

EVALUATING & IMPROVING RELEVANCE OF YOUR PAO TO PROFESSIONAL ACCOUNTANTS IN BUSINESS

For each question, select which rating (1 – 4) best describes your PAO’s maturity in the following areas:

PAO Governance & Strategy

1. Do your constitution and by-laws allow the PAO to incorporate PAIBs into membership?

1	2	3	4	Rating
No	A commitment to review constitution and by-laws followed by a gap analysis to highlight required changes needed to incorporate PAIBs	Plans are in place to modify constitution and by-laws to enable full PAIB membership and participation	Constitution and by-laws enable full membership and participation without restrictions	

2. Do you have effective PAIB representation on your governing board?

1	2	3	4	Rating
None	Some PAIB member representation, but not commensurate with the overall numbers of PAIB in the PAO's membership	PAIB member representation is currently commensurate with the overall numbers of PAIB in the PAO's membership	PAIB member representation is consistently commensurate with the overall numbers of PAIB in the PAO's membership	

3. If your Question 2 score is less than 3, do you have a widely agreed plan to attract and engage PAIBs in your PAO governance?

1	2	3	4	Rating
No plan: reflecting inadequate engagement with PAIB members	Limited plan: plan in development to engage PAIB members in the public and private sectors	Plan established: engagement with PAIBs is leading to increasing interest in high quality candidates for involvement in the PAO	Plan implemented: PAIBs already fully engaged and an adequate number volunteering for PAO board membership or other committees/groups	

4. Are trends, opportunities and risks facing the profession relating to PAIBs understood and considered as part of the PAO's strategy, planning and decisions and processes at governing board and executive management level?

1	2	3	4	Rating
Poor view: The trends impacting PAIBs not considered or understood meaning PAIB relevant matters not included in strategy and planning	Uncertain view: Considered but uncertain as to nature and impact of the trends on strategy, planning and decision making	Reasonably Good View: Fairly confident that the impact of the trends are understood and incorporated in strategy and planning	Fully integrated view: Confident that the relevant trends and impacts are understood and incorporated in strategy, planning and decision making	

5. Have you established a PAIB representative group effective in helping to establish a relevant program of activities of value to members?

1	2	3	4	Rating
No. A specific group for PAIBs has not been established	Group established with terms of reference and clear objectives with a least one meeting accomplished	Group established with multiple meetings accomplished. May need refinements to improve effectiveness e.g., by improving membership diversity but a program of activities to deliver against terms of reference and objectives is underway	Group has a high quality membership, meets periodically to help the PAO to establish a relevant program of activities, and is delivering against terms of reference and objectives	

6. Is the chair or leader of the group able to report directly to the Council or Board?

1	2	3	4	Rating
Weak. No accountability or exchange of information exists between the Board/Council and PAIB Group	Virtual accountability and information exchange. Chair submits a written report	Physical accountability and information exchange. Chair participates in at least one meeting per year	Chair is invited to all meetings and the chair or deputy chair always attends; or chair is a member of the Board	

7. Does the PAIB group have sufficiently diverse membership? E.g., age, gender, ethnicity, geography, sector, large and small organizations?

1	2	3	4	Rating
Membership is unbalanced and lacks adequate diversity	A plan for additional PAIB engagement and participation in development	Improvement pathway planned and additional PAIB engagement being rolled out	Group is well balanced and its diversity adds to its effectiveness	

8. Do you collect data on your PAIB membership? E.g., job role, sector, interest areas etc

1	2	3	4	Rating
No routine collection of information on the PAO's PAIB members	Data sporadically collected and stored in member database	Data routinely collected and stored in member database	Data leveraged to help PAO target activities and services	

Capacity & People

9. Does the current PAO staff team have sufficient capacity (i.e. human resources) to manage the prioritized activities & volume?

1	2	3	4	Rating
The existing team has no resources to manage the prioritized activities & volume	The team has resources to manage less than 50% of the activities & volume	The team has resources to manage more than 50% of the activities & volume	The team has optimal resources to manage the new activities & volume	

10. Do you have a capacity planning model to ensure necessary resources needed to deliver PAIB relevance over a medium-term (3-5 year) time frame?

1	2	3	4	Rating
No capacity planning model in place and a team does not exist to deliver relevant activities and services	Capacity plan in place but not robust or current	Capacity plan in place but does not help identify resource requirements with reasonable accuracy	Capacity plan in place and regularly reviewed taking into account volume projections. Plan also supports development of a team with the required skills to implement new activities	

11. Assuming a score of over 3 for Question 5, have you been able to establish sub-groups e.g., task forces to leverage and enable volunteer members to help lead relevant projects and topic areas?

1	2	3	4	Rating
No	A plan is in place to establish groups in a defined number of topic areas	Some groups established to help the PAO develop and drive relevant projects	A full range of groups involving proactive members enable the PAO to deliver prioritized activities	

12. Have you leveraged IFAC or other PAO or external resources to help share best practices and current thinking with your PAIBs members e.g., PAIB Committee meeting reports, guidance and relevant content from the Global Knowledge Gateway?

1	2	3	4	Rating
No	Occasionally on an ad-hoc basis	Regularly but not systematically	Integrated and systematically, e.g., IFAC and PAO updates related to PAIBs such as in PAIB Committee meeting reports and supporting guidance and tools circulated to members periodically and followed-up by seminars/workshops on key topics	

13. Do you have an effective communications and digital approach to enhancing connectivity and engagement with PAIBs e.g., through the PAO website, use of apps, social media platforms, online CPD activities etc?

1

No

2

A communications and digital plan is being developed

3

Partial implementation of the plan with the development of new channels to support improvements in interaction with PAIBs

4

Full implementation involving various channels leading to enhanced interaction with PAIBs, and regular review of approaches to monitor effectiveness

Rating

14. Do you interact with and participate in regional PAIB forums and leverage from the experience of other PAOs in the region?

1

No

2

Ad-hoc level of engagement

3

Occasional engagement to discuss and collaborate on issues and activities

4

Routine and effective collaboration and joint programs where appropriate with robust regional support

Rating

Knowledge & Education

15. Is the PAO's competency framework and syllabus for the professional certification and training program PAIB relevant incorporating key competency areas for working in public and private sectors, such as finance leadership and development, ethics and sustainability, business and financial reporting, performance and financial management, governance, risk management and internal control, and technology?

1

No or only from the perspective of taking a role in public practice

2

A plan and process are in place to identify key and emerging competency areas and professional skills relevant to PAIBs and their employers

3

Key competency areas and professional skills relevant to business and the public sector are incorporated to some extent in the competency framework and syllabus, and in accordance with the International Education Standards

4

Key competency areas and skills required are well understood, periodically reviewed to take into account new areas affecting employers and future roles of PAIBs, and incorporated in both an overarching competency framework and the professional certification and training program economy

Rating

16. Does your PAO have student training programs and pathways outside practice?

1

No. Only public practice organizations are recognized for training

2

Plan in progress to enable the option of training outside practice

3

Yes, a program of new training pathways is being implemented but needs to be further improved with active engagement of PAIBs and their employers in different sectors

4

Program successfully running, with periodic review of the program and the impact on the profession and wider economy

Rating

17. Does the PAO have a process and plan for identifying and organizing relevant Continuing Professional Development (CPD activities) for PAIBs? CPD activities also include effective engagement forums for PAIB members and students such as events, conferences, forums.

1

No

2

A plan is in place to identify and develop CPD activities relevant for PAIBs with the involvement of third parties where appropriate

3

A plan is in place but CPD activities for PAIBs are ad-hoc and/or limited in scope

4

A comprehensive program of specific CPD activities for PAIBs is in place either directly or indirectly by the PAO, and the process ensures regular reviews and updates

Rating

18. Has a plan been developed to support PAIBs respond to digital disruption and technology changes impacting organizations and finance functions?

1

No

2

A plan is being developed to capture all the potential areas of need to support PAIBs respond to digital and technological disruption and change

3

A plan is in place with a partial launch of a program of activities to support PAIBs in digital and technology

4

A comprehensive program of activities deployed to support PAIBs, and arrangements in place to periodically review it for continuing relevance

Rating

19. Has the PAO developed its educational offerings through developing new pathways and opportunities involving the support of other providers as highlighted by research on member needs?

1

No

2

A plan is in place to identify and engage potential pathways and external providers who can help deliver content, training and recognition

3

Some providers have been approached and new specialist offerings are available

4

A range of specialized offerings are available to members some of which may be delivered by other providers

Rating

Member & Stakeholder Engagement

20. Have you conducted a PAIB needs assessment to determine the perceived value and quality of, and gaps, in the current services and activities?

1

No assessment

2

PAO members have been surveyed sporadically

3

PAO members surveyed periodically to evaluate current service provision

4

PAO members surveyed regularly and results communicated back to the membership

Rating

<p>21. Are mechanisms in place to connect to specific groups within the PAIB constituency, e.g., women accountants, young professionals, or specific geographical or ethnic groups? This might occur through existing PAO diversity initiatives?</p>	<p>1</p> <p>No targeted activities</p>	<p>2</p> <p>A plan of targeted activities being developed</p>	<p>3</p> <p>Targeted activities launched but adhoc</p>	<p>4</p> <p>Targeted activities established and systematic and effective in providing additional value to specific groups</p>	<p>Rating</p>
<p>22. Have you established a Mentoring Program for early-career members to help think clearly about their career and professional development to both define their professional development goals and determine the strategies to achieve these goals?</p>	<p>1</p> <p>No program in place</p>	<p>2</p> <p>Program being developed with mentors being identified</p>	<p>3</p> <p>Program executed and operating effectively with a selection of mentors and mentees participating</p>	<p>4</p> <p>Program operating effectively with diverse mentors base and program reviewed periodically using the feedback of mentees and mentors</p>	<p>Rating</p>
<p>23. Have you a stakeholder engagement plan to direct the PAO's efforts toward strengthening its relations with key stakeholders including employers?</p>	<p>1</p> <p>No plan</p>	<p>2</p> <p>Plan being developed: Key stakeholders being identified as well as their legitimate needs and expectations</p>	<p>3</p> <p>Plan being implemented: a structured and systematic approach to engagement and addressing stakeholder expectations</p>	<p>4</p> <p>Engagement occurs routinely as part of the PAO's management cycle</p>	<p>Rating</p>
<p>24. Are you advancing advocacy and public policy efforts to help build credibility and trust in the profession on issues relating to PAIBs e.g., Integrated Reporting, importance of PAIBs in roles across the financial reporting supply chain, enhancing public sector financial management and accounting? Advocacy areas could also include themes that have been highlighted at the global level to the G20 https://www.ifac.org/G20</p>	<p>1</p> <p>No advocacy plan in place</p>	<p>2</p> <p>Key areas of advocacy policy relevant to PAIBs have been identified and agreed</p>	<p>3</p> <p>A communications and engagement action plan in these areas has been started</p>	<p>4</p> <p>Advocacy and policy efforts are leading to enhanced credibility and reputation in the PAO and profession</p>	<p>Rating</p>

Please provide an explanation on the questions for which your rating is 1- 3.

Q	Rating Explanation	Q	Rating Explanation	Q	Rating Explanation
1		9		17	
2		10		18	
3		11		19	
4		12		20	
5		13		21	
6		14		22	
7		15		23	
8		16		24	

Improvement Action Tracker

Update as of: (Date)

	Key Enabler	Improvement Strategies	Lead Person(s)	Timing/ Target date	Action(s)	Status	Next Steps
1	PAO Governance & Strategy						
2	Capacity & People						
3	Knowledge & Education						
4	Member & Stakeholder Engagement						