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# Advisor Onboarding Guide

(Canadian Financial Advisors – MFDA, IIROC, PM Models)

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## Purpose

This guide provides a repeatable framework to onboard new financial advisors in Canada. It covers pre-hire preparation, regulatory and compliance steps, training milestones, and tools to integrate advisors under MFDA, IIROC, or Portfolio Manager (PM) models. Each section includes practical checklists and templates that firms can customize for their new hires.

### **Informational Only. Not Legal, Regulatory, Tax, or Compliance Advice**

This guide is provided for general educational purposes to support advisor onboarding. It is **not** legal, regulatory, tax, accounting, or compliance advice and should not be relied upon as such. Obtain advice from qualified counsel and your firm's Compliance team regarding your specific facts, products, and supervisory structure.

## Pre-Boarding Requirements and Preparation

### Licensing & Registration

Confirm the incoming advisor's licensing and credentials before their start date. For MFDA or IIROC advisors, ensure they have passed required courses (e.g. Canadian Securities Course and Conduct & Practices Handbook for IIROC) and are eligible for registration. For discretionary PMs, verify they meet higher proficiency standards (such as a CFA charter with 12+ months experience or a CIM designation with 48 months experience) as required for Advising Representatives. Submit the advisor's registration application via NRD (National Registration Database) once prerequisites are met. Regulators require firms to conduct due diligence on the individual's education, integrity, and financial solvency before sponsorship. (Note: IIROC rules even mandate that new Investment Representatives complete initial training before registration is approved.)

### Compliance & Documentation

Before day one, have the advisor review and sign key documents: the firm's advisor agreement, Code of Ethics, confidentiality agreements (especially important for client data privacy), and any outside business activity disclosures. Verify they have obtained

errors & omissions (E&O) insurance if required. Prepare a pre-boarding checklist covering:

- Verification of licensing (upload proof of course completions, exam results)
- Registration forms (e.g. Form 33-109F4) submitted to regulators
- Background checks (reference checks, credit/criminal if applicable)
- Technology setup (email, computer, VPN, CRM access – see below)
- Desk and equipment readiness (phone, business cards ordered)

### Technology Setup:

Coordinate with IT so that by the advisor's first day, their hardware and software are ready. This includes setting up their company email and calendar, phone line, CRM account, financial planning software logins, trading platform access, and any secure remote access. Early setup ensures the advisor can hit the ground running with clients and compliance recordkeeping. Use a tech setup checklist to track completion of all accounts and permissions.

## 30-60-90 Day Training and Integration Plan

Structure the new advisor's first three months with clear goals and progressive responsibilities. This 30-60-90 day plan ensures they build knowledge, meet regulatory training mandates, and gradually take on client work under supervision.

### First 30 Days (Orientation & Foundation):

Emphasize firm-specific training and compliance. In week 1, introduce the advisor to the firm's culture, team, and value proposition. Have them meet key departments (compliance, operations, marketing) to understand internal support. Cover product offerings and services unique to the firm, internal processes for client onboarding, and the firm's policies & procedures. During this period, new IIROC registrants complete their mandatory 30-day training program, focusing on the dealer's products, systems, and basic client service tasks. The advisor should shadow experienced colleagues to learn how client calls, portfolio reviews, and trades are handled. By Day 30, the advisor should be fluent in opening accounts, using the CRM, entering orders (if licensed for trading), and correcting basic errors under supervision.

### Days 31 –60 (Building Skill & Client Introduction):

In the second month, the advisor begins taking on more client-facing activities with oversight. They might start attending client meetings with a senior advisor or branch manager, initially as an observer and gradually as a participant. Provide training in portfolio planning and product suitability. For IIROC advisors, this aligns with weeks dedicated to product knowledge and portfolio planning in the 90-day program. Set learning targets: e.g., by Day 45 the advisor drafts a financial plan or investment proposal for review. Introduce a small client segment or several client accounts for the advisor to service (often starting with inherited or less complex clients). The advisor should also complete any remaining coursework (e.g. IIROC's Wealth Management Essentials course if required within 30 months). Schedule a mid-point check-in around Day 45 to give feedback on their progress and address any knowledge gaps.

### Days 61 –90 (Integration & Autonomy):

In the third month, aim for the advisor to function more independently. They should begin leading client meetings or calls (with a mentor observing as needed) and demonstrate the ability to make suitable investment recommendations under the firm's supervision framework. Training in this phase should reinforce client communication and sales skills (e.g. prospecting techniques, handling client questions, and relationship management). Notably, the latter weeks of IIROC's 90-day program focus on client communication, marketing, and practice management. Ensure the advisor is well-versed in standards of conduct, including the firm's KYC and suitability processes and ethical codes. By Day 90, conduct a formal performance review against the initial plan: evaluate their product knowledge, compliance with processes, and client interaction quality. If they meet requirements, they can be fully authorized for their role (e.g. IIROC Investment Representatives may "upgrade" to Registered Representative after completing the full training program). For any areas needing improvement, extend the training plan accordingly (additional 30 days, etc.) with specific goals. Example: A senior advisor mentoring a new advisor during training.

Throughout the 90-day plan, document completion of each training module. Both the new advisor and their supervisor should sign off on key milestones. Use the provided Training Plan Template to track progress and ensure regulatory requirements are met.

This structured approach prevents new advisors from being “thrown into the deep end” without guidance and builds their confidence in a compliant manner.

## Regulatory Onboarding (CIRO/MFDA/IIROC Compliance)

### CIRO Registration:

All new advisors must be properly registered with the regulator before advising clients. Canada’s new Canadian Investment Regulatory Organization (CIRO) now oversees IIROC (investment dealers) and MFDA (mutual fund dealers) registrants. Work with your compliance department to submit the advisor’s registration on NRD under the correct category (IIROC Registered Representative, MFDA Dealing Representative, or Advising Representative for PM firms). Remember that IIROC requires evidence that the advisor completed initial training (e.g. the IIROC 90-day program for new reps must be completed and documented as part of their registration file). The firm should maintain records of the advisor’s proficiency (exam certifications, training certificates) to support the registration application.

### MFDA Specifics:

For advisors dealing in mutual funds (formerly under MFDA rules), ensure they have met MFDA proficiency requirements (often the Investment Funds in Canada (IFIC) course or CSC). MFDA rules historically required close supervision of new advisors. For example, trade pre-approval for the first 6 months. While CIRO may harmonize rules, it’s best practice to implement heightened supervision initially (e.g. a principal or branch manager signs off on all the new advisor’s client applications and transactions for a defined period). If the advisor will act as a Branch Manager, verify they have or plan to take the Branch Manager’s Course and have sufficient experience. IIROC requires 2 years experience and a Branch Manager Course for supervisors.

### IIROC Specifics:

IIROC-approved individuals must complete mandatory programs: the 90-day training program (for new RR advisors) and a 30-day program (for new IRs) as discussed. The firm must certify completion of these programs when filing registration. Additionally,

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IIROC advisors have ongoing Continuing Education (CE) obligations (see Compliance section) and must uphold compliance rules from day one. The firm's Chief Compliance Officer (CCO) or registration team should schedule an orientation covering IIROC rules, including how to properly maintain books and records, client communications, and use of designations.

### Portfolio Manager (PM) Model:

If the advisor is in a discretionary PM role registered with provincial securities commissions, coordinate their registration as an Advising Representative or Associate Advising Representative. Ensure they have the required credentials and experience (per CSA NI 31-103, e.g. CFA or CIM plus years of experience). The firm will need to submit registration to the provincial regulator and possibly notify CRO if the firm is dual-registered. Introduce the advisor to the firm's Advisory Policies. For instance, PMs must adhere to their firm's investment policy statements, discretionary account rules, and any conditions of their registration. Some may start as Associate Advising Reps requiring supervision on all advice. It's crucial they understand fiduciary duties inherent in discretionary management.

### Tip:

Provide a Regulatory Onboarding Checklist covering all filings and approvals needed (e.g. NRD submission, proof of proficiency, regulator fees, scheduling any required exams like ethics or the Partners, Directors and Senior Officers (PDO) exam if taking on supervisory roles). Document the date when the advisor is officially approved in the system before allowing them to advise clients. The firm is responsible for supervising its registered individuals at all times, so ensure a clear supervision plan is in place from the start.

## Compliance Protocols and Ongoing Requirements

Instill a strong compliance mindset in new advisors from day one. Key areas to cover include:

## Know Your Client (KYC) and Suitability:

Emphasize that gathering complete, accurate KYC information is not just initial paperwork, but an ongoing duty. The advisor must understand how to document a client's personal and financial details, risk tolerance, investment goals, and update this information regularly. Make clear that KYC obligations cannot be delegated. The advisor is responsible for knowing each client deeply. Train them on using the New Account Application Form and KYC forms properly, and how to spot inconsistencies or changes that require updates. Pair this with Know Your Product (KYP) training so they recommend suitable products aligned with client profiles. Provide scenarios for practice (e.g. evaluating if a proposed investment fits a client's risk profile) and review suitability requirements under CRO and securities laws. New advisors should also learn the Client Focused Reforms standards. Primarily putting the client's interest first in all recommendations.

## Anti-Money Laundering (AML) & Privacy:

Cover the firm's procedures for client identification and AML compliance thoroughly. Advisors must follow FINTRAC rules for verifying identity, record-keeping, and recognizing suspicious transactions. Federal law (PCMLTFA) and IROCC/MFSA rules both apply, so the advisor should know the more stringent rule prevails when in doubt. Provide training on how to complete a FINTRAC Individual Identification form, how to spot red flags of money laundering, and the process for escalating concerns to the firm's AML officer. Additionally, stress the importance of client privacy. All client personal information and financial details must be kept confidential and secure. Outline PIPEDA obligations. Only collect necessary data with consent, use it for intended purposes, and safeguard it (e.g. no storing client data on personal devices, use encrypted email or the firm's secure portal for sensitive documents). Advisors have a fiduciary duty to protect client information and should share it only with authorized parties with client consent. Include a review of the firm's Cybersecurity policies and what to do in case of a potential data breach.

## Compliance Procedures:

Walk the advisor through day-to-day compliance protocols: how to properly maintain client files (both physical and digital records), the requirement to log all client

interactions in the CRM, and how to handle trade tickets and confirmations. Explain any trading policies, such as forbidden sales practices, cross-border rules, or restrictions on personal trading accounts. Ensure they know the process for error correction and disclosure (e.g. if a trade error occurs, how to report and fix it). Also cover client complaint handling. The advisor should immediately report any client dissatisfaction or complaint to compliance and know not to attempt resolution alone. Introduce them to the Compliance Manual and perhaps assign required reading or e-learning modules for key rules. Encourage an open line with the compliance team. New advisors should feel comfortable asking when unsure.

### Continuing Education (CE):

Educate the advisor about ongoing CE requirements to maintain their license. CRO (IIROC/MFDA) registrants must complete mandatory courses each cycle. For example, mutual fund dealing representatives must complete 8 business conduct credits, 20 professional development credits, and 2 compliance credits in every 2-year cycle. IIROC-registered advisors similarly have a cycle of compliance and professional development credits, typically 10 and 20 hours respectively. Provide the schedule of the current CE cycle and help the advisor plan to attend approved training, conferences, or courses to fulfill these credits. Many firms enroll new advisors in firm-led training programs that grant CE credits. Ensure they know how to report credits (e.g. through CRO's CERTS system for MFDA CE). Emphasize that failure to complete CE can lead to license suspension, so staying on top of these requirements is part of their professional duty.

### Ethics and Conduct:

Finally, reinforce standards of professionalism. Discuss the firm's Code of Ethics and give examples of conflicts of interest that might arise and how to handle them. For instance, disclosure and avoidance. Cover rules on outside business activities, gifts and entertainment limits, and any social media guidelines for advisors. Make it clear that compliance isn't just a one-time onboarding topic but a continuous part of their role. Encourage questions and provide a compliance contact list for support.

## Client Transition and Communication Practices

If the new advisor is inheriting clients from a departing advisor or via a merger, or bringing a book of business from a prior firm, manage these transitions carefully.

### Transition Planning:

Develop a plan for client introductions in the first few weeks. Ideally, the outgoing advisor or a senior team member can introduce the new advisor to each client via a call, joint meeting, or letter to transfer trust. Prepare a Client Transition Letter template from the firm, which introduces the new advisor, provides their contact information, and assures clients of continuity in service. Ensure this communication complies with any regulatory requirements. For example, IIROC firms must notify clients of a change in advisor on their account statements or via letter. If the new hire came from another firm, coordinate the transfer of client accounts using the ATON system (for transferring assets) and get signed authorizations where needed.

### Client Communication Best Practices:

Instruct the advisor to be proactive and transparent with clients during the onboarding period. Frequent, reassuring communication can significantly improve client retention during a change. Advisors should reach out to top clients within the first few days of the transition to introduce themselves, if not already done, and schedule meetings to review the client's portfolio and financial plan. Provide them with a call script or talking points for these introduction calls focusing on the firm's stability, the team approach, and the benefits to the client. Emphasize listening to each client's concerns during these conversations. Many clients will want to know how the change affects them. The new advisor should be prepared to discuss any differences in account management or fees and emphasize their commitment to the client's goals. Frequent, personalized communication helps reassure clients during an advisor transition.

### Retention and Trust-Building:

Not all clients will immediately follow a new advisor, so the first 90 days are critical for earning their trust. The advisor should over-communicate early on. For example, sending a welcome email, followed by a phone call, and possibly a newsletter or market update to showcase their expertise. Make sure all client communications are

logged in the CRM. Encourage the advisor to find quick wins to demonstrate value such as identifying any overlooked needs or adjusting the portfolio to better align with the client's objectives. Remember, advisors must stay within regulatory bounds. If the new advisor is joining from another firm, caution them about any non-solicitation agreements or privacy rules. They should only contact clients whom they are legally allowed to, usually those who have consented to transfer or provided information, and avoid divulging confidential info from their old firm. Compliance should review any client transition letters or bulk communications before they go out.

### Handling Sensitive Transitions:

In cases of advisor succession (retiring advisor handing off clients) or team-based practices, arrange joint client meetings where the previous advisor endorses the new advisor in front of the client. This warm handoff greatly increases client comfort. Provide the new advisor with background on each key client, their history, preferences, any pending issues, so they can personalize their approach. Using a Client Fact Sheet template for each transferred client can be helpful.

### Ongoing Communication Plan:

Establish a schedule for the new advisor's client touchpoints. For instance, all high-value clients get a face-to-face or video meeting within the first 60 days, and all clients receive a check-in call or email by 90 days. Encourage the advisor to set service expectations clearly. How often will they meet, how the client can reach them, and introduce any team members, like assistants, who will support the relationship. By the end of the onboarding phase, clients should feel comfortable with the new advisor and confident in the continuity of advice.

## Technology Tools and Systems Training

Modern advisory practices are tech driven. Early in onboarding, train the advisor on all technology platforms they will use to manage client relationships and conduct business

### Client Relationship Management (CRM) System:

The CRM is the hub for client data, meeting notes, tasks, and compliance tracking. Provide hands-on training on how to use the CRM to log interactions, update KYC

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details, set reminders, and run reports. Emphasize that maintaining up-to-date CRM records is both good service and a compliance requirement (e.g. evidence of advice given). A good CRM will help the advisor stay on top of client needs, automate follow-ups, and even assist with compliance by tracking activities. Show them how to generate pipeline reports, segment clients, and use any workflow automation. If your CRM has a client onboarding workflow, walk through it step by step with a sample new client. Use a CRM Training Checklist to ensure all key functions are covered (calendar integration, attaching documents, etc.).

### Financial Planning Software:

Train on the financial planning or investment proposal tools your firm uses (e.g. NaviPlan, Snap Projections, Conquest, etc.). The new advisor should be able to input client data and generate financial plans or investment policy statements consistent with your standards. Set up a practice case for them to work on. For example, have them create a retirement plan for a sample client and then review it together. Cover how to model different scenarios and how to present plans to clients using the software's outputs (charts, projections). If the advisor is less experienced with planning, consider pairing them with a financial planning specialist on a couple of initial cases. Ensure they know how the software ties into KYC (assumptions should reflect KYC information).

### Trading and Portfolio Management Systems:

If the advisor will be executing trades or rebalancing portfolios, provide training on the trade order management system (OMS) or any broker/dealer platform (such as RBC Advisor Portal, Fidelity WealthCentral, etc., depending on your dealer). They must learn how to enter orders correctly (buy/sell, fund codes or ticker symbols, quantities) and how to check for trade approvals or compliance warnings (such as unsuitable trade alerts). Explain the trading limits or approval process. For example, some firms require principal approval for certain products or large trades for new advisors. Also train on any portfolio management system used for discretionary accounts or client reporting. For PMs, this could be software like Croesus, AssetBook, etc. The advisor should know how to pull up client portfolio holdings, performance reports, and do basic analytics. During training, supervise their first few trade entries in a demo environment, if possible, to avoid errors. Emphasize accuracy and timeliness in order handling, and how to use trade notes to document client instructions.

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## Office Productivity Tools:

Ensure the advisor is comfortable with everyday tools like the email and calendar system (e.g. Outlook 365), secure messaging apps if used for client communication, and document management. Show them how to access the firm's intranet or knowledge base for research and forms. If there is a document management system or secure cloud storage for client files (e.g. SharePoint, Box with compliance integration), demonstrate how to scan and upload client documents, and retrieve files. Cover the firm's e-signature platform (e.g. DocuSign) if clients can sign forms electronically and practice sending a test document for signature.

## Compliance and Workflow Systems:

Many firms have specialized systems for compliance oversight like email archiving systems, trade surveillance dashboards, or continuing education trackers. Introduce these as relevant. For example, if there's a system where the advisor needs to attest to personal trading or outside activities quarterly, show them how to use it. If you have a workflow management tool like Monday.com or an in-house system for tasks like account opening or account transfers, include training on how the advisor interacts with those workflows (e.g. submitting a request to operations through the system). The goal is for the advisor to efficiently navigate all tech tools so they can focus on clients. Provide quick reference guides or an internal "tech toolbox" document summarizing all systems, URLs, and support contacts.

## Support:

Let the advisor know whom to contact for tech help (e.g. an internal tech support line or a subject-matter expert for each tool). Often a colleague or mentor can help with ad-hoc questions on using software in real client situations. Over the first few weeks, monitor the advisor's usage of systems (e.g. check if they are logging activities in CRM, or if they have any incomplete items in workflows) and gently remind or retrain as needed.

## Customizable Templates and Checklists

To ensure consistency and save time, leverage templates, checklists, and worksheets throughout the onboarding. These resources can be edited and reused for each new advisor hire.

### Pre-Boarding Checklist:

A list of all tasks to complete before the advisor's start date, such as regulatory filings, tech setup, desk setup, business cards, etc. Use this to track responsibilities across departments (HR, Compliance, IT, Branch Manager). See the attached "Advisor Pre-Boarding Checklist" template in the appendix.

### 30-60-90 Day Training Plan Template:

Outline the training topics, activities, and goals for each phase (first month, second month, third month). This template should include columns for target completion dates and a sign-off by the mentor/supervisor when each segment is done. It's a living document. Customize it to each advisor's role and experience level, and allow space to add notes or adjust as needed. For example, if an advisor is entirely new to the industry vs. a tenured advisor switching firms, their plan may differ in focus. The template ensures no critical topic, like KYC, systems, product knowledge, is missed in the onboarding process. See the attached "30-60-90 Day Training Plan" template in the appendix.

### New Client Meeting Agenda:

Provide a standard agenda that advisors can use for initial client review meetings. This helps new advisors cover all important points consistently. For instance, the agenda might include personal introduction & firm story, review of client's goals and plan, portfolio overview, administrative updates (e.g. contact info confirmation), and next steps. A consistent meeting structure ensures even inexperienced advisors maintain professionalism and thoroughness. Advisors can customize it per client, but the template gives a reliable starting point. See the attached "New Client Meeting Agenda" template in the appendix.

## Compliance Checklists:

Give the advisor checklists for common processes like Opening a New Account (steps: complete NAAF, obtain KYC, client signatures, submit for approval, welcome kit sent) or Annual KYC Update (steps: schedule meeting, pre-fill known info, discuss changes, have client sign updated form, update CRM, file documentation). Having a checklist helps the advisor self-review their work for completeness and avoid compliance slip-ups. Similarly, a Trade Ticket Checklist can remind them of things to verify before placing orders (suitability, documentation of client consent if not in writing, etc.). See the attached “Opening a New Account”, “Annual KYC Update”, and “Trade Ticket Checklist” templates in the appendix.

## Client Transition Checklist:

If applicable, a step-by-step list for transitioning clients (e.g., send introduction letter, follow up call after 1 week, schedule in-person meeting within 1 month, ensure transfer of all accounts by X date, monitor any stragglers who haven’t consented to transfer). This ensures a smooth and uniform transition process. See the attached “Client Transition Checklist” template in the appendix.

## Advisor Daily/Weekly Planner:

A template for the new advisor to plan their activities (e.g., a sample weekly schedule allocating time for client calls, prospecting, paperwork, training time, and team meetings). This can instill good time management habits. It might include a “Weekly Goals” section and space for them to reflect or list questions for their mentor. See the attached “Advisor Daily” and “Weekly Planner” templates in the appendix.

Encourage the new advisor to actively use and even improve these templates. They are editable tools. For instance, if the advisor finds a better way to prepare for meetings, they can tweak the meeting prep checklist. The goal is to create a structured yet flexible onboarding experience. By providing these resources, you reduce ambiguity for the new hire and save time for everyone. It also reinforces compliance. Written procedures, even in checklist form, help keep the advisor’s actions within approved bounds.



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Lastly, schedule regular onboarding meetings, perhaps weekly in the first month, bi-weekly in months 2–3, between the new advisor and their manager or mentor. Use these to review the checklists and templates. See what’s been completed, address any questions, and keep the onboarding plan on track. This guided yet modular approach will ensure the advisor is fully integrated, compliant, and confident by the end of the program.

## Appendix

### Training Plan Template

Advisor Name: \_\_\_\_\_

Position/Title: \_\_\_\_\_

Start Date: \_\_\_\_\_

Manager/Supervisor: \_\_\_\_\_

#### Training Schedule and Content Overview:

##### Company Orientation (Week 1):

- Company history, mission, and values overview
- Introductions to team members and key departments
- Office tour and overview of branch operations and facilities
- Set up system access (email, CRM, trading platforms) and IT orientation

##### Regulatory & Compliance Training (Weeks 1 –2):

- **Code of Ethics & Standards of Conduct:** Review firm's Code of Ethics and CISO/IIROC conduct rules
- **Compliance Policies & Procedures:** Learn internal compliance manual, supervision structure, and escalation procedures
- **Know Your Client (KYC) & Suitability Obligations:** Training on client onboarding requirements, suitability rules, and client-focused reforms [ciro.ca](https://www.ciro.ca)
- **Anti-Money Laundering (AML) & Privacy:** Complete mandatory AML, privacy and confidentiality training (FINTRAC requirements, privacy law compliance)
- **Regulatory Overview:** Understand key regulations (CISO Rules, securities laws) and licensing conditions

##### Product & Service Knowledge (Weeks 2 –4):

- **Investment Products:** In-depth training on all products offered – e.g. mutual funds, ETFs, equities, fixed income, derivatives, insurance, proprietary products
- **Product Characteristics:** Understand features, risks, fees, and suitability of each product category

- **Platform Training:** Learn how to obtain quotes, research products, and use trading platforms for each product type [cipro.ca](http://cipro.ca)
- **Know Your Product (KYP):** Learn firm's product due diligence process and how products are approved for sale

### Portfolio Planning & Client Solutions (Weeks 3–5):

- Basic financial planning principles (retirement, tax, estate basics)
- Asset allocation and portfolio theory overview
- Firm's model portfolios or financial planning tools (if applicable)
- **Client Case Studies:** Practice creating sample investment plans or reviewing hypothetical client portfolios
- **Internal Programs & Services:** Training on any firm-specific programs, managed account services, or financial planning software

### Client Communication & Sales Skills (Weeks 4–6):

- **Client Communication:** Effective client meeting practices, discovery techniques, and listening skills
- **Prospecting & Marketing:** Strategies for networking, lead generation, and marketing the advisor's services
- **Sales and Relationship Management:** Training on the consultative sales process, handling client objections, and building long-term relationships
- **Practice Management:** Time management, daily and weekly planning (using Planner templates), and business development planning

### Operations & Administration (Weeks 1–6):

- **Account Opening Process:** Step-by-step training on how to open new accounts (forms, client identification, data entry)
- **Transaction Processing:** How to enter trade orders, process transfers, and handle settlements
- **Systems & Technology:** Training on internal systems (CRM, portfolio management system, email, compliance monitoring tools)
- **Record-Keeping:** Documentation standards, maintaining client files, and book & record requirements
- **Fees and Commissions:** Overview of compensation structure, commission tracking, and disclosure of fees to clients

### Ongoing Mentorship & Evaluation:

- **Mentor Assignment:** Assign a senior advisor or mentor for shadowing during first 3 months
- **Weekly Check-Ins:** Schedule one-on-one meetings each week to review progress, answer questions, and provide feedback
- **30-Day Review:** Formal progress review after first month; identify training gaps or additional support needed
- **60-Day Review:** Mid-point evaluation of knowledge and performance; adjust training plan if necessary for remaining onboarding period
- **90-Day Final Assessment:** End-of-program evaluation to confirm completion of all training modules. (New advisors should complete all training within 90 days of start, as per CICO requirements.)
- **Sign-Off:** Manager and Compliance Officer sign off that training program is completed, and advisor is approved for unsupervised client work

## Advisor Pre-Boarding Checklist

### Purpose

Ensure all requirements are completed before the new advisor's first day. The following items should be prepared and checked off prior to the advisor's start date.

#### ☐ Regulatory Registration

Submit all regulatory registration forms and filings for the advisor. This includes the National Registration Database (NRD) Form 33-109 for individual licensing, IIROC/CIRO registration transfer or application, and any required provincial securities commission filings. Confirm the advisor has satisfied all proficiency requirements (e.g. passed CSC; CPH can be completed during the training period).

#### ☐ Employment Agreements

Offer letter or employment contract signed and returned. Include any non-disclosure, non-solicit or confidentiality agreements.

#### ☐ Background Checks

Complete background verification (reference checks, credit check, criminal record check if required) and confirm the advisor's record is clear of regulatory incidents (check CSA/CIRO databases for any disciplinary history).

#### ☐ Insurance & Bonding

Ensure the advisor has obtained any required insurance (e.g. Errors & Omissions insurance coverage) and is added to the firm's fidelity bond as needed.

#### ☐ Equipment & Workspace Setup

Prepare the advisor's workspace (desk, chair, phone). Set up computer/laptop and install all necessary software. Create network login, email account, and access credentials for all required systems (CRM, trading platform, compliance monitoring tools, etc.).

☐ **Business Cards & Branding**

Order business cards, nameplates, and update the company website/marketing materials with the new advisor's information as applicable.

☐ **Welcome Package**

Prepare a welcome package for the new advisor containing the employee handbook, compliance manual, Code of Ethics, privacy policy, and any other key firm policies or reference materials. These should be provided on or before Day 1 for the advisor to review and sign acknowledgements as required.

☐ **Training Schedule**

Develop a detailed 90-day training and orientation schedule (see Training Plan Template) tailored to the advisor's role. Include dates for all major training sessions, orientation meetings, product knowledge sessions, and regulatory training modules. Assign responsible trainers/mentors for each segment.

☐ **Mentor Assignment**

Assign a peer mentor to help the new advisor acclimatize. Ensure the mentor is informed of their role and the schedule for initial shadowing or joint meetings.

☐ **Client Transition Planning (if applicable)**

If the advisor is joining with an existing client base (or taking over clients from a departing advisor), prepare a client transition plan. This should include a list of clients to be onboarded, transfer of account forms to be completed, and communications to be sent to clients (see Client Transition Checklist).

☐ **Compliance Supervision Prep**

If the advisor is newly licensed or less experienced, set up any heightened supervision arrangements as required by CRO/MFSA rules. For example, plan for pre-approval of the new advisor's first few trades or accounts and assign a supervisor for daily review of activities during the initial period.

☐ **Technology Access Tests**

Prior to Day 1, test the advisor's login credentials and access to ensure everything works. Set up voicemail and phone system access. Ensure any



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remote access (VPN, secure tokens) is configured if the advisor will work remotely at times.

#### ☐ First Day Agenda

Schedule introductory meetings for the advisor's first day (e.g. with branch manager, compliance officer, department heads). Provide a copy of the Day 1 agenda to the new advisor in advance so they know what to expect.

## 30-60-90 Day Training Plan

Advisor Name: \_\_\_\_\_

Manager/Supervisor: \_\_\_\_\_

Start Date: \_\_\_\_\_

Today's Date: \_\_\_\_\_

### Plan Overview

This plan outlines key onboarding goals for the new advisor's first 90 days. It is divided into 30-day milestones, 60-day milestones, and 90-day milestones. The advisor and supervisor should review progress at each interval and check off completed items.

### 30-Day Milestones (Day 1 to 30)

#### ☐ Complete Orientation & Basic Training

Finish all initial orientation sessions and mandatory compliance training by end of first month (firm policies, code of conduct, AML, privacy, etc.).

#### ☐ Licensing and Registration

All required licensing steps finalized (securities license active, mutual fund license if applicable, insurance license if applicable). Confirm IIROC/MFDA registration approval has been received by ~30 days, so the advisor is legally able to advise and trade.

#### ☐ Meet Team and Key Contacts

Meet with all relevant departments (Compliance, Operations, Finance, Marketing, etc.) to understand support resources. Establish relationships with internal contacts for day-to-day questions.

#### ☐ Client Service Training

Observe or co-attend introductory client meetings with a senior advisor or mentor. Gain exposure to how the firm conducts new client onboarding meetings and KYC gathering.

### ☐ Systems Proficiency

Demonstrate basic proficiency in core systems (entering a new client in CRM, initiating a trade in the trading system (in a training environment), generating a basic client account statement or report, etc.).

### ☐ Progress Check-in at 30 Days

Supervisor and advisor meet to evaluate the first 30 days. Discuss any challenges and identify areas requiring additional training or support going forward. Document the completion of all 30-day objectives.

## 60-Day Milestones (Day 31 to 60)

### ☐ Intermediate Product Knowledge

Complete in-depth training on the firm's products and services by end of second month. Advisor should be able to explain the features and risks of all core product offerings to clients (mutual funds, ETFs, stocks, bonds, insurance, etc.).

### ☐ Shadowing & Client Interaction

Continue shadowing senior advisors in client meetings. By around 60 days, start taking a more active role (e.g. present a portion of a meeting, such as the market update or a product explanation, under supervision). If comfortable, conduct a mock client meeting to practice the full cycle.

### ☐ New Account Processing

Independently (or with minimal guidance) execute opening of a new client account from start to finish in a test scenario or real scenario. This includes filling out all required forms, entering data in systems, and following compliance approval processes (refer to Opening a New Account Checklist).

### ☐ Initial Client Prospects

Develop a list of prospective clients or personal network contacts. Begin outreach or marketing activities on a small scale, as allowed under supervision. The goal is to start building prospecting momentum by day 60.

### ☐ Mid-Point Performance Review

Conduct a formal 60-day performance review. The supervisor assesses the advisor's knowledge (possibly through a short quiz or oral test on key compliance and product areas) and overall readiness. Provide feedback and outline any additional training for the final 30 days. Address any gaps identified since the 30-day review.

## 90-Day Milestones (Day 61 to 90):

### ☐ Advanced Training & Signoffs

Complete any remaining modules of the firm's 90-day training program. This includes advanced topics (e.g. complex products, financial planning techniques, advanced systems training) and any outstanding courses or CSI online modules. By Day 90, all training requirements should be completed as per CIRO/IROC 90-day program guidelines.

### ☐ Regulatory Compliance Check

Verify that all regulatory proficiency requirements are met. For IROC advisors, ensure the 90-day training certificate is ready for submission/record. Ensure the Conduct and Practices Handbook (CPH) course has been completed if it was in progress during this period.

### ☐ Client Readiness

Advisor should be capable of conducting a full client meeting solo by the end of 90 days. Assess this by having the advisor lead a meeting with a staff member role-playing as a client, or with a real client (with a supervisor observing). The advisor must demonstrate proper KYC collection, product explanation, and professionalism.

### ☐ Business Plan Development

The advisor submits a preliminary business plan outlining their client acquisition strategy and goals for the next 6–12 months. This plan should include target market, prospecting methods, and performance goals (e.g. number of new clients, AUM targets).



### ☐ Final Evaluation & Sign-off

At ~90 days, the branch manager and compliance officer conduct a final evaluation. If the advisor has satisfactorily met all training objectives and demonstrated the ability to operate within regulatory and firm standards, they give written sign-off releasing the advisor from probationary supervision. Any areas for continued development should be noted.

### ☐ Transition to Ongoing Development

Convert the advisor to the standard ongoing performance management and training schedule (e.g. incorporate into regular Continuing Education programs, assign a peer group or coaching program). Celebrate the completion of onboarding (e.g. certificate or announcement).

## New Client Meeting Agenda

Meeting Type: Initial New Client Consultation

Date: \_\_\_\_\_

Client Name: \_\_\_\_\_

Advisor: \_\_\_\_\_

### Agenda:

- Welcome and Introductions (5 minutes)
- Overview of Firm & Advisor Services (5 minutes)
- Client's Current Situation & Goals (15–20 minutes)
- Know Your Client (KYC) Information Gathering (15 minutes)
- Current Portfolio Review (if applicable, 10 minutes)
- Advisor's Recommendations & Plan Outline (10 minutes)
- Fees and Services Explanation (5 minutes)
- Regulatory Disclosures & Documentation (5 minutes)
- Next Steps and Action Items (5 minutes)
- Q&A and Conclusion (5 minutes)

### Notes:

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## Opening a New Account Checklist

### Purpose

To ensure all steps are completed when opening a new client account, in compliance with national regulatory standards (CIRI rules, IIROC/MFDA) and firm policies. Use this checklist for each new account to confirm nothing is missed.

#### ☐ Client Identification and Verification

Collect government-issued photo ID from the client (e.g. driver's license, passport). Record ID details (ID type, number, expiry) as per FINTRAC requirements for anti-money laundering. Verify the client's identity and retain a copy of the identification document according to AML regulations.

#### ☐ New Account Application Form (NAAF)

Complete a NAAF for the client. Ensure the form includes the client's full legal name, address, date of birth, SIN (if required for tax reporting), employment information, and contact details. Do not assign an account number until the NAAF is complete with client information. If any required KYC information is not captured on the main NAAF, attach a separate KYC form to capture investment objectives, risk tolerance, etc. Both the NAAF and KYC form must be signed and dated by the client.

#### ☐ Account Type & Registration Details

Identify the type of account being opened (e.g. RRSP, TFSA, Cash/Margin, Joint, Corporate, Trust). For non-personal accounts, gather additional documentation:

- Joint accounts: obtain information and signatures from all parties.
- Corporate accounts: collect corporate resolution, articles of incorporation, list of signing officers, and identification for authorized individuals.
- Trust/estate accounts: obtain trust documents or letters of administration/executorship.

#### ☐ KYC Information Collection

Ensure Know Your Client information is thoroughly documented. This includes the client's financial situation (annual income, net worth, liquid assets), investment knowledge, investment objectives, risk tolerance, and time horizon.

All information should be complete and in line with what the client has communicated in meetings. If the client has any investment restrictions or preferences (e.g. ESG considerations, no tobacco stocks, etc.), note these as well.

#### ☐ Beneficiary Designations (if applicable)

For registered accounts (RRSP, TFSA, RRIF, etc.) or insurance-related accounts, provide beneficiary designation forms. Have the client complete beneficiary information and sign as required. Verify that the designations are permissible (e.g. naming a beneficiary on non-registered accounts is not applicable except via formal trust or TOD where allowed).

#### ☐ Disclosure Delivery

Provide the client with all required disclosure documents at account opening. This includes:

- The Relationship Disclosure document outlining the nature of the advisory relationship, services, product offerings, fee structure, and advisor/client responsibilities.
- Terms and Conditions or client account agreement that governs the account (including how trades are executed, advisor authority, etc.).
- Fee Schedule: detailing account fees, transaction charges, advisory fees or commissions, and any other potential costs to the client.
- Conflict of Interest Disclosure: any significant conflicts (e.g. related issuer or proprietary products) the firm has, as required by Client Focused Reforms.
- Leverage Risk Disclosure Statement: (if the client plans to borrow to invest or open a margin account, provide the standard leverage risk warning and have client sign an acknowledgment as required).
- Privacy Policy: inform the client how their personal information will be used and obtain consent for communication per privacy laws. Have the client sign acknowledgment of having received these documents, if applicable.

### ☐ Suitability Assessment

If this is a solicited account opening (the client is engaging your advisory services), perform an initial suitability assessment. Based on the KYC info, determine a suitable asset allocation or account type for the client. (This is not a formal recommendation of investments yet but ensure the account type and any initial deposit or transfer are suitable for the client's situation.) Document that you have considered the KYC in approving the account's appropriateness.

### ☐ Account Funding/Transfers

Arrange for initial funding of the account. This may involve:

- Cheque or electronic funds deposit from the client – provide receipt if cheque received.
- Transfer of assets from another financial institution – have the client sign the transfer form (e.g. T2033 for registered accounts in Canada, or the industry ACAT transfer form for investment accounts). Ensure all transferring account details are correct and that a copy of this form is sent to the relinquishing institution promptly. Track the transfer status.

### ☐ Client Online Access Setup

(Optional but recommended) Assist the client in setting up their online account access or mobile app, if available. Ensure they receive login instructions and can view their account online. This improves transparency and client engagement.

### ☐ Branch Manager/Supervisory Approval

Submit the completed NAAF (and accompanying KYC forms) to your Branch Manager or designated supervisor for approval. According to regulations, new accounts must be approved by a supervisor no later than one business day after the first trade in the account. Do not execute any trades in the account until you have obtained this approval. The supervisor should sign off (physically or electronically) on the account opening documents, confirming all required information is in order.

### ☐ Records and Filing

File the original signed NAAF and KYC documentation in the client's file (electronic document management system or physical file, as per firm practice).



Ensure all client documentation is stored in compliance with record-keeping requirements (typically dealer firms must retain these records for at least seven years). If physical, send documents to head office for imaging if required by firm policy.

#### ☐ Welcome Communication

Once the account is officially opened (and any transfer-in assets are received, if applicable), send the client a Welcome Package. This may include a welcome letter summarizing the account details, the client's copy of the signed NAAF/KYC for their records, information on how to contact client services, and any other onboarding material. Make a note to follow up with the client in about 1-2 weeks to answer any questions after they receive their first statement or welcome kit.

#### ☐ Checklist Audit

Before closing this checklist, double-check that every item above is completed or not applicable. Sign and date below to confirm the account opening process is fully compliant.

Advisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Annual KYC Update Checklist

### Purpose

To ensure each client's Know-Your-Client information is reviewed and kept current on at least an annual basis, in line with regulatory obligations and firm policy. This process helps maintain suitability of advice and compliance with CRO (formerly IIROC/MFDA) rules requiring up-to-date client information.

Client Name: \_\_\_\_\_ Review Date: \_\_\_\_\_

Account(s): \_\_\_\_\_

#### ☐ Schedule Annual Review

Identify clients due for their KYC update (at minimum, annually). Generate a list from the CRM or compliance system of all client accounts that have not been reviewed in the last 12 months. *(Regulators require that KYC information be reviewed at least every 36 months for investment accounts, with more frequent updates (12 months) in certain cases or if there are material changes).*

#### ☐ Client Communication

Send a written reminder to the client about the annual KYC update. This can be a letter or secure email explaining that as part of our ongoing compliance, we request clients to inform us of any significant changes in their personal or financial situation. Include a KYC update form for convenience or let them know you will review it with them by phone/in person. Record the date the request was sent.

#### ☐ Review Meeting/Call:

Conduct a meeting or phone call with the client to go through their current information. Discuss each key KYC element:

- Personal circumstances: marital status, number of dependents, health issues that could affect finances, etc.
- Employment and income: any job changes, income changes, retirement status.

- Financial situation: significant changes in assets or liabilities (e.g. bought a house, received an inheritance, new debts).
- Investment objectives: whether goals have shifted (e.g. now planning for a child's education or approaching retirement).
- Risk tolerance: confirm if their risk comfort is the same or if market events/life changes have affected it.
- Time horizon: any changes (e.g. timeline for a major purchase moved up or back).
- Investment knowledge: if the client has gained more experience or education that changes their knowledge level.

#### ☐ Update Documentation

If any information has changed or the client provides new data, update the KYC form/documentation accordingly. Use the firm's KYC Update Form or update the fields in the electronic system. Material changes in client information (those that would affect the client's risk profile, objectives, income or net worth significantly) must be captured and documented. For example, if the client's risk tolerance changed from "medium" to "low", or their income significantly increased/decreased, mark these clearly.

#### ☐ Client Confirmation of Changes

Have the client sign off on the updated KYC information to verify accuracy. This could be done by having the client sign and date a revised KYC form, or logging the client's verbal confirmation in a recorded call (permitted in some cases), or obtaining email confirmation. Client signature (or equivalent authentication) is required especially for critical information changes like address or banking info. Retain evidence of the client's approval of the new information.

#### ☐ Branch Manager Approval

Submit the updated KYC information to the Branch Manager or designated supervisor for approval. Just as with new accounts, any material changes to KYC must be approved by a supervisor to ensure suitability is re-assessed. The supervisor should review the changes and sign off (electronically or on paper) that the KYC update has been reviewed.

☐ **Assess Suitability Impact**

Evaluate whether the updated information necessitates changes to the client's investment portfolio or strategy. For instance, if the client's risk tolerance has decreased or their circumstances changed, review current holdings for suitability under the new profile. Document a note that a suitability re-assessment was conducted due to the KYC update. If any investments are now unsuitable, act (e.g. discuss rebalancing or switching to more appropriate options) and record the client's instructions.

☐ **System Update and Filing**

Update the client's profile in all relevant systems (trading platform, CRM, financial plan) with the new KYC data. Ensure the date of update is recorded. Place the updated KYC form or record into the client's file. Retain the annual update request and the client's response documentation as well (for audit trail).

☐ **Client Communication**

If there were substantial changes, consider sending the client a summary of their updated investor profile for their own records. Thank them for updating the information and reinforce that this process helps ensure the advice they receive remains appropriate.

☐ **Next Review Scheduled**

Set a task or reminder for the next KYC review in 12 months (or earlier, if the client's risk level or life stage suggests more frequent updates). Remember that regulations mandate a review at least every 36 months even if no changes, and more frequently if changes occur or if the client is in a discretionary/managed account. Our firm policy is to do this annually, so schedule accordingly.

☐ **Completion Sign-off**

Advisor and Supervisor sign off that the annual KYC update for this client is completed on \_\_\_\_\_ (date).

Advisor: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor: \_\_\_\_\_ Date: \_\_\_\_\_

## Trade Ticket Checklist

### Purpose

Every trade (buy/sell order) must be documented and handled correctly to meet compliance and record-keeping requirements. This checklist helps advisors ensure each trade ticket (order entry) is complete and compliant before and after execution.

**Client Name:** \_\_\_\_\_

**Account #:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Security/Transaction:** \_\_\_\_\_ (e.g. "100 shares XYZ Corp")

**Order Type:** \_\_\_\_\_ (e.g. Market/Limit)

### ☐ Order Details Recorded

Ensure the order ticket (or electronic order entry) captures all essential details of the order. This includes:

- Account identifier (account number and client name)
- Date and time the order was received from the client (time stamp)
- Buy or sell, and security identifier (name and/or symbol, e.g. "XYZ Co. (Symbol: XYZ)")
- Quantity (number of shares, bonds, or units; or dollar amount if it's a fund purchase by amount)
- Price specifics (if a limit order, the limit price; if market order, mark as "Market")
- Order type and conditions (e.g. market, limit, stop-loss, duration like "Day" or "GTC – Good Till Cancelled")
- Solicited or Unsolicited: Indicate whether the trade was recommended by the advisor (solicited) or initiated by the client without advice (unsolicited). This should be captured as an order marker.
- Discretionary or Not: If the account is non-discretionary (almost all retail client accounts are), ensure the order is marked as client directed. If the advisor has discretionary authority (in a managed account), that should be indicated too.

☐ **Client Instructions Verification**

Confirm the details with the client if the order was taken verbally. Read back the order to the client (quantity, security, price, etc.) to avoid errors. If the order was received via written form or electronic means (e.g. client emailed a trade instruction, which might not be allowed in all cases), ensure it is documented and client's consent is clear.

☐ **Compliance Checks Pre-Trade**

Before executing, quickly assess if the trade raises any compliance flags:

☐ **Suitability (if solicited)**

For solicited trades, confirm that the investment is suitable for the client's updated KYC profile (risk, objectives) and is in the client's best interest. If there's any doubt, discuss with your supervisor before placing the order. Document the rationale for recommending the trade.

☐ **Concentration**

Will this trade unduly concentrate the client's portfolio in one security or sector?

☐ **Insider or Restricted List**

Check if the security or client is on any restricted trading list (e.g. if the client or advisor might be an insider of the company being traded). Obtain pre-clearance if required by firm policy.

☐ **Market Conditions**

If it's a large order relative to the security's typical volume, consider potential market impact or if a limit is prudent.

☐ **Order Execution**

Enter the order promptly and correctly in the trading system. Double-check all fields before final submission. Once executed, obtain the execution details: executed price, execution time, confirmation number, etc. The system should capture time of execution and price automatically. Ensure this



is recorded on the trade ticket or platform. If the order was not executed immediately (e.g. limit order waiting), monitor its status.

### ☐ Modifications or Cancellations

If the client revises or cancels the order, document the change. Any modification (e.g. price change, quantity change) or cancellation should be timestamped and recorded, just like a new order. If partially filled, note the partial fill details and whether the remainder was cancelled.

### ☐ Post-Trade Documentation

After execution, ensure the following are completed:

- Write (or electronically note) the execution details on the order ticket: executed quantity (if different), execution price(s), execution time, and confirmation number.
- If multiple fills (for large orders), note the average price or multiple execution prices as applicable.
- Ensure trade confirmation will be sent to the client (by back office) – typically this is automatic. If using paper tickets, send the ticket to the trade desk or back office for processing and retention according to procedure.
- Client Confirmation and Notes: If appropriate, call or email the client to confirm execution details, especially for large or sensitive trades (though an official confirmation will arrive, personal touch is good). Note any client response. For unsolicited orders that the advisor had concerns about, document that you discussed the risks with the client (this could be done in an email confirming “As discussed, you directed us to purchase XYZ...”).
- Record Retention: File the trade ticket and any related client communication in the client’s record. Order tickets/records must be retained for the legally required period (investment dealers: usually 7 years). Our firm keeps electronic records; ensure the trade is visible in the client’s transaction history and that any manual tickets are scanned and saved. Order tickets must contain all required information for audit trail compliance.



#### ☐ Supervisor Review

All trades, especially those by new advisors or in their initial months, should be reviewed by a supervisor next day. Be prepared to provide rationale for any unusual trades. The branch manager or designated supervisor will review daily trading blotters for compliance; respond promptly if any inquiries arise.

#### ☐ Follow-Up Tasks

If the trade triggers any follow-up (e.g. need to journal shares between accounts, submit certificates for physical trades, or follow up on an unsettled trade issue), note the action and track it to completion. Also diarize to review the portfolio post-trade for rebalancing if needed.

## Client Transition Checklist

### Purpose

This checklist is used when an advisor is transitioning clients, such as when a new advisor joins the firm and brings their clients from a previous institution, or when clients are reassigned internally from one advisor to another. The goal is to ensure a smooth, compliant transfer of accounts and relationships.

Transitioning Advisor: \_\_\_\_\_

Previous Firm (if external): \_\_\_\_\_

Effective Date of Transition: \_\_\_\_\_

Supervisor Overseeing Transition: \_\_\_\_\_

#### ☐ Pre-Transition Compliance Review

(If applicable for incoming advisor) Obtain a list of clients the advisor intends to bring or transfer. Ensure the advisor's actions to contact/transfer these clients comply with regulatory and legal requirements (e.g. privacy laws, any protocol if it exists, or client consent rules). The advisor should not have taken any confidential client data from the old firm without permission. All client contact must be done after the advisor is registered with our firm, using publicly available information or information the clients themselves provide.

#### ☐ Client List & Account Audit

Compile a master list of all client accounts to be transitioned. For each client, note account types (RRSP, TFSA, Cash, etc.), account numbers at the old firm, and any special holdings (like proprietary funds that may need to be dealt with). Check if our firm can hold all the assets; identify any assets that are non-transferable (e.g. certain proprietary funds from the old firm) so the advisor can plan how to handle those (sell before transfer or leave behind if client chooses).

#### ☐ New Account Documentation

For each incoming client, prepare the new account paperwork for our firm. Essentially, treat each as a new client: have them complete and sign our New Account Application Form and KYC forms, even if the advisor has copies of their

old KYC. This ensures we have our own records and the client's profile is up to date. (Use the Opening a New Account Checklist in conjunction with this step.)

### ☐ Transfer Forms

Have each client sign the appropriate transfer authorization forms to move their assets to our firm. This could include:

- The Account Transfer Form (ATON form) for transferring investment accounts (for Canadian institutions, the electronic ATON system is used; ensure all details like account numbers, client names, delivering institution codes are accurate).
- For registered plans: T2033 forms for RRSPs/RRIFs, and T2151 for pensions/LIRAs if applicable.
- Transfer forms for TFSAs, RESPs, etc., or any required internal forms for specific asset types (e.g. guaranteed investment certificates might require letter of direction).

Submit these forms to our back office promptly. Monitor the transfer status (many transfers complete in 5–10 business days if straightforward, but some can take longer).

### ☐ Client Communication – Introduction Letter

Send an introductory communication to each transitioning client, ideally co-signed by the advisor and our firm's branch manager or management. This letter should:

- Welcome the client to Practice.
- Confirm that [Advisor Name] is now with our firm and will continue to be their financial advisor.
- Assure the client that their accounts will be handled seamlessly and highlight any new resources or benefits available to them at our firm.
- Provide contact information for both the advisor and the firm's client service in case of questions during the transition.
- This letter may also serve as the official notification to the client of the change in dealer (as required by CISO rules, clients must be informed of a change in the firm handling their account, typically through the transfer process and advisor communication).

### ☐ Account Opening and Review

As each account is opened on our side and assets begin to transfer in, perform an initial review: ensure KYC information is entered into our system correctly and flag any discrepancies or portfolio concerns. For example, if a client's incoming portfolio has a very high concentration in one stock or is using leverage, this should be noted and discussed. Regulations require a suitability review whenever accounts are transferred or assigned to a new advisor, so document that a suitability assessment was done on the incoming holdings. Any issues (e.g. unsuitable holdings) should be addressed with the client promptly.

### ☐ Old Account Closure

Once confirmation is received that all assets have transferred from the previous institution, ensure the client's old accounts are closed at the delivering institution. The client may receive closing statements – advise them to keep those for their records. If any residual dividends or interest arrive after transfer, follow up to sweep those over if possible.

### ☐ Settling Outstanding Items

Verify if there were any pending transactions or upcoming scheduled plans at the old firm: for instance, open orders, systematic investment or withdrawal plans, or maturing GICs. Re-establish any necessary plans at our firm (with client's authorization) so there's no interruption (e.g. set up a PAC, Pre-Authorized Contribution, if the client was regularly contributing to investments).

### ☐ Client Online Access & Preferences

Provide instructions for accessing our client online portal (if available) and ensure the client gets comfortable with statements, trade confirmations from our firm. Also, ask about communication preferences going forward (e.g. email vs. phone, appointment scheduling) to personalize their service.

### ☐ Initial Review Meeting

Within 1–3 months of the transition, schedule a comprehensive review meeting with the client. This meeting, essentially an onboarding review, should cover updated financial plan or investment policy if needed, a review of their portfolio now at our firm, and answering any questions about differences they notice (fee

structures, new products, etc.). It's also a good time to discuss any adjustments to strategy now that their accounts are under our management.

#### ☐ Advisor Notes & Follow-ups

Throughout the transition, maintain notes on each client's file regarding conversations and steps taken. If any client decides not to transfer or only transfers some accounts, note that outcome. Ensure no client is left behind inadvertently. For any client that was expected but does not transfer within a reasonable time, the advisor should follow up to confirm their decision.

#### ☐ Completion Confirmation

Once all clients have been either transferred or addressed, and all new accounts are set up and approved, the transition is considered complete. The advisor's supervisor or branch manager should sign off that the transition checklist is finished, and all compliance requirements have been met.

Supervisor Sign-off: \_\_\_\_\_ Date: \_\_\_\_\_

Compliance/Branch Manager: \_\_\_\_\_ Date: \_\_\_\_\_



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## Advisor Daily Planner

Date: \_\_\_\_\_ (Day/Month/Year)

Top Priorities for Today:

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Schedule / Appointments:

8:00 AM: \_\_\_\_\_

9:00 AM: \_\_\_\_\_

10:00 AM: \_\_\_\_\_

11:00 AM: \_\_\_\_\_

12:00 PM: \_\_\_\_\_

1:00 PM: \_\_\_\_\_

2:00 PM: \_\_\_\_\_

3:00 PM: \_\_\_\_\_

4:00 PM: \_\_\_\_\_

5:00 PM: \_\_\_\_\_

To-Do List:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Notes:

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*Tip: Use this daily planner each morning to prioritize tasks and manage your time. Check off items as you complete them. Carry forward any unfinished tasks to the next day's list.*

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## Advisor Weekly Planner

Week of: \_\_\_\_\_ to \_\_\_\_\_

### Key Goals for the Week:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Monday: Date: \_\_\_\_\_

- \_\_\_\_\_
- \_\_\_\_\_

Tuesday: Date: \_\_\_\_\_

- \_\_\_\_\_
- \_\_\_\_\_

Wednesday: Date: \_\_\_\_\_

- \_\_\_\_\_
- \_\_\_\_\_

Thursday: Date: \_\_\_\_\_

- \_\_\_\_\_
- \_\_\_\_\_

Friday: Date: \_\_\_\_\_

- \_\_\_\_\_
- \_\_\_\_\_

### Weekly Review: *(To be completed end of week)*

- **Achievements:** What key wins or accomplishments this week?  
\_\_\_\_\_
- **Challenges:** Any challenges or obstacles encountered?  
\_\_\_\_\_
- **Learnings:** Lessons learned or areas to improve next week.  
\_\_\_\_\_
- **Carry-Over Tasks:** Items to move to next week's plan:  
\_\_\_\_\_

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