

Induction Process: Expectations

Adviser Induction Standards
Impact Financial Services

1 PURPOSE OF THE INDUCTION PROCESS

The Induction Process at Impact Financial Services is designed to ensure that new advisers understand the firm's standards, procedures and professional expectations before advising clients.

The induction process helps advisers:

- understand the firm's advice standards
- learn internal systems and procedures
- develop product knowledge
- prepare for real client interactions

This stage forms an important part of the firm's Training & Competence (T&C) framework.

2 ADVISER ENGAGEMENT AND PROFESSIONAL ATTITUDE

During the induction process advisers are expected to demonstrate a professional approach to their development.

Advisers should:

- attend scheduled induction sessions
- actively participate in training
- ask questions where clarification is needed
- engage with learning materials provided through Impact Academy

Active participation helps advisers gain the knowledge required to succeed in their role.

✓ GOOD PRACTICE

Adviser arrives prepared for each session, takes notes, asks thoughtful questions, and follows up on areas where they need additional understanding.

✗ BAD PRACTICE

Adviser attends passively, does not engage with training content, avoids asking questions, and shows no initiative to develop their understanding independently.

3 ATTENDANCE REQUIREMENTS

Advisers are expected to attend all scheduled induction sessions and training activities.

This includes:

- onboarding meetings
- internal training sessions
- Adviser Development Academy (ADA) sessions

Consistent attendance demonstrates commitment to professional development.

✓ GOOD PRACTICE

Adviser attends every scheduled session on time, notifies their manager in advance if genuinely unable to attend, and arranges to catch up on any missed content promptly.

✗ BAD PRACTICE

Adviser frequently arrives late or misses sessions without notice, does not make efforts to catch up on missed content, and treats attendance as optional.

4 LEARNING AND PREPARATION

Advisers are expected to take responsibility for their own learning during the induction process.

This includes:

- reviewing training materials
- completing assigned learning modules
- preparing for knowledge assessments

Advisers should aim to develop a strong understanding of both mortgage and protection advice processes, depending on their role.

✓ GOOD PRACTICE

Adviser completes all assigned modules before deadlines, reviews materials in their own time, and comes to training sessions having already read the relevant background content.

✗ BAD PRACTICE

Adviser leaves modules incomplete, does not review materials outside of scheduled sessions, and arrives at assessments unprepared.

5 SYSTEMS FAMILIARISATION

During induction advisers will receive training on the firm's systems.

Advisers are expected to become familiar with:

- Pro System CRM
- case recording procedures
- document management requirements

Accurate use of Pro System is essential for maintaining compliant client records.

✓ GOOD PRACTICE

Adviser practises using Pro System regularly, asks for help when unsure, and develops confidence with the system before beginning supervised client work.

✗ BAD PRACTICE

Adviser avoids using Pro System, relies on others to input data, and does not take time to learn the system properly during the induction period.

6 ROLE PLAY AND PRACTICAL TRAINING

As part of the induction process advisers may participate in role play exercises designed to simulate client conversations.

These exercises help advisers develop skills such as:

- client fact finding
- identifying client needs
- explaining financial products
- discussing risks and alternatives

Role plays prepare advisers for real client interactions.

✓ GOOD PRACTICE

Adviser takes role plays seriously, prepares as if meeting a real client, listens actively, asks appropriate questions, and accepts feedback constructively.

✗ BAD PRACTICE

Adviser treats role plays casually, does not prepare, rushes through the exercise, and dismisses feedback rather than using it to improve.

7 COMPLIANCE AWARENESS

Advisers are expected to develop an understanding of the regulatory environment in which they operate.

During induction advisers will learn about:

- client suitability requirements
- professional conduct standards
- the importance of accurate record keeping

Compliance forms an essential part of professional financial advice.

✓ GOOD PRACTICE

Adviser understands why compliance matters, asks questions about regulatory requirements, and recognises that good record keeping protects both the client and the adviser.

✗ BAD PRACTICE

Adviser views compliance as an administrative burden, cuts corners on documentation, and does not engage with regulatory training content.

8 PROFESSIONAL BEHAVIOUR

Impact Financial Services expects advisers to demonstrate professional behaviour during the induction period.

This includes:

- respectful communication
- punctual attendance
- commitment to learning

Professional behaviour during induction reflects the standards expected throughout an adviser's career.

✓ GOOD PRACTICE

Adviser communicates respectfully with colleagues and trainers, is punctual and well-organised, and approaches the induction with a positive and professional attitude.

✗ BAD PRACTICE

Adviser is dismissive towards trainers, frequently late, disengaged during sessions, and does not demonstrate the professional standards the firm expects.

9 PREPARATION FOR SUPERVISED ADVICE

The induction process prepares advisers for the next stage of development, where they may begin working with clients under supervision.

Before progressing to this stage advisers should demonstrate:

- understanding of firm procedures
- basic product knowledge
- readiness to engage with client scenarios

The objective is to ensure advisers are well prepared before engaging with real client cases.

✓ GOOD PRACTICE

Adviser demonstrates clear understanding of the advice process, can explain key products, and expresses confidence in engaging with clients under appropriate supervision.

✗ BAD PRACTICE

Adviser cannot describe the basic advice process, has limited product knowledge, and is not prepared to begin supervised client work at the end of induction.

10 IMPACT ADVISER STANDARD

At Impact Financial Services the induction stage is the foundation of an adviser's professional development.

Advisers who fully engage with the induction process are more likely to:

- develop strong professional skills
- provide high quality advice
- build successful client relationships

The firm encourages advisers to approach induction as the first step in their long-term professional growth.

DOCUMENT CONTROL

Owner: Training & Competence

Version: 1.0

Classification: Internal