

<b>TO</b>	Board
<b>FROM</b>	Deputy CEO
<b>DATE</b>	26 March 2019
<b>RE</b>	Selection criteria for Chairs and Vice-Chairs of Accountancy Europe Expert Groups <sup>1</sup>

In January 2019, the Accountancy Europe Board approved amended selection criteria for Chairs of Accountancy Europe Expert Groups as well as a process (including a timeline) for their appointment and their assessment of performance by the Selection Committee.

### **SELECTION CRITERIA FOR CHAIRS OF ACCOUNTANCY EUROPE EXPERT GROUPS:**

1) Excellent leadership capabilities and communication skills, including an excellent command of the working language (English)	
2) Good listener, able to inclusively stimulate and consider all views and facilitate compromise	
3) Availability and willingness to invest the necessary time and to cooperate with the Accountancy Europe Team and Board	
4) In-depth and relevant professional experience, commanding respect of peers, as described in its Terms of Reference	
5) Commitment to Accountancy Europe and strong ability for forward-looking thinking and acting strategically	
6) Understanding and/or interest in relevant professional and public policy developments and issues at European and international level	
7) Adherence to the principles of integrity, objectivity and taking into account the public interest	

These selection criteria also define the role of a Chair. They can also be used for the assessment of the performance of Chairs (see next page).

## **SELECTION AND APPOINTMENT PROCESS FOR CHAIRS**

In addition to the stipulations in the Accountancy Europe Constitution and Internal Rules (See Appendix), the following selection process steps are proposed:

1. Inform all Accountancy Europe Member Bodies, the European Contact group (ECG), the European Group of International Accounting Networks and Associations (EGIAN) and the relevant Accountancy Europe Policy or Expert Group of a Chair vacancy, the selection criteria and selection process;
2. Member Bodies, ECG and EGIAN and Policy or Expert group members can further distribute the vacancy as they see fit;
3. A chair should be a practitioner;
4. Candidacies reach Accountancy Europe within 60 days of the announcement of the vacancy;
5. Interested candidates provide a CV and a motivation/application letter, they can also ask their Member Body to put them forward;
6. The Selection Committee interviews all candidates remotely in a first round. The Selection Committee performs face-to-face interviews with shortlisted candidates in a final round;
7. All potential candidates have to provide a support letter of an Accountancy Europe Member Body to be able to be shortlisted for the final round;
8. Member Bodies can put forward and/or support more than one candidate, including ECG and EGIAN candidates;
9. The period of 60 days can only be extended to complete the file (CV, motivation/application letter and support letter);
10. If after 60 days no candidates have been put forward, Member Bodies are made aware and the vacancy is publicised on the Accountancy Europe website;
11. The Selection Committee provides feedback on all candidates and on the process to the Board and makes its recommendation to the Board;
12. The Board decides on the appointment of Chairs, applying the principle of the 'best person for the job'. Criteria such as balance and diversity in background, geographical origin, age, gender, ... within Accountancy Europe are taken into account;
13. Where relevant, the Board can invite a candidate to present at a Board meeting;
14. In case a candidate is not already a member of the relevant Expert Group, he or she may be invited to attend its meeting ahead of considering applying as Chair;
15. The Selection Committee, together with the Accountancy Europe Team, carries out an assessment of performance of Chairs during each of their terms, which can include collecting input from members of the relevant Expert Group;
16. The results of these assessments are shared with the Accountancy Europe Board which considers any next steps proposed by the Selection Committee.

## **SELECTION AND APPOINTMENT PROCESS FOR VICE-CHAIRS**

In addition to the stipulations in the Accountancy Europe Constitution and Internal Rules (See Appendix), the following selection process steps are proposed:

1. The Chair of the relevant Accountancy Europe Policy or Expert Group joins the Selection Committee for the selection of Vice-Chair in his or her Group;
2. This Extended Selection Committee determines whether the full or simplified selection process is used for a Vice-Chair selection (see below);
3. A Vice-Chair being a practitioner is a definite plus, but the main consideration is expertise on the Vice-Chair's focus matter(s) or project;
4. Support of a Member Body, ECG or EGIAN is a plus;
5. A Vice-Chair appointment has no specific term, but it should not be permanent and can ordinarily not be longer than the four terms of two years of a Chair. It also ends when its focus matter(s) cease(s) to be part of the Accountancy Europe strategy or the related project is completed.

### **FULL SELECTION PROCESS**

6. The full selection process is used for the selection of Vice-Chairs focusing on strategic and/or political matters. It is also used if there is a need for a call for candidates. It is performed by the Extended Selection Committee;
7. All steps of the Selection and appointment process for Chairs are followed, except for steps 3, 6 and 7. Steps 3 and 7 are replaced by steps 3 and 4 in the Selection and appointment process for Vice-Chairs. Step 6 is replaced by: the Extended Selection Committee agrees on the interview process to be followed on a case by case basis.

### **SIMPLIFIED SELECTION PROCESS**

8. The simplified selection process is used for the selection of Vice-Chairs focusing on matters of a more technical nature, other than strategic and/or political ones. It can only be used if there is no need to call on candidates for the Vice-Chair role. It is performed by the Chair of the Group and the relevant Accountancy Europe Team. It is fully transparent to the Extended Selection Committee and is ratified by them.
9. Steps 11 to 16 of the Selection and appointment process for Chairs are followed.

## **THE FOLLOWING TIMELINE IS PROPOSED:**

- The selection and appointment process for Chairs and Vice-Chair is started:
  - As soon as a vacancy is known;
  - At least one year before the end of the final term of a Chair or Vice-Chair of a Policy or Expert Group;

- The assessment of the performance of Chairs and Vice-Chair takes place every other year, in the summer of the first year of a term of Chairs, so ordinarily in uneven years.

## **APPENDIX**

### **ACCOUNTANCY EUROPE CONSTITUTION AND INTERNAL RULES**

The Accountancy Europe Constitution and Internal Rules do not stipulate clear criteria to select Chairs of Expert Groups, but state the following:

Article 14 of the Accountancy Europe Constitution and Internal Rules on chairing Expert Groups states:

“(83) Each expert group has a Chair appointed by the Board and possibly one or more Vice-Chairs.

(84) The Chair should be a practitioner with relevant expertise and experience.

(85) The Chair presides over the meetings of the expert group, steers its work, acting in a neutral and impartial way; seeks consensus, facilitating the emergence of the necessary compromises; provides quality assurance, makes the necessary decisions to move the work forward and reports to the Board as appropriate.

(86) In the absence of the Chair, they may be replaced by a Vice-Chair

(87) Chairs may be invited to attend Board and Members’ Assembly meetings.

(88) Chairs are appointed for a period of two years, renewable on formal decision of the Board for a maximum of four terms.

(89) However, in exceptional circumstances, upon recommendation of the Board, the Members’ Assembly may decide to renew the appointment even after the fourth term.”

Overall, in Article 4 of the Accountancy Europe Constitution, it is stated that:

“5. In the performance of its mission, its governance and its activities, Accountancy Europe considers the principle of the ‘best person for the job’.”

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<sup>1</sup> Expert Groups is used to denominate Policy Groups, Working Parties, Task Forces and Forums