your firm's investment view. c. Company Analysis Interpret (internal or external reports) or perform company analysis to help determine individual security selection recommendations within industry groups. d. Technical Analysis Interpret (internal or external reports) or perform technical analysis to help support asset allocation, industry weighting and individual security selection. 		XX



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<p>7. Asset Allocation and Investing Styles</p> <p>a. Formulate the strategic asset allocation for a client given the client's investment expectations, constraints and capital market expectations.</p> <p>b. Recommend the appropriate asset allocation for both registered and non-registered accounts.</p> <p>c. Recommend an appropriate tactical asset allocation strategy to complement the strategic asset allocation strategy,</p> <p>d. Ensure asset allocation is suitable given KYC and suitability information.</p>		XX
<p>8. Security Selection</p> <p>a. Equity Selection Evaluate specific equities on the basis of their outright and relative valuation, historical risk and return and trading information (outstanding shares, float, volumes etc.) that are suitable for the client or mandate within determined asset allocation guidelines and given economic, industry and company analysis and investor/mandate objectives and constraints.</p> <p>b. Fixed Income Selection Evaluate appropriate fixed-income-securities products and strategies that are suitable for a client or mandate, within determined asset allocation guidelines. Consideration should be made to economic conditions, the yield curve, direction of interest rates and particularly investor/mandate objectives and constraints.</p>		XX
<p>9. Derivatives</p> <p>a. Evaluate how derivatives are used within managed and structured products, alternative investments and publicly traded corporations.</p> <p>b. Educate clients on the uses of derivatives within corporations, managed and structured products and alternative investments.</p> <p>c. Analyze and apply derivatives to accounts as required.</p>		XX
<p>10. Managed Product Selection</p> <p>a. Evaluate appropriate managed products for a client, given market expectations, investor objections and constraints.</p> <p>b. Interpret a mutual fund's quartile ratings.</p> <p>c. Evaluate a managed product's performance based on risk and return, in comparison to a benchmark and other similar funds.</p>		XX



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<p>11. Alternative Investment Selection</p> <p>a. Educate clients on the benefits, risks and features of alternative investments (including hedge funds, private equity, commodities and real estate).</p> <p>b. Perform due diligence on the various alternative investments.</p> <p>c. Evaluate appropriate alternative products for a client, given market expectations, investor objectives and constraints.</p> <p>d. Evaluate Cost of Product.</p>		XX
<p>12. Structured Product Selection</p> <p>a. Educate clients on the benefits, risks and features of structured products.</p> <p>b. Perform due diligence on the various structured products.</p> <p>c. Evaluate appropriate structured products for a client, given market expectations, investor objectives and constraints.</p>		XX
<p>13. Investment Policy Statement</p> <p>a. Recommend an appropriate asset mix, with appropriate guidelines, constraints and investment products.</p> <p>b. Recommend tax management strategies that can be used to reduce an individual investor's tax burden.</p> <p>c. Recommend possible options for investors whose return objective is inconsistent with his or her risk tolerance.</p> <p>d. Ensure clients are comfortable with the solutions suggested.</p> <p>e. Create an Investment Policy Statement (IPS) for individual and institutional investors.</p>		XX
<p>14. Portfolio Construction</p> <p>a. Diversify a portfolio based on the correlations between securities in the portfolio.</p> <p>b. Calculate the expected risk and return of a portfolio.</p> <p>c. Prepare an appropriate benchmark or benchmarks by which the manager's performance will be measured.</p> <p>d. Utilize derivatives to help achieve portfolio risk and return objectives.</p>		XX



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15. Implementing the IPS a. Ensure trade orders are executed that are most appropriate for the clients or mandate objectives. b. Review trade blotter to ensure that all trades scheduled to be done the previous day were actually done. c. Check how much fresh money came in that can be traded - cash flows - or notices of redemption. d. Ensure best price and best execution for clients.		XX
16. Portfolio Monitoring, Measuring and Rebalancing a. Calculate the time-weighted return of a portfolio under all cash flow situations. b. Determine whether a portfolio outperformed its benchmark on a risk-adjusted basis by comparing the Sharpe ratio and alpha of the portfolio to those of its benchmark. c. Conduct portfolio re-balancing. d. Conduct performance attribution analysis. e. Properly vote shares as applicable.		XX
17. Portfolio Reporting Ensure that reports are accurate, complete and understandable and are presented in a format that communicated the information effectively.		XX