# SUPPLEMENT TO PROPOSED DECEMBER 2013 EXPOSURE DRAFT, IES 8 (REVISED): MAPPING & TRACKED CHANGES DOCUMENTS

Exhibit 1 of this supplement to the International Accounting Education Standards Board (IAESB), Proposed IES 8 Exposure Draft (December 2013), "Professional Competence for Engagement Partners Responsible for Audits of Financial Statements (Revised)" has been prepared by IAESB staff to demonstrate how the text of extant IES 8 maps to the Proposed IES 8 Exposure Draft (December 2013). The highlighted text identifies material that is proposed to be deleted. An explanation of the proposed deletion and other comments are provided, where appropriate. Exhibit 2 of this suplement shows the tracked changes of the Proposed IES 8 Exposure Draft (December 2013) as compared to extant IES 8. Exhibit 3 of this suplement shows the tracked changes of the Proposed IES 8 Exposure Draft (December 2013) as compared to IES 8 Exposure Draft (August 2012).

The material included is provided only to assist readers of the Proposed IES 8 Exposure Draft (December 2013). It is for information purposes only and does not form part of the Proposed IES 8 Exposure Draft (December 2013). The IAESB has not approved, disapproved, or otherwise acted upon this supplement. It is neither authoritative nor an official pronouncement nor statement of the IAESB.

#### **Exhibit 1. Mapping Document**

Note: Highlighting indicates material that has been deleted, unless otherwise noted.

Exta	nt IES	s 8	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
Intro	ductio	on		
1.	Audit	ting is a structured process that: involves the application of analytical skills, professional judgment and professional skepticism;		Paragraph deleted; The content of this paragraph does not align with the guidelines of the Drafting
	(b)	is usually performed by a team of professionals, directed with managerial skills;		Conventions on what content should be included in the scope and objective.
	(c)	uses appropriate forms of technology and adheres to a methodology;		
	(d)	complies with all relevant technical standards, such as International Standards on Auditing (ISAs), International Standards on Quality Control (ISQCs), International Financial Reporting Standards (IFRS), International Public Sector Accounting Standards (IPSAS), and any applicable		

Exta	nt IES 8	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
	international, national or local equivalents; and  (e) complies with required standards of		
	professional ethics.		
2.	Auditing is also an integral part of the evolving systems of accountability and responsibilities within organizations and society worldwide. Although audits of historical financial information may be mandated by regulation and laws, they may also be required as a condition of borrowing, a matter of contract, or for other reasons. In addition, organizations may voluntarily undertake audits to evaluate the fairness of financial representations and assertions or to provide a credible report of the financial stewardship of their resources to their stakeholders.		Paragraph deleted; The content of this paragraph does not align with the guidelines of the Drafting Conventions on what content should be included in the scope and objective.
3.	Entities subject to audit operate with diverse organizational structures in public, private and not-for-profit sectors. Auditing has to adapt to complex and changing environments. Within an audit assignment, many factors must be understood and evaluated appropriately, including:  (a) the entity and its environment;  (b) the industry, and regulatory and other		Paragraph deleted; The content of this paragraph does not align with the guidelines of the Drafting Conventions on what content should be included in the scope and objective.
	external factors; and  (c) the applicable financial reporting framework.		
4.	Globalization of business has dramatically increased the need for consistent and high-quality financial reporting within countries and across borders. This directly affects both accounting and auditing. Many stakeholders in today's global business environment expect compliance with recognized international standards in accounting and auditing. Establishing internationally accepted		Paragraph deleted; The content of this paragraph does not align with the guidelines of the Drafting Conventions on what content should be included in the scope and objective.

Extant IES 8  benchmarks for the competence of audit		New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
	professionals <sup>1</sup> will help to promote internationally accepted standards in accounting and auditing.		
Purp	oose of this Standard		
5. This International Education Standard (IES) prescribes competence requirements for audit professionals, including those working in specific environments and industries. IFAC member bodies need to establish policies and procedures that will allow members to satisfy the requirements of this IES before they take on the role of an audit professional. The responsibility for the development and assessment of the required competence is shared by IFAC member bodies, audit organizations, regulatory authorities, and other third parties.		New Para 1	Paragraph repositioned and content aligned to to reflect professional competence requirements for engagement partners who are responsible for audits of financial statements.
6.	A specific IES for audit professionals is necessary not only because of the specialist knowledge and skills required for competent performance in this area, but also because of the reliance the public and other third parties place on the audit of historical financial information. <sup>2</sup> This IES is based on the platform for all professional accountants established by IES 1 to 7.	New Paras 3 & 5	Paragraph deleted; Some of the content of the paragraph has been rewritten to reflect the dependency of the proposed IES 8 with revised IESs 2, 3, 4, and 7.
7.	The aim of this IES is to ensure that professional accountants acquire and maintain the specific capabilities required to work as competent audit professionals.		Paragraph deleted; The content of this paragraph does not: (1) support the requirements of IES 8 nor (2) align with the IAESB Drafting Conventions on Scope.

<sup>&</sup>lt;sup>1</sup> The term "audit professional" is defined in Paragraph 9.

The IAASB distinguishes between engagements reporting on historical financial information and assurance engagements dealing with information other than historical financial information. (IAASB Terms of Reference). IES 8 prescribes requirements for professional accountants assuming the role of audit professionals and having responsibility for significant judgments in an audit of historical financial information.

Exta	ant IES 8	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
Def	initions		
8.	Terms used in this IES which have already been defined by either the International Accounting Education Standards Board (IAESB) or other IFAC groups are set out below. Definitions and explanations of other key terms used in this IES are set out in the <i>Framework for International Education Pronouncements</i> .	New Paras 7 & A1	Paragraph deleted; Some of the paragraph's content relating to definitions is now positioned in Para. 7 and definitions of key terms have been included in Para. A1.
	<b>Capabilities:</b> The professional knowledge; professional skills; and professional values, ethics, and attitudes required to demonstrate competence.		
	Explanation: Capabilities are the attributes held by individuals that enable them to perform their roles, whereas competence refers to the actual demonstration of performance. The possession of capabilities gives an indication that an individual has the ability to perform competently in the workplace. Capabilities include content knowledge; technical and functional skills; behavioral skills; intellectual abilities (including professional judgment); and professional values, ethics, and attitudes. They are sometimes referred to, in other literature, as competencies, capacities, abilities, key skills, core skills, fundamental skills and values, attitudes, distinguishing characteristics, pervasive qualities, and individual attributes.		
	<b>Competence:</b> Being able to perform a work role to a defined standard, with reference to real working environments.		
	<b>Explanation:</b> Competence refers to the demonstrated ability to perform relevant roles or tasks to the required standard. Whereas capability refers to the attributes held by individuals that give them the potential to perform, competence refers to		

the actual demonstration of performance. Competence may be assessed by a variety of means, including workplace performance,

Extant IES 8	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes		
workplace simulations, written and oral tests of various types, and self-assessment.  Engagement partner is the partner or other person in the audit organization who is responsible for the engagement and its performance, and for the audit report that is issued on behalf of the firm, and who, where required, has the appropriate authority from a professional, legal or regulatory body.  Explanation: This term is consistent with that established by the International Auditing and Assurance Standards Board (IAASB).  Professional accountant is a person who is a				
member of an IFAC member body.  9. Relevant skills can give professional accountants a competitive edge in the market place and are useful throughout an individual's career. Not all		Paragraph deleted; The content of this paragragh does not: (1) support the		
these skills will, however, be fully developed at the point of qualification. Some may be the focus of continuing professional development.		requirements of IES 8 nor (2) align with the IAESB Drafting Conventions on Scope.		
10. The following definition has been created for the purpose of this IES: Audit professional is a professional accountant who has responsibility, or has been delegated responsibility, for significant judgments in an audit of historical financial information. Explanation: The engagement partner retains overall responsibility for the audit. The definition of audit professional does not apply to experts who undertake specific tasks within an audit (e.g., taxation, information technology or valuation experts).		Paragraph deleted; The term, audit professional, has been removed with the focus of the Standard on the engagement partner.		
Effective Date				
11. This IES is effective from January 1, 2005.	Para 8	Effective date amended.		

Exta	nt IES 8	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
Scop	oe of this Standard		
12.	International Education Standards prescribe standards of generally accepted "good practice" in education and development for professional accountants. They establish the essential elements of the content and process of education and development of professional accountants (e.g. subject matter, skills, ethics and practical applications) at a level that is aimed at gaining international recognition, acceptance and application. Although they cannot override authoritative local pronouncements, they are prescriptive in nature.		Paragraph deleted; The content of proposed IES 8 now emphasizes professional competence requirements for engagement partners who are responsible for audits of financial statements.
13.	This IES prescribes the minimum competence requirements IFAC member bodies are expected to require any members to obtain before they take on the role of an audit professional.		Paragraph deleted; New paragraph 10 prescribes learning outcomes that demonstrate the professional competence which the engagement partner needs to maintain and further develop in the role of engagement partner.
14.	This IES also prescribes the minimum levels of professional knowledge; professional skills; and professional values, ethics and attitudes audit professionals require. It does not address the full range of capabilities and competence needed by the entire audit engagement team. Audit professionals may work as a member of an audit team, or as an individual with sole responsibility in smaller audit assignments. Different levels of responsibility within an audit assignment will demand different levels of competence.		Paragraph deleted; New paragraph 10 prescribes learning outcomes for technical competence; professional skills; and professional values, ethics and attitudes.
15.	Consulting with experts within or outside the audit organization is often required during an audit assignment. Capability and competence requirements for such experts are covered in		Paragraph deleted; Proposed IES 8 does not specify professional development for other roles that a professional

			Comment on proposed deletion of highlighted material, significant edits,
Exta	IAASB standards and guidance and are not addressed in this IES.	New Para Ref	and other notes  accountant plays in relation to other assurance and related services.
16.	Section 2 of this IES applies to all audit professionals. Section 3 discusses the competence requirements for engagement partners. Section 4 applies to audit professionals involved in specific environments and industries, including transnational audits.		Paragraph deleted; The content of proposed IES 8 has been re-organized and aligns with guidelines of IAESB Drafting Conventions (2009).
17.	This IES is consistent with the requirements and guidance contained in the various standards and statements in the International Framework for Assurance Engagements developed by the IAASB and through pronouncements such as International Standard on Quality Control 1. These specify the requirements and responsibilities of the organization and professional accountants regarding the competence of engagement teams to perform audit and assurance engagement functions.		Paragraph deleted; Some of the content appears in Para. 2 which describes some of the other pronouncements that place responsibilities on the IFAC member body, engagement partners and firms as part of the system of quality control for engagement teams performing audits of financial statements.
18.	IFAC member bodies may impose specific requirements for professional accountants working as audit professionals beyond those required in this IES. In particular, IFAC member bodies may consider prescribing specific CPD activities for audit professionals.		Paragraph deleted; Some of content now appears in paragraph A17.
Prof	essional Accountants and Audit Professionals		
19.	Although some professional accountants deliver a wide range of accounting and business-related services, others will choose to specialize in one or more areas. No one professional accountant can master all areas of accountancy. Specialization is necessary to ensure services can be provided by professional accountants having sufficient depth of knowledge and expertise.		Paragraph deleted; The content of proposed IES 8 now emphasizes professional competence requirements for engagement partners.
20.	One area of specialization is in audit of historical		Paragraph deleted; New

Exta	Extant IES 8		Comment on proposed deletion of highlighted material, significant edits, and other notes
	financial information. Competence in this area requires a higher level of education and training in audit and related areas than is required of other professional accountants.		paragraph 10 prescribes learning outcomes for technical competence; professional skills; and professional values, ethics and attitudes.
21.	Audit professionals involved in audits of historical financial information in specific industries may be more specialized. The nature of the industry, and applicable laws and accounting treatments, may require levels of knowledge and skills beyond those required for other audit professionals.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
22.	Audit engagements vary in complexity and size, requiring different experience and competence levels. An audit team could include the engagement partner, other audit professionals, other professional accountants, individuals working towards qualification as professional accountants, and other support staff who do not intend to qualify as professional accountants. The engagement partner is responsible for ensuring that the work of all individuals assigned to an audit engagement is appropriately reviewed by other members of the engagement team to provide reasonable assurance that the work meets appropriate standards of quality.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
Deve	eloping and Maintaining Capabilities and Compe	ence	
23.	The International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) requires all professional accountants to take steps to ensure that they, and those working under their authority in a professional capacity, have appropriate training and supervision and are competent to undertake the work they perform.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
24.	To acquire the capabilities and competence required of audit professionals, individuals may need further education and development beyond		Paragraph deleted; Content does not align with the focus on the requirement which

Fxta	nt IES 8	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
Extu	that needed to qualify as professional accountants. These additional education and development requirements can be met during the education and development program for qualifying as a professional accountant, or after.	New Full Ref	specifies the professional competence of the engagement partner.
25.	Education and development for acquiring and maintaining the capabilities of audit professionals can include:  (a) advanced professional education pursued at academic institutions or through the programs of professional bodies;  (b) on-the-job training and experience programs;  (c) off-the-job training; and  (d) continuing professional development (CPD) courses and activities.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
26.	IFAC recognizes that each member body needs to determine not only how best to comply with this IES, but also what emphasis to place on the various parts of the education and development process.		Paragraph deleted; Some of content is now covered in paragraph A17.
27.	In addition to acquiring the necessary knowledge and skills, professional accountants will have to be assessed (as outlined in paragraphs 63 and 64) to demonstrate the capabilities and competence needed to take on responsibility for significant judgments in an audit of historical financial information. The IAESB recognizes that when assessing capabilities measuring output is likely to be superior to measuring inputs. Output-based approaches concentrate on measuring the development and maintenance of competence actually achieved through learning, rather than measuring the various learning activities.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
28.	Audit professionals will need further development to progress, through supervisory and managerial roles, to acting as the engagement partner.		Paragraph deleted; Some of the content of this paragraph is captured in new paragragh A10.

Exta	nt IES 8	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
29.	All professional accountants are obliged to engage in lifelong learning to keep up-to-date on developments influencing the profession and the quality of the services they provide, as outlined in IES 7, Continuing Professional Development: A Program of Lifelong Learning and Continuing Development of Professional Competence.		Paragraph deleted; Some of the content of this paragraph is captured in new Para A8.
Sect	ion 2: Competence Requirements for Audit Profe	essionals	
30.	Member bodies should require individuals to:  (a) qualify as a professional accountant;  (b) hold an undergraduate degree, or its equivalent; and  (c) satisfy all other requirements prescribed in this section  before these individuals take on the role of an audit professional.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
31.	The appropriate level of education and learning of the intellectual and personal skills necessary to become an audit professional is generally found in a combination of undergraduate degree and professional education programs. Where a member body does not require an undergraduate degree, the member body needs to be able to demonstrate that the intellectual and personal skills have been developed to the required level in other ways. <sup>3</sup>		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
32.	The requirements in paragraph 29 (c) may be met at the same time as the requirements in paragraph 29 (a) and (b), or after.		Paragraph deleted. Content does not align with the focus on the requirement which specifies the professional competence of the

The reference to undergraduate degrees in this standard is in line with the principles of the Bologna Declaration, agreed by 29 European countries in 1999. Further details may be found at: http://ec.europa.eu/education/policies/educ/bologna/bologna\_en.html. Reference sources comparing the standard of qualifications throughout the world are listed in the note which forms part of IES 1.

Exta	nt IES 8	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
			engagement partner.
	wledge Content		
33.	The knowledge content within the education and development program for audit professionals should include the following subject areas:		Paragraph deleted; Some of the content of this paragraph is captured in new paragragh 10.
	<ul><li>(a) audit of historical financial information at an advanced level (refer to paragraph 36);</li></ul>		
	(b) financial accounting and reporting at an advanced level (refer to paragraph 38); and		
	(c) information technology (refer to paragraph 40).		
34.	IES 2, Content of Professional Accounting Education Programs, sets out the knowledge requirements for professional accountants. "Advanced level" refers to a level of knowledge that is deeper and broader than what is prescribed for individuals qualifying as professional accountants in IES 2.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
35.	IFAC member bodies may determine the levels of depth and breadth of knowledge, and the means for gaining that knowledge, as appropriate for their environment.		Paragraph deleted; Some of content is now covered in paragraph A17.
36.	Audit professionals are expected to have sufficient knowledge of current developments in the field of audit of historical financial information to respond to issues in the business environment. It is important, therefore, that education and continuing development programs for audit professionals include coverage of relevant current issues and developments.		Paragraph deleted. Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
37.	The knowledge content of the audit of historical financial information subject area should include the following at an advanced level:		Paragraph deleted; Some of the content of this paragraph is captured in new paragragh 10.

Exta	int IES	i 8	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
	(a) (b)	best practices in the audits of historical financial information, including relevant current issues and developments; and International Standards on Auditing		
	` '	(ISAs) and International Auditing Practice Statements (IAPSs); and/or		
38.	36, know Cont Revie Stand	any other applicable standards or laws.  Iddition to the knowledge listed in paragraph audit professionals may also require veledge of International Standards on Quality rol (ISQCs), International Standards on ew Engagements (ISREs), International dards on Assurance Engagements (ISAEs), International Standards on Related Services Ss), or local equivalents.		Paragraph deleted. Some of the content appears in Para. 2 which describes some of the other pronouncements that place responsibilities on the IFAC member body, engagement partners and firms as part of the system of quality control for engagement teams performing audits of financial statements.
39.	acco	knowledge content of the financial punting and reporting subject area should ude the following at an advanced level: financial accounting and reporting processes and practices, including relevant current issues and developments; and International Financial Reporting Standards (IFRSs); and/or any other applicable standards or laws.		Paragraph deleted; Some of the content of this paragraph is captured in new paragragh 10.
40.	repoi the p listed Publi any a	audit client is required to prepare financial rts in accordance with standards specific to public sector, statements equivalent to those d in paragraph 38 will include International ic Sector Accounting Standards (IPSAS) and applicable international, national and/or local valents of these.		Paragraph deleted. The content of this paragraph does not align with the requirement.

<sup>&</sup>lt;sup>4</sup> The term "International Financial Reporting Standards" refers to IFRSs, IFRIC Interpretations, IASs and SIC Interpretations.

Exta	nt IES	8	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
41.		knowledge content of the information ology subject area should include the ving:		Paragraph deleted; Some of the content of this paragraph is captured in new paragragh
	` ´	information technology systems for financial accounting and reporting, including relevant current issues and developments; and		10.
	, í	frameworks for evaluating controls and assessing risks in accounting and reporting systems as appropriate for the audit of historical financial information.		
42.	knowl accou	er information on the information technology edge and competences for professional intants can be found in IES 2, Content of essional Accounting Education Programs.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
Prof	essiona	al Skills		
43.	and	skills requirement within the education development program for audit ssionals should include:		Paragraph deleted; Some of the content is captured by learning outcomes identified
	` '	Applying the following professional skills in an audit environment:		in paragraghs 10
		<ul><li>(i) identifying and solving problems;</li><li>(ii) undertaking appropriate technical research;</li></ul>		
		(iii) working in teams effectively; (iv) gathering and evaluating		
		evidence; (v) presenting, discussing, and defending views effectively through formal, informal, written, and spoken communication; and		
	(b)	Developing the following professional skills at an advanced level in an audit environment:		

Exta	nt IES 8		New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
	(i)	applying relevant audit standards and guidance;		
	(ii)	evaluating applications of relevant financial reporting standards;		
	(iii)	demonstrating capacity for inquiry, abstract logical thought, and critical analysis;		
	(iv)	demonstrating professional skepticism;		
	(v)	applying professional judgment; and		
	(vi)	withstanding and resolving conflicts.		
44.	Education, requirement context of level of skill	Professional Skills and General sets out the professional skills ts for professional accountants. In the IES 8, "advanced level" refers to a I that is higher than that prescribed for qualifying as professional accountants		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
45.	appropriate	mber bodies may determine the levels of skills development and the developing those skills.		Paragraph deleted; Some of content is now covered in paragraph A17.
Profe	essional Val	ues, Ethics and Attitudes		
46.	required attitudes	s should be able to apply the professional values, ethics and in an audit environment before he role of an audit professional.		Paragraph deleted; Some of the content is captured by learning outcomes identified in paragraghs A10
47.	sets out t attitudes p IFAC men program of for exercis acting ethi	ressional Values, Ethics and Attitudes, the professional values, ethics and rofessional accountants must have. The bodies need to establish a education that provides a framework sing professional judgment and for cally in the best interests of both the profession.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
48.	All profess	ional accountants need a thorough		Paragraph deleted. Content

Exta	nt IES 8	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
	understanding of the potential ethical implications of professional and managerial decisions. They need to be aware that decision-makers can be under tremendous pressure when it comes to upholding ethical principles.		does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
49.	Audit professionals, like all professional accountants, are expected to apply the professional values, ethics and attitudes outlined in IES 4 throughout their professional careers. During their period of practical experience, they should receive guidance on the:  (a) professional approach to ethics;  (b) practical application of the fundamental principles;  (c) consequences of unethical behavior; and  (d) resolution of ethical dilemmas.		Paragraph deleted. Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
50.	Learning about professional ethics needs to continue after qualification. Audit professionals need to see this as a career-long process.		Paragraph deleted. Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
51.	The fundamental ethical principles that apply to all professional accountants have an added dimension in the audit domain, because of the heavy public reliance on and public interest in this aspect of the profession worldwide.		Paragraph deleted. Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
52.	These fundamental principles are essential to the development of the profession and society as a whole. IESBA Code sets out these fundamental principles:  (a) Integrity;  (b) Objectivity;  (c) Professional competence and due care;  (d) Confidentiality; and  (e) Professional behavior.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.

Exta	nt IES 8	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
53.	In addition, the IESBA Code requires all members of assurance teams and organizations to be independent of assurance clients. All members of assurance teams and organizations are required to apply the independence conceptual framework outlined therein.		Paragraph deleted. Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
54.	It is important that audit professionals are  (a) aware of potential new ethical dimensions and conflicts in their work; and  (b) keep current on the expectations of their professional accounting bodies and the public in terms of professional ethics.		Paragraph deleted. Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
55.	Professional accountants should complete a period of relevant practical experience before taking on the role of an audit professional. This period should be long enough and intensive enough to permit them to demonstrate that they have acquired the necessary professional knowledge; professional skills; and professional values, ethics, and attitudes. A substantial proportion of the period of practical experience should be in the area of audit of historical financial information.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
56.	IES 5, Practical Experience Requirements, sets out the practical experience requirements for all professional accountants. Professional accountants assuming the role of an audit professional are also required to demonstrate application of the knowledge and skills specifically required by this section of IES 8, and in an audit environment in accordance with the professional values, ethics and attitudes set out in IES 4.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
57.	Practical experience that contributes to the competence of an audit professional needs to be relevant to the type and size of audit		Paragraph deleted; Content does not align with the focus on the requirement which

Exta	nt IES 8	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
	assignments audit professionals are, or are likely to be, involved in. The period of experience should permit them to:  (a) apply, in a properly supervised environment, the requisite knowledge and skills; and  (b) develop and demonstrate the competence required by this IES		specifies the professional competence of the engagement partner.
58.	The period of practical experience relevant to an audit professional may come during or after qualification as a professional accountant. Practical experience gained for the purposes of meeting the requirements of IES 5, <i>Practical Experience Requirements</i> , may contribute to the requirements prescribed in this IES.		Paragraph deleted; Some of the content is captured in paragraph A4.
59.	A period of practical experience relevant to an audit professional would normally be not less than three years, of which at least two years should normally be spent in the area of audit of historical financial information under the guidance of an engagement partner. Where a member body does not require the completion of this minimum period of experience, the member body needs to be able to demonstrate that the application of the knowledge and skills specifically required by this IES has been achieved in an audit environment and has resulted in candidates developing the necessary competence and capability to apply professional judgment in the audit assignment.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
60.	The required audit experience should be obtained with an organization that can provide suitable audit experience under the guidance of an engagement partner.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
61.	Organizations making available suitable audit experience may include private and public sector audit organizations. IFAC member bodies need		Paragraph deleted; Content does not align with the focus on the requirement which

Exta	to be satisfied that audit organizations providing experience have in place policies and procedures that will provide an appropriate environment. An appropriate environment is one that allows individuals to develop and demonstrate the professional knowledge; professional skills; and professional values, ethics and attitudes that will permit them to take on responsibility for making significant judgments in an audit of historical financial information.	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes  specifies the professional competence of the engagement partner.
Cont	inuing Professional Development		
62.	IES 7, Continuing Professional Development: A Program of Lifelong Learning and Continuing Development of Professional Competence, sets out the CPD requirements for all professional accountants, including audit professionals.		Paragraph deleted; some of the content captured in paragraph 5.
63.	Professional accountants seeking to become audit professionals may rely on CPD activities to help them meet some of the competence requirements set out in this IES. CPD will also be necessary to ensure that audit professionals develop and maintain further competence. IFAC member bodies may consider prescribing specific CPD activities for audit professionals or professional accountants seeking to become audit professionals.		Paragraph deleted; Some of the content is captured in paragraph A3.
Asse	essment		
64.	Professional capabilities and competence should be assessed before individuals take on the role of audit professionals.		Paragraph deleted. Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
65.	The assessment should be comprehensive enough to permit demonstration of the professional knowledge; professional skills; and professional values, ethics and attitudes required to competently perform the work of		Paragraph deleted. Content does not align with the focus on the requirement which specifies the professional competence of the

			Comment on proposed deletion of highlighted material, significant edits,
Exta	nt IES 8 audit professionals.	New Para Ref	and other notes
	·		engagement partner.
66.	The assessment of the capabilities and competence of audit professionals may be carried out by:  (a) the IFAC member body of which an individual is a member (including through the member body's peer review process);  (b) another IFAC member body;  (c) a third party (e.g., education or training organization, government or regulatory authority, or workplace assessor under the authority of the member body);  (d) an audit organization (including through the organization's quality control systems); or  (e) a combination of these.  Where external agencies are responsible for qualifying audit professionals, member bodies should encourage them to adopt IFAC standards.		Paragraph deleted. Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
Sect Gene	ion 3: The Engagement Partner		
67.	Specific professional, legal or regulatory requirements exist which govern the scope, performance and conduct of the audit engagement. In some instances, specific requirements regulate who may act as the engagement partner on an audit engagement. Such requirements are referred to below as licensing regimes. This term is used to refer to the range of instances where the authority or permission to act as the engagement partner is restricted to certain individuals who meet specific requirements. These specific requirements may be set by a professional, legal or regulatory body.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
68.	Audit licensing regimes differ. Where IFAC member bodies have the legal authority to		Paragraph deleted; Content does not align with the focus

Exta	nt IES 8	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
	license auditors, it is expected that professional accountants will have met the requirements prescribed in Section 2 of this IES to be issued with an audit license or be permitted to sign reports of audits of historical financial information. Where other bodies license auditors, IFAC member bodies are obliged to notify their legislative, regulatory or licensing authorities about this IES, encouraging its adoption.		on the requirement which specifies the professional competence of the engagement partner.
69.	In some jurisdictions, professional accountants are licensed to sign audit reports at the time of qualification, but may not have gained the practical experience prescribed in this IES. In such cases, IFAC member bodies need to make sure that individuals with responsibility for making significant judgments in an audit of historical financial information have the required practical experience and competence. This obligation may be fulfilled through a member body's quality assurance review program (i.e., practice inspections) or through an audit organization's quality control procedures.		Paragragh deleted, Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
70.	It is expected that audit professionals permitted to sign statutory audit reports will acquire practical audit experience beyond what this IES prescribes. All audit professionals have a professional and ethical obligation to develop and maintain competence appropriate to their professional responsibilities.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
71.	IFAC recognizes the different types, size and complexities of audits of historical financial information, and the different levels of professional competence required to perform such engagements. It is the obligation of individual professional accountants to comply with the IESBA Code by not accepting assignments they are not competent to perform.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.

Extant IES	s 8	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
Competen	ce Requirements for the Engagement Parti	ner	
enga of profe ethic woul comp	assume the greater responsibilities of the agement partner will require the development additional professional knowledge; essional skills; and professional values, as and attitudes. An engagement partner double be expected to demonstrate a prehensive understanding of the audit ess and an ability to communicate a wide e of matters to a broad range of parties.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
such	audit professionals progress into positions as engagement partners, they will need to constrate competence in the following areas:  Leadership responsibility for the quality of audits;  Formation of conclusions on compliance with applicable independence requirements;  Acceptance and continuation of client relationships and specific audit engagements  Assignment of engagement teams, ensuring the collective capabilities and competence to perform the engagement and issue an audit report;  Direction, supervision and performance of the audit engagement in compliance with professional standards and regulatory and legal requirements;  Consultation, review and discussion of work performed; and  Development of the audit report that is appropriate and supported by sufficient appropriate audit evidence.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.

Exta	nt IES 8	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
	ion 4: Competence Required for Audit Profession	nals in Specific E	Environments and Industries
74.	IFAC member bodies and audit organizations need to make sure that audit professionals responsible for significant judgments in an audit of historical financial information of specific environments or industries have the required professional knowledge and practical experience relevant to that environment or industry.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
75.	When professional accountants have acquired the capabilities and demonstrated the competence required of audit professionals, they may need further development before they take on responsibility for making significant judgments in an audit of historical financial information of a specific industry (such as banking and finance, extractive industries and insurance) or environment (such as transnational audits).		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
Tran	snational Audits		
76.	Transnational audits are, or may be, relied upon outside the entity's home jurisdiction for purposes of significant lending, investment or regulatory decisions; this will include all companies with listed equity or debt and other public interest entities which attract particular public attention because of their size, products or services provided. <sup>5</sup>		Paragraph deleted; IAESB has decided to focus on audits involving more complex (a) industries, (b) operations (including international ones), or (c) reporting requirements
77.	Before individuals take on the role of an audit professional in transnational audits of historical financial information they should:  (a) satisfy the requirements to take on the role of an audit professional (Section 2 of this IES); and  (b) satisfy the requirements in paragraph		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.

<sup>&</sup>lt;sup>5</sup> TAC Guidance Statement 1 – revised April 2006.

Exta	nt IES 8	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
	77.		
78.	The knowledge content of the education and development program for audit professionals involved in transnational audits should cover the following subject areas, for the jurisdictions for which the transnational audit is conducted:  (a) applicable financial reporting and auditing standards;  (b) controlling of multi-location and group audits;  (c) applicable listing requirements;  (d) applicable corporate governance requirements;  (e) applicable national regulatory frameworks; and  (f) the global and local economies and business environments.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
79.	Audit professionals engaged in transnational audits may find that the application of professional values, ethics and attitudes can be complicated by multiple cultural contexts (e.g., norms, customs, behaviors and expectations).		Paragraph deleted. Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
Spec	cific Industries		
80.	Some entities operate in heavily regulated industries (such as banks and chemical companies). Laws and regulations governing financial statements may vary considerably in specific industries and environments. Furthermore, accounting treatments may differ, resulting in different recognition and measurement practices.		Paragraph deleted; Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner
81.	It is not practicable to prescribe the additional knowledge required of those operating in specific industries. IFAC member bodies, individual professional accountants and audit organizations		Paragraph deleted. Some of the content of this paragraph is captured in paragraph A17

Exta	nt IES 8	New Para Ref	Comment on proposed deletion of highlighted material, significant edits, and other notes
	share the responsibility for ensuring that audit professionals have the required competence for their roles.		
Prac	tical Experience		
82.	Audit professionals need practical audit experience in a specific environment or industry before assuming responsibility for making judgments in an audit of historical financial information in that environment or industry. This experience needs to be long enough and intensive enough to permit audit professionals to demonstrate:  (a) the necessary knowledge; and  (b) that they can apply the necessary skills and the professional values, ethics and		Paragarph deleted. Content does not align with the focus on the requirement which specifies the professional competence of the engagement partner.
	attitudes required to competently perform the work in that specific environment or industry.  This practical experience may be in addition to what is prescribed elsewhere in this IES.		

# Exhibit 2. Tracked Changes Document- Proposed December 2013 IES 8 Exposure Draft, (Revised) compared to extant IES 8.

### **PROPOSED** INTERNATIONAL EDUCATION STANDARD 8

## PROFESSIONAL COMPETENCE FOR ENGAGEMENT PARTNERS RESPONSIBLE FOR AUDITS OF FINANCIAL STATEMENTS (REVISED)

#### CONTENT

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#### **SECTION 1: GENERAL**

#### Introduction

- 1. Auditing is a structured process that:
  - (a) involves the application of analytical skills, professional judgment and professional skepticism;
  - (b) is usually performed by a team of professionals, directed with managerial skills;
  - (c) uses appropriate forms of technology and adheres to a methodology;

complies with all relevant technical standards, such as Scope of this Standard (Ref: Para A2 to A12)

- 1. This International Standards on Auditing (ISAs), Education Standard (IES) prescribes the learning outcomes for professional competence that professional accountants are required to demonstrate when performing the role of an engagement partner responsible for audits of financial statements.
- This IES is intended to be read in conjunction with Statement of Member Obligations (SMO) 1, International Standards Standard on Auditing (ISA) 220 Quality Control for an Audit of Financial Statements, and International Standard on Quality Control (ISQCs), International Financial Reporting Standards (IFRS), ISQC) 1 Quality Control for Firms that Provide Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements. Together, these pronouncements place responsibilities on the International Public Sector Accounting Standards (IPSAS), and any applicable international, national Federation of Accountants (IFAC) member body, engagement partners, and firms as part of the system of quality control for engagement teams performing audits of financial statements. In many jurisdictions, a regulator is also involved in this system of quality control.
- 3. This IES builds on the learning outcomes of IESs 2, 3, and 4<sup>6</sup> that describe the professional competence required of aspiring professional accountants by the end of Initial Professional Development (IPD). This IES focuses on the professional competence required for one particular role of a professional accountant: an engagement partner responsible for audits of financial statements.
- 4. The professional accountant who performs the role of engagement partner is responsible for development and maintenance of professional competence by undertaking relevant Continuing Professional Development (CPD) activities that include practical experience. However, this IES is addressed to the IFAC member bodies that foster a commitment to lifelong learning among professional accountants.
- 5. Under IES 7<sup>7</sup>, IFAC member bodies require all professional accountants to develop and maintain competence relevant and appropriate to their work and professional responsibilities. This IES applies the IES 7 requirement to the role of the engagement partner.
  - (d) IFAC member bodies or local equivalents; and
- 6 <u>IES 2: Initial Professional Development—Technical Competence</u> (Revised);
  - IES 3: Initial Professional Development—Professional Skills (Revised);
  - <u>IES 4; Initial Professional Development—Professional Values, Ethics, and Attitudes</u> (Revised);
- <sup>7</sup> IES 7: Continuing Professional Development

- (e) complies with required standardsother stakeholders may also apply the requirements of this IES to professional ethics.
- 2. Auditing is also an integral part of the evolving systems of accountability and responsibilities within organizations and society worldwide. Althoughaccountants performing audits of other historical financial information may be mandated by regulation and laws, they may also be required as a condition of borrowing, a matter of contract, or for other reasons. In addition, organizations may voluntarily undertake audits to evaluate the fairness of financial representations and assertions or to provide a credible report of the financial stewardship of their resources to their stakeholders.
- 3. Entities subject to audit operate with diverse organizational structures in public, private and not-for-profit sectors. Auditing has to adapt to complex and changing environments. Within an audit assignment, many factors must be understood and evaluated appropriately, including:
  - (a) the entity and its environment;
  - (b) the industry, and regulatory and other external factors; and
  - (c) the applicable financial reporting framework.
- 4. Globalization of business has dramatically increased the need for consistent and high-quality financial reporting within countries and across borders. This directly affects both accounting and auditing. Many stakeholders in today's global business environment expect in compliance with recognized international standards in accounting and auditing. Establishing internationally accepted benchmarks for the competence of audit professionals will help to promote internationally accepted standards in accounting and auditing.

#### **Purpose of this Standard**

- 5. This International Education Standard (IES) prescribes competence requirements for audit professionals, including those working in specific environments and industries. IFAC member bodies need to establish policies and procedures that will allow members to satisfy the requirements of this IES before they take on the role of an audit professional. The responsibility for the development and assessment of the required competence is shared by IFAC member bodies, audit organizations, regulatory authorities, and the ISAs or other third parties.
- 6. A specific IES for audit professionals is necessary not only because of the specialist knowledge and skills required for competent performance in this area, but also because of the reliance the public and other third parties place on the audit of historical financial information. This IES is based on the platform for all professional accountants established by IES 1 to 7.
- 1.6. 7. The aim of this IES is to ensure that professional accountants acquire and maintain the specific capabilities required to work as competent audit professionals.types of assurance and related services.

#### **Definitions**

8. Terms used in this IES which have already been defined by either the and explanations of the key terms used in the IESs and the Framework for International Education Standards for Professional Accountants are set out in the International Accounting Education Standards Board (IAESB) er other IFAC groups are set out below. Definitions and explanations of other key terms used in this IES are set out in the Framework for International Education Pronouncements.

<sup>8——</sup>The term "audit professional" is defined in Paragraph 9.

The IAASB distinguishes between engagements reporting on historical financial information and assurance engagements dealing with information other than historical financial information. (IAASB Terms of Reference). IES 8 prescribes requirements for professional accountants assuming the role of audit professionals and having responsibility for significant independs in an audit of historical financial information.

**Capabilities:** The professional knowledge; professional skills; and professional values, ethics, and attitudes required to demonstrate competence.

**Explanation:** Capabilities are the attributes held by individuals that enable them to perform their roles, whereas competence refers to the actual demonstration of performance. The possession of capabilities gives an indication that an individual has the ability to perform competently in the workplace. Capabilities include content knowledge; technical and functional skills; behavioral skills; intellectual abilities (including professional judgment); and professional values, ethics, and attitudes. They are sometimes referred to, in other literature, as competencies, capacities, abilities, key skills, core skills, fundamental skills and values, attitudes, distinguishing characteristics, pervasive qualities, and individual attributes.

Competence: Being able to perform a work role to a defined standard, with reference to real working environments.

**Explanation:** Competence refers to the demonstrated ability to perform relevant roles or tasks to the required standard. Whereas capability refers to the attributes held by individuals that give them the potential to perform, competence refers to the actual demonstration of performance. Competence may be assessed by a variety of means, including workplace performance, workplace simulations, written and oral tests of various types, and self-assessment.

**Engagement partner** is the partner or other person in the audit organization who is responsible for the engagement and its performance, and for the audit report that is issued on behalf of the firm, and who, where required, has the appropriate authority from a professional, legal or regulatory body.

2.7. <u>Explanation: This term is consistent with that established by Glossary of Terms.</u> Additional terms from the International Auditing and Assurance Standards Board (IAASB). pronouncements have also been included in the Explanatory Material.

Professional accountant is a person who is a member of an IFAC member body.

9. The following definition has been created for the purpose of this IES:

**Audit professional** is a professional accountant who has responsibility, or has been delegated responsibility, for significant judgments in an audit of historical financial information.

**Explanation:** The engagement partner retains overall responsibility for the audit. The definition of audit professional does not apply to experts who undertake specific tasks within an audit (e.g., taxation, information technology or valuation experts).

#### **Effective Date**

8. \_\_\_\_\_10. \_\_\_This IES is effective from July 1, 2008 (a date to be agreed by IAESB, TBC).

#### Objective (Ref: Para A13-A14)

9. The objective of this IES is to establish the professional competence that professional accountants performing the role of an engagement partner need to maintain and further develop through CPD.

#### Requirement (Ref: Para A15 to A20)

3-10. IFAC member bodies shall require professional accountants performing the role of an engagement partner to undertake CPD that maintains and further develops the professional competence required for all audit professionals. Earlier adoption is encouraged this role. Such professional competence is demonstrated by the achievement of the learning outcomes listed in Table A.

Table A: Learning Outcomes for the Professional Competence of an Engagement Partner

Competence Area	<u>Learning Outcomes</u>			
Technical Competence				
(a) Audit of financial statements	(i) Evaluate the risks identified by engagement acceptance and continuance procedures.  (ii) Oversee the process of planning, performing, and completing the audit of financial statements.  (iii) Assess the entity's ability to continue as a going concern.  (iv) Assess and respond to the risks of material misstatement due to fraud or error in the financial statements.  (v) Evaluate indicators for evidence of bias in management's estimates and in other areas of judgment.  (vi) Approve or establish an appropriate audit strategy in relation to the audit objective.  (vii) Evaluate significant deficiencies in internal control and in other matters to be communicated to those charged with governance.  (viii) Evaluate the sufficiency and appropriateness of audit evidence obtained and of the related documentation.  (ix) Evaluate whether the audit was planned and performed in accordance with applicable auditing standards (e.g. ISAs) and with relevant laws and regulations  (x) Form an appropriate audit opinion and develop the related audit report on the financial statements.			
(b) Financial accounting and reporting	(i) Evaluate whether an entity has prepared, in all material respects, financial statements in accordance with the applicable financial reporting framework.  (ii) Evaluate the recognition, measurement, presentation, and disclosure of transactions and events within the financial statements.  (iii) Assess the reasonableness of financial statements relative to the nature of the business, the operating environment, and the entity's ability to continue as a going concern.			
(c) Governance and risk management	(i) Manage communications with those charged with governance of an entity.  (ii) Evaluate corporate governance structures and risk assessment processes to identify risks of material misstatement affecting the financial statements of an entity.			
(d) Business environment	(i) Formulate auditor expectations using relevant information on industry, regulatory, and other external factors, including market, competition, product technology, and environmental requirements.			
(e) Taxation	(i) Evaluate procedures performed, including the work of others, to address the risks of material misstatement in the financial statements in respect of taxation, and to assess the effect of the results of procedures on other areas of an audit.			
(f) Information technology	(i) Evaluate the information technology (IT) environment to identify controls that relate to the financial statements with, if appropriate, the assistance of an IT professional.  (ii) Assess the effect of IT controls on the audit strategy, and on			

Competence Area	<u>Learning Outcomes</u>
	the potential risks of material misstatement in the financial
	statements.
(g) Business laws and regulations	(i) Evaluate the impact on the audit of a potential breach of laws and regulations. (ii) Evaluate security and stock exchange regulations and their impact on presentation and disclosure requirements for the financial statements.
(h) Finance and financial management	(i) Evaluate the various sources of financing available to an entity to design the corresponding audit strategy and plan appropriate testing and review procedures.  (ii) Evaluate an entity's cash flow, budgets, forecasts, and working capital requirements.
Professional skills	
(i) Intellectual	(i) Evaluate the accounting estimates, including fair value estimates made by management. (ii) Resolve audit issues using inquiry, abstract and logical thought, as well as critical analysis to consider alternatives and analyze outcomes during an audit.
(j) Interpersonal and communication	(i) Present, discuss, and support views effectively with management of the entity and those charged with governance. (ii) Resolve conflict through appropriate forms of communication. (iii) Resolve audit issues, consulting when appropriate. (iv) Manage negotiations effectively with the entity.
(k) Personal	(i) Promote and undertake lifelong learning. (ii) Act as a mentor or coach to the engagement team. (iii) Act as a role model to the engagement team.
(I) Organizational	(i) Manage audit engagements by providing leadership and project management of engagement teams.
Professional Values, Ethics, and Attitu	<u>ides</u>
(m) Commitment to the public interest	(i) Assess audit quality and the effect on the public interest, the profession, and wider society.
(n) Professional skepticism and professional judgment	(i) Maintain a skeptical mindset in evaluating an entity, its management, and the evidence obtained during an audit. (ii) Apply professional judgment in planning and performing an audit of financial statements and in reaching conclusions on which to base an auditor's opinion.
(o) Ethical principles	(i) Apply the ethical principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior to ethical dilemmas in the context of an audit and determine an appropriate resolution.  (ii) Identify, consider, and evaluate threats to objectivity and independence that can occur during an audit engagement.  (iii) Protect, subject to relevant legal requirements, the confidential information of the entity.

#### **Explanatory Material**

References to Definitions Contained within IAASB Pronouncements

A.1 This IES uses the following terms already defined within the IAASB Glossary of Terms<sup>10</sup> and IAASB pronouncements<sup>11</sup>.

Table B - IAASB definitions adopted in IES 8

Defined Term	Source of Term	Definition in Use
Engagement Partner*	Statements, Paragraph 7  [SA 220]  Quality Control for an Audit of Financial  Statements, Paragraph 7  [e]	The partner or other person in the firm who is responsible for the audit engagement and its performance, and for the auditor's report that is issued on behalf of the firm, and who, where required, has the appropriate authority from a professional, legal, or regulatory body.
Financial Statements	IAASB Glossary of Terms	A structured representation of historical financial information, including related notes, intended to communicate an entity's economic resources or obligations at a point in time or of the changes therein for a period of time in accordance with a financial reporting framework. The related notes ordinarily comprise a summary of significant accounting policies and other explanatory information. The term "financial statements" ordinarily refers to a complete set of financial statements as determined by the requirements of the applicable financial framework, but can also refer to a single financial statement.
Firm*	IAASB Glossary of Terms	A sole practitioner, partnership or corporation or other entity of professional accountants.
Engagement Team	ISA 220 Paragraph 7 (d)	All partners and staff performing the engagement, and any individuals engaged by the firm or a network firm who perform audit procedures on the engagement. This excludes an auditor's external expert engaged by the firm or a network firm.

Glossary of Terms, IAASB Handbook of International Quality Control, Auditing, Review, Other Assurance, And Related Services Pronouncements – 2013 Edition, Volume I.

The ISA definitions detailed above are contained within the IAASB Handbook of International Quality Control, Auditing, Review, Other Assurance, and Related Services Pronouncements – 2013 Edition, Volume I.

Professional Judgment	IAASB Glossary of Terms	The application of relevant training, knowledge and experience, within the context provided by auditing, accounting and ethical standards, in making informed decisions about the courses of action that are appropriate in the circumstances of the audit engagement.
Professional Skepticism	IAASB Glossary of Terms	An attitude that includes a questioning mind, being alert to conditions which may indicate possible misstatement due to error or fraud, and a critical assessment of evidence.
Auditor's Expert	IAASB Glossary of Terms	An individual or organization possessing expertise in a field other than accounting or auditing, whose work in that field is used by the auditor to assist the auditor in obtaining sufficient appropriate audit evidence. An auditor's expert may be either an auditor's internal expert (who is a partner or staff, including temporary staff, of the auditor's firm or a network firm), or an auditor's external expert.

### Scope of this Standard (Ref Para 1-7)

A.2 There are many different ways to describe and categorize professional competence. Within the IESs, professional competence is the ability to perform a role to a defined standard. Professional competence goes beyond knowledge of principles, standards, concepts, facts, and procedures; it is the integration and application of (a) technical competence, (b) professional skills, and (c) professional values, ethics, and attitudes.

\* 'Partner' and 'firm' should be read as also referring to their public sector equivalents.

- A.3 CPD is a continuation of IPD. IPD is the learning and development through which individuals first develop competence leading to performing the role of a professional accountant. CPD is learning and development that takes place after IPD, and that develops and maintains professional competence to enable professional accountants to continue to perform their roles. CPD provides continuous development of the (a) technical competence, (b) professional skills, and (c) professional values, ethics, and attitudes achieved during IPD, refined appropriately for the professional activities and responsibilities of the professional accountant. In addition, professional accountants may take on new roles (for example that of an engagement partner) during their careers that require new competences.
- A.4 An important part of CPD for engagement partners is practical experience. As the career of an engagement partner progresses, practical experience becomes increasingly important in maintaining and further developing the necessary depth and breadth of professional competence.

Figure 1 Stakeholders with Responsibilities Impacting the Professional Competence of Engagement Partners

- A.5 Figure 1 illustrates stakeholders with responsibilities impacting the professional competence of engagement partners. Relationships between stakeholders can be dependent on the jurisdiction or can be a consequence of requirements contained in IAASB and IAESB pronouncements and obligations contained in IFAC pronouncements.
- A.6 ISA 220<sup>12</sup> identifies the engagement partner as the individual responsible for the capabilities and competence of the engagement team. Unless information provided by the firm or other parties suggests otherwise, ISA 220<sup>13</sup> allows the engagement team to rely on the firm's system of quality control in relation to the competence of personnel through their recruitment and formal training.
- A.7 ISQC 1<sup>14</sup> requires the firm to establish policies and procedures designed to provide it with reasonable assurance that it has sufficient personnel with the competence, capabilities and commitment to ethical principles necessary to (a) perform engagements in accordance with professional standards and applicable legal and regulatory frameworks, and (b) enable the firm or engagement partners to issue reports that are appropriate in the circumstances.

See ISA 220, Quality Control for an Audit of Financial Statements, Para 14.

See ISA 220, Quality Control for an Audit of Financial Statements, Para A2.

See ISQC 1, Quality Control for Firms that Provide Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements Para 29.

- A.8 In accordance with IES 7<sup>15</sup>, IFAC member bodies require all professional accountants to undertake CPD to contribute to the development and maintenance of professional competence that is appropriate to their work and professional responsibilities.
- A.9 By complying with the requirements of this IES and fulfilling their obligations under SMO 1 16 and SMO 2 17, IFAC member bodies promote, through CPD, the professional competence required to perform the role of an engagement partner. As a consequence, firms are able to comply with the requirements of ISQC 1 and engagement partners are able to comply with the requirements of ISA 220.

#### Progressive Nature of Professional Competence

A.10 Only those professional accountants who demonstrate the learning outcomes listed in Table A will be able to deal with the complex situations that engagement partners may face during their careers. A professional accountant aspiring to be an engagement partner will usually serve for several years on engagement teams, and may progress through supervisory and managerial roles under the supervision of an engagement partner. This progression through increasing levels of responsibility is the usual path by which a professional accountant prepares to assume the role of an engagement partner. Those serving as engagement partners maintain and further develop their professional competence through leading or serving on audit engagements, and through other professional development as part of their CPD.

#### Audit of Financial Statements and Other Assurance Engagements

A.11 This IES is applicable to audits of financial statements. The prescribed learning outcomes may also be helpful when performing audits of other historical financial information in compliance with the ISAs or other types of assurance and related services. Similarly, many of the learning outcomes required for an audit of financial statements may be relevant to those engagement partners responsible for assurance engagements relating to non-financial statement information, such as environmental or social reporting.

#### Sole Practitioners and Small or Medium Practitioners

A.12 This IES recognizes those situations in which the engagement partner operates as a sole practitioner or small or medium practitioner. In these situations, the engagement partner may be operating without the support of an engagement team, including those engagement team members with specialist skills. As a consequence, the engagement partner may undertake a much wider range of tasks in performing the audit than would otherwise be the case. Irrespective of the size or nature of the entity, and the firm of the engagement partner providing the audit, this IES assumes that engagement partners continue to undertake CPD appropriate to the complexity of the audits in which they serve as engagement partners.

- <u>See IES 7, Continuing Professional Development, Para 12.</u>
- Statement of Membership Obligation 1 Quality Assurance sets out the requirements of an IFAC member body with respect to quality assurance review systems for its members who perform audits, review, other assurance and related services engagements of financial statements. The SMO specifically addresses the situation where an IFAC member body has no or shared responsibility for setting the rules and operating the quality assurance review system.
- Statement of Membership Obligation 2 International Education Standards for Professional Accountants and Other Pronouncements Issued by the IAESB sets out the requirements of an IFAC member body with respect to international standards and other pronouncements issued by the IAESB. The SMO specifically addresses the situation where an IFAC member body has no or shared responsibility for adopting and implementing professional accountancy education standards and guidance.

#### Objective (Ref: Para 9)

- A.13 Establishing the professional competence that engagement partners need to maintain and further develop through CPD, serves several purposes. It protects the public interest, enhances audit quality and promotes the credibility of the audit profession.
- A.14 Engagement partners are required to maintain and further develop their professional competence as they work in an environment of significant change. Pressure for change can come from many sources, including (a) increased regulation, (b) developments in financial and non-financial reporting, (c) emerging technologies, (d) increasing use of business analytics, and (e) business complexity.

#### Requirement (Ref: Para 10)

- A.15 A competence area is a category for which a set of related learning outcomes can be specified.

  Learning outcomes establish the content and depth of knowledge, understanding, and application required for each specified competence area.
- A.16 Table A identifies the learning outcomes for (a) technical competence, (b) professional skills, and
  (c) professional values, ethics, and attitudes, which establish the content and depth of knowledge,
  understanding, and application required for each specified competence area. The learning
  outcomes are likely to be demonstrated within the context of a work environment.
- A.17 IFAC member bodies may develop additional competence areas or learning outcomes, which are not specified in this IES. This may occur, for example, when an engagement partner audits specialized industries or transactions.
  - <u>Professional</u> 11. International Education Standards prescribe standards of generally accepted "good practice" in education and development for professional accountants. They establish the essential elements of the content and process of education and development of professional accountants (e.g. subject matter, skills, ethics and practical applications) at a level that is aimed at gaining international recognition, acceptance and application. Although they cannot override authoritative local pronouncements, they are prescriptive in nature.
  - 12. This IES prescribes the minimum competence requirements IFAC member bodies are expected to require any members to obtain before they take on the role of an audit professional.
  - 13. This IES also prescribes the minimum levels of professional knowledge; professional skills; and professional values, ethics and attitudes audit professionals require. It does not address the full range of capabilities and competence needed by the entire audit engagement team. Audit professionals may work as a member of an audit team, or as an individual with sole responsibility in smaller audit assignments. Different levels of responsibility within an audit assignment will demand different levels of competence.
  - 14. Consulting with experts within or outside the audit organization is often required during an audit assignment. Capability and competence requirements for such experts are covered in IAASB standards and guidance and are not addressed in this IES.
  - 15. Section 2 of this IES applies to all audit professionals. Section 3 discusses the competence requirements for engagement partners. Section 4 applies to audit professionals involved in specific environments and industries, including transnational audits.

- 16. This IES is consistent with the requirements and guidance contained in the various standards and statements in the International Framework for Assurance Engagements developed by the IAASB and through pronouncements such as International Standard on Quality Control 1. These specify the requirements and responsibilities of the organization and professional accountants regarding the competence of engagement teams to perform audit and assurance engagement functions.
- 17. IFAC member bodies may impose specific requirements for professional accountants working as audit professionals beyond those required in this IES. In particular, IFAC member bodies may consider prescribing specific CPD activities for audit professionals.

#### **Professional Accountants and Audit Professionals**

- 18. Although some professional accountants deliver a wide range of accounting and business-related services, others will choose to specialize in one or more areas. No one professional accountant can master all areas of accountancy. Specialization is necessary to ensure services can be provided by professional accountants having sufficient depth of knowledge and expertise.
- 19. One area of specialization is in audit of historical financial information. Competence in this area requires a higher level of education and training in audit and related areas than is required of other professional accountants.
- 20. Audit professionals involved in audits of historical financial information in specific industries may be more specialized. The nature of the industry, and applicable laws and accounting treatments, may require levels of knowledge and skills beyond those required for other audit professionals.
- 21. Audit engagements vary in complexity and size, requiring different experience and competence levels. An audit team could include the engagement partner, other audit professionals, other professional accountants, individuals working towards qualification as professional accountants, and other support staff who do not intend to qualify as professional accountants. The engagement partner is responsible for ensuring that the work of all individuals assigned to an audit engagement is appropriately reviewed by other members of the engagement team to provide reasonable assurance that the work meets appropriate standards of quality.

#### **Developing and Maintaining Capabilities and Competence**

- 22. The International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) requires all professional accountants to take steps to ensure that they, and those working under their authority in a professional capacity, have appropriate training and supervision and are competent to undertake the work they perform.
- 23. To acquire the capabilities and competence required of audit professionals, individuals may need further education and development beyond that needed to qualify as professional accountants. These additional education and development requirements can be met during the education and development program for qualifying as a professional accountant, or after.24. Education and development for acquiring and maintaining the capabilities of audit professionals can include:
  - (a) advanced professional education pursued at academic institutions or through the programs of professional bodies;
  - (b) on-the-job training and experience programs;
  - (c) off-the-job training; and
  - (d) continuing professional development (CPD) courses and activities.
- 25. IFAC recognizes that each member body needs to determine not only how best to comply with this IES, but also what emphasis to place on the various parts of the education and development process.
- 26. In addition to acquiring the necessary knowledge and skills, professional accountants will have to be assessed (as outlined in paragraphs 63 and 64) to demonstrate the capabilities and competence

- needed to take on responsibility for significant judgments in an audit of historical financial information. The IAESB recognizes that when assessing capabilities measuring output is likely to be superior to measuring inputs. Output-based approaches concentrate on measuring the development and maintenance of competence actually achieved through learning, rather than measuring the various learning activities.
- 27. Audit professionals will need further development to progress, through supervisory and managerial roles, to acting as the engagement partner.
- 28. All professional accountants are obliged to engage in lifelong learning to keep up-to-date on developments influencing the profession and the quality of the services they provide, as outlined in IES 7, Continuing Professional Development: A Program of Lifelong Learning and Continuing Development of Professional Competence.

#### SECTION 2: COMPETENCE REQUIREMENTS FOR AUDIT PROFESSIONALS

#### General

- 29. Member bodies should require individuals to:
  - (a) qualify as a professional accountant;
  - (b) hold an undergraduate degree, or its equivalent; and
  - (c) satisfy all other requirements prescribed in this section

before these individuals take on the role of an audit professional.

- 30. The appropriate level of education and learning of the intellectual and personal skills necessary to become an audit professional is generally found in a combination of undergraduate degree and professional education programs. Where a member body does not require an undergraduate degree, the member body needs to be able to demonstrate that the intellectual and personal skills have been developed to the required level in other ways.<sup>48</sup>
- 31. The requirements in paragraph 29 (c) may be met at the same time as the requirements in paragraph 29 (a) and (b), or after.

#### **Knowledge Content**

- 32. The knowledge content within the education and development program for audit professionals should include the following subject areas:
  - (a) audit of historical financial information at an advanced level (refer to paragraph 36);
  - (b) financial accounting and reporting at an advanced level (refer to paragraph 38); and
  - (c) information technology (refer to paragraph 40).
- 33. IES 2, Content of Professional Accounting Education Programs, sets out the knowledge requirements for professional accountants. "Advanced level" refers to a level of knowledge that is deeper and broader than what is prescribed for individuals qualifying as professional accountants in IES 2.
- 34. IFAC member bodies may determine the levels of depth and breadth of knowledge, and the means for gaining that knowledge, as appropriate for their environment.

The reference to undergraduate degrees in this standard is in line with the principles of the Bologna Declaration, agreed by 29 European countries in 1999. Further details may be found at: http://ec.europa.eu/education/policies/educ/bologna/bologna\_en.html. Reference sources comparing the standard of qualifications throughout the world are listed in the note which forms part of IES 1.

- 35. Audit professionals are expected to have sufficient knowledge of current developments in the field of audit of historical financial information to respond to issues in the business environment. It is important, therefore, that education and continuing development programs for audit professionals include coverage of relevant current issues and developments.
- 36. The knowledge content of the audit of historical financial information subject area should include the following at an advanced level:
  - (a) best practices in the audits of historical financial information, including relevant current issues and developments; and
  - (b) International Standards on Auditing (ISAs) and International Auditing Practice Statements (IAPSs); and/or
  - (c) any other applicable standards or laws.
- 37. In addition to the knowledge listed in paragraph 36, audit professionals may also require knowledge of International Standards on Quality Control (ISQCs), International Standards on Review Engagements (ISREs), International Standards on Assurance Engagements (ISAEs), and International Standards on Related Services (ISRSs), or local equivalents.
- 38. The knowledge content of the financial accounting and reporting subject area should include the following at an advanced level:
  - (a) financial accounting and reporting processes and practices, including relevant current issues and developments; and
  - (b) International Financial Reporting Standards (IFRSs); 49 and/or
  - (c) any other applicable standards or laws.
- 39. If an audit client is required to prepare financial reports in accordance with standards specific to the public sector, statements equivalent to those listed in paragraph 38 will include International Public Sector Accounting Standards (IPSAS) and any applicable international, national and/or local equivalents of these.
- 40. The knowledge content of the information technology subject area should include the following:
  - (a) information technology systems for financial accounting and reporting, including relevant current issues and developments; and
  - (b) frameworks for evaluating controls and assessing risks in accounting and reporting systems as appropriate for the audit of historical financial information.
- 41. Further information on the information technology knowledge and competences for professional accountants can be found in IES 2, Content of Professional Accounting Education Programs.

#### **Professional Skills**

- 42. The skills requirement within the education and development program for audit professionals should include:
  - (a) Applying the following professional skills in an audit environment:
    - (i) identifying and solving problems;
    - (ii) undertaking appropriate technical research;
    - (iii) working in teams effectively;

The term "International Financial Reporting Standards" refers to IFRSs, IFRIC Interpretations, IASs and SIC Interpretations.

- (iv) gathering and evaluating evidence;
- (v) presenting, discussing, and defending views effectively through formal, informal, written, and spoken communication; and
- (b) Developing the following professional skills at an advanced level in an audit environment:
  - (i) applying relevant audit standards and guidance;
  - (ii) evaluating applications of relevant financial reporting standards;
  - (iii) demonstrating capacity for inquiry, abstract logical thought, and critical analysis;
  - (iv) demonstrating professional skepticism;
  - (v) applying professional judgment; and
  - (vi) withstanding and resolving conflicts.
- 43. IES 3, *Professional Skills and General Education*, sets out the professional skills requirements for professional accountants. In the context of IES 8, "advanced level" refers to a level of skill that is higher than that prescribed for individuals qualifying as professional accountants in IES 3.
- 44. IFAC member bodies may determine the appropriate levels of skills development and the means for developing those skills.

#### **Professional Values, Ethics and Attitudes**

- 45. Individuals should be able to apply the required professional values, ethics and attitudes in an audit environment before taking on the role of an audit professional.
- 46. IES 4, *Professional Values*, *Ethics and Attitudes*, sets out the professional values, ethics and attitudes professional accountants must have. IFAC member bodies need to establish a program of education that provides a framework for exercising professional judgment and for acting ethically in the best interests of both society and the profession.
- 47. All professional accountants need a thorough understanding of the potential ethical implications of professional and managerial decisions. They need to be aware that decision-makers can be under tremendous pressure when it comes to upholding ethical principles.
- 48. Audit professionals, like all professional accountants, are expected to apply the <u>Skepticism and</u> Professional Judgment
- A.18 A key aspect of any audit is determining the reliability and sufficiency of the audit evidence gathered to support the conclusions on which the auditor's opinion is based. Applying the appropriate degree of professional skepticism to assess audit evidence gathered as evidence of management's representations is a key professional competence of the engagement partner.

  Because all organizations are operating in an ever increasingly complex and uncertain globalized economy, developing and applying professional skepticism is essential for engagement partners.
- A.19 CPD does not on its own provide assurance that engagement partners will act with due professional care. Developing an attitude that includes a questioning mind and critically assessing audit evidence is also important. Audit engagements require engagement partners and their teams to exercise professional judgment and to form their own judgment when challenging management assertions and assumptions contained within the financial statements. Considering whether accounting standards are appropriately applied by an entity, as well as determining an appropriate audit strategy, requires professional judgment to be exercised by an engagement partner and the wider team.

- <u>Planning effective CPD in the areas of professional values, ethics and attitudes outlined in IES 4 throughout their skepticism and professional careers. During their period of practical experience, they should receive guidance on the:</u>
  - (a) professional approach to ethics;
  - (b) practical application of the fundamental principles;
  - (c) consequences of unethical behavior; and
  - (d) resolution of ethical dilemmas.
- 49. Learning about professional ethics needs to continue after qualification. Audit professionals need to see this as a career-long process.
- 50. The fundamental ethical principles that apply to all professional accountants have an added dimension in the audit domain, because of the heavy public reliance on and public interest in this aspect of the profession worldwide.
- 51. These fundamental principles are essential to the development of the profession and society as a whole. IESBA Code sets out these fundamental principles:
  - (a) Integrity;
  - (b) Objectivity;
  - (c) Professional competence and due care;

#### Confidentiality; and udgment

- (d) Professional-behavior.
- 52. In addition, the IESBA Code requires all members of assurance teams and organizations to be independent of assurance clients. All members of assurance teams and organizations are required to apply the independence conceptual framework outlined therein.
- 53. It is important that audit professionals are
  - (a) aware of potential new ethical dimensions and conflicts in their work; and
  - (b) keep current on the expectations of their professional accounting bodies and the public in terms of professional ethics.

#### **Practical Experience**

- 54. Professional accountants should complete a period of relevant practical due care and may need innovative learning methods in which mentoring, reflection, time, and experience before taking on the role of an audit professional. This period should be long enough and intensive enough to permit them to demonstrate that they have acquired the necessary professional knowledge; professional skills; and professional values, ethics, and attitudes. A substantial proportion of the period of practical experience should be in the area of audit of historical financial information.
- 55. IES 5, Practical Experience Requirements, sets out the practical experience requirements for all professional accountants. Professional accountants assuming the role of an audit professional are also required to demonstrate application of the knowledge and skills specifically required by this section of IES 8, and in an audit-within the context of a work environment in accordance with the professional values, ethics and attitudes set out in IES 4.
- 56. Practical experience that contributes to the competence of an audit professional needs to be relevant to the type and size of audit assignments audit professionals are, or are likely to be, involved in. The period of experience should permit them to:
  - (a) apply, in a properly supervised environment, the requisite knowledge and skills; and

- (b) develop and demonstrate the competence required by this IES.
- 57. The period of practical experience relevant to an audit professional may come during or after qualification as a professional accountant. Practical experience gained for the purposes of meeting the requirements of IES 5, *Practical Experience Requirements*, may contribute to the requirements prescribed in this IES.
- 58. A period of practical experience relevant to an audit professional would normally be not less than three years, of which at least two years should normally be spent in the area of audit of historical financial information under the guidance of an engagement partner. Where a member body does not require the completion of this minimum period of experience, the member body needs to be able to demonstrate that the application of the knowledge and skills specifically required by this IES has been achieved in an audit environment and has resulted in candidates developing the necessary competence and capability to apply professional judgment in the audit assignment.
- 59. The required audit experience should be obtained with an organization that can provide suitable audit experience under the guidance of an engagement partner.
- 60. Organizations making available suitable audit experience may include private and public sector audit organizations. IFAC member bodies need to be satisfied that audit organizations providing experience have in place policies and procedures that will provide an appropriate environment. An appropriate environment is one that allows individuals to develop and demonstrate the professional knowledge; professional skills; and professional values, ethics and attitudes that will permit them to take on responsibility for making significant judgments in an audit of historical financial information.

#### **Continuing Professional Development**

- 61. IES 7, Continuing Professional Development: A Program of Lifelong Learning and Continuing Development of Professional Competence, sets out the CPD requirements for all professional accountants, including audit professionals.
- 62. Professional accountants seeking to become audit professionals may rely on CPD activities to help them meet some of the competence requirements set out in this IES. CPD will also be necessary to ensure that audit professionals develop and maintain further competence. IFAC member bodies may consider prescribing specific CPD activities for audit professionals or professional accountants seeking to become audit professionals.

#### **Assessment**

- 63. Professional capabilities and competence should be assessed before individuals take on the role of audit professionals.
- 64. The assessment should be comprehensive enough to permit demonstration of the professional knowledge; professional skills; and professional values, ethics and attitudes required to competently perform the work of audit professionals.
- 65. The assessment of the capabilities and competence of audit professionals may be carried out by:
  - (a) the IFAC member body of which an individual is a member (including through the member body's peer review process);
  - (b) another IFAC member body;
  - (c) a third party (e.g., education or training organization, government or regulatory authority, or workplace assessor under the authority of the member body);
  - (d) an audit organization (including through the organization's quality control systems); or
  - (e) a combination of these.

Where external agencies are responsible for qualifying audit professionals, member bodies should encourage them to adopt IFAC standards.

#### SECTION 3: THE ENGAGEMENT PARTNER

#### **General**

- 66. Specific professional, legal or regulatory requirements exist which govern the scope, performance and conduct of the audit engagement. In some instances, specific requirements regulate who may act as the engagement partner on an audit engagement. Such requirements are referred to below as licensing regimes. This term is used to refer to the range of instances where the authority or permission to act as the engagement partner is restricted to certain individuals who meet specific requirements. These specific requirements may be set by a professional, legal or regulatory body.
- 67. Audit licensing regimes differ. Where IFAC member bodies have the legal authority to license auditors, it is expected that professional accountants will have met the requirements prescribed in Section 2 of this IES to be issued with an audit license or be permitted to sign reports of audits of historical financial information. Where other bodies license auditors, IFAC member bodies are obliged to notify their legislative, regulatory or licensing authorities about this IES, encouraging its adoption.
- 68. In some jurisdictions, professional accountants are licensed to sign audit reports at the time of qualification, but may not have gained the practical experience prescribed in this IES. In such cases, IFAC member bodies need to make sure that individuals with responsibility for making significant judgments in an audit of historical financial information have the required practical experience and competence. This obligation may be fulfilled through a member body's quality assurance review program (i.e., practice inspections) or through an audit organization's quality control procedures.
- 69. It is expected that audit professionals permitted to sign statutory audit reports will acquire practical audit experience beyond what this IES prescribes. All audit professionals have a professional and ethical obligation to develop and maintain competence appropriate to their professional responsibilities.
- 70. IFAC recognizes the different types, size and complexities of audits of historical financial information, and the different levels of professional competence required to perform such engagements. It is the obligation of individual professional accountants to comply with the IESBA Code by not accepting assignments they are not competent to perform.

#### **Competence Requirements for the Engagement Partner**

- 71. To assume the greater responsibilities of the engagement partner will require the development of additional professional knowledge; professional skills; and professional values, ethics and attitudes. An engagement partner would be expected to demonstrate a comprehensive understanding of the audit process and an ability to communicate a wide range of matters to a broad range of parties.
- 72. As audit professionals progress into positions such as engagement partners, they will need to demonstrate competence in the following areas:
  - (a) Leadership responsibility for the quality of audits;
  - (b) Formation of conclusions on compliance with applicable independence requirements;
  - (c) Acceptance and continuation of client relationships and specific audit engagements
  - (d) Assignment of engagement teams, ensuring the collective capabilities and competence to perform the engagement and issue an audit report;

- (e) Direction, supervision and performance of the audit engagement in compliance with professional standards and regulatory and legal requirements;
- (f) Consultation, review and discussion of work performed; and
- (g) Development of the audit report that is appropriate and supported by sufficient appropriate audit evidence.

## SECTION 4: COMPETENCE REQUIRED FOR AUDIT PROFESSIONALS IN SPECIFIC ENVIRONMENTS AND INDUSTRIES

#### **General**

- 73. IFAC member bodies and audit organizations need to make sure that audit professionals responsible for significant judgments in an audit of historical financial information of specific environments or industries have the required professional knowledge and practical experience relevant to that environment or industry.
- 74. When professional accountants have acquired the capabilities and demonstrated the competence required of audit professionals, they may need further development before they take on responsibility for making significant judgments in an audit of historical financial information of a specific industry (such as banking and finance, extractive industries and insurance) or environment (such as transnational audits).

#### **Transnational Audits**

- 75. Transnational audits are, or may be, relied upon outside the entity's home jurisdiction for purposes of significant lending, investment or regulatory decisions; this will include all companies with listed equity or debt and other public interest entities which attract particular public attention because of their size, products or services provided.<sup>20</sup>
- 76. Before individuals take on the role of an audit professional in transnational audits of historical financial information they should:
  - (a) satisfy the requirements to take on the role of an audit professional (Section 2 of this IES); and
  - (b) satisfy the requirements in paragraph 77.
- 77. The knowledge content of the education and development program for audit professionals involved in transnational audits should cover the following subject areas, for the jurisdictions for which the transnational audit is conducted:
  - (a) applicable financial reporting and auditing standards;
  - (b) controlling of multi-location and group audits;
  - (c) applicable listing requirements;
  - (d) applicable corporate governance requirements;
  - (e) applicable national regulatory frameworks; and
  - (f) the global and local economies and business environments.
- 78. Audit professionals engaged in transnational audits may find that the application of professional values, ethics and attitudes can be complicated by multiple cultural contexts (e.g., norms, customs, behaviors and expectations).

<sup>20</sup> TAC Guidance Statement 1 – revised April 2006.

#### **Specific Industries**

- 79. Some entities operate in heavily regulated industries (such as banks and chemical companies). Laws and regulations governing financial statements may vary considerably in specific industries and environments. Furthermore, accounting treatments may differ, resulting in different recognition and measurement practices.
- 80. It is not practicable to prescribe the additional knowledge required of those operating in specific industries. IFAC member bodies, individual professional accountants and audit organizations share the responsibility for ensuring that audit professionals have the required competence for their roles.

#### **Practical Experience**

- 81. Audit professionals need practical audit experience in a specific environment or industry before assuming responsibility for making judgments in an audit of historical financial information in that environment or industry. This experience needs to be long enough and intensive enough to permit audit professionals to demonstrate:
  - (a) the necessary knowledge; and
  - (b) that they can apply the necessary skills and the professional values, ethics and attitudes required to competently perform the work in that specific environment or industry.
- A.1 A.20 This practical experience may be in addition to what is prescribed elsewhere in this IES often play a key role.

Exhibit 3. Tracked Changes Document- Proposed December 2013 IES 8 Exposure Draft (Revised) as compared to August 2012 IES 8 Exposure Draft.

### **PROPOSED** INTERNATIONAL EDUCATION STANDARD 8

# PROFESSIONAL <u>COMPETENCE</u> FOR ENGAGEMENT PARTNERS RESPONSIBLE FOR AUDITS OF FINANCIAL STATEMENTS (REVISED)

#### CONTENT

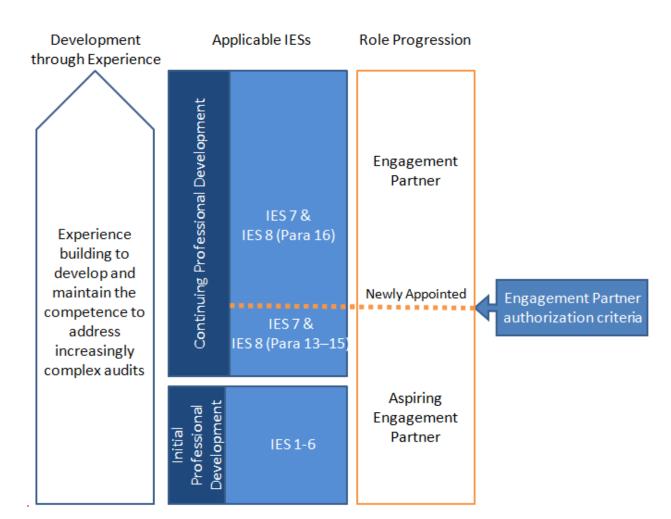
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#### Introduction

#### Scope of this Standard (Ref: Para A1A2 to A14A12)

- This International Education Standard (IES) prescribes the professional development requirements learning outcomes for aspiring engagement partners and serving engagement partners who provide assurance services for professional competence that professional accountants are required to demonstrate when performing the role of an engagement partner responsible for audits of financial statements. This IES does not specify professional development for other roles that
- 2. This IES is intended to be read in conjunction with Statement of Member Obligations (SMO) 1, International Standard on Auditing (ISA) 220 Quality Control for an Audit of Financial Statements, and International Standard on Quality Control (ISQC) 1 Quality Control for Firms that Provide Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements. Together, these pronouncements place responsibilities on the International Federation of Accountants (IFAC) member body, engagement partners, and firms as part of the system of quality control for engagement teams performing audits of financial statements. In many jurisdictions, a regulator is also involved in this system of quality control.
- 4.3. This IES builds on the learning outcomes of IESs 2, 3, and 4<sup>21</sup> that describe the professional competence required of aspiring professional accountants by the end of Initial Professional Development (IPD). This IES focuses on the professional competence required for one particular role of a professional accountant plays in relation to other assurance and related services: an engagement partner responsible for audits of financial statements.
- 83. This IES is addressed to International Federation of Accountants (IFAC) member bodies. IFAC member bodies have responsibility for the professional development necessary to become an engagement partner. Other stakeholders may have responsibility for the appointment, or for licensing, of newly appointed engagement partners. As a consequence, this IES may also be helpful to firms, regulators, government authorities, educational organizations, those responsible for licensing regimes, and any other stakeholders who support the professional development of aspiring and serving engagement partners.
- 84. This IES specifies the learning outcomes that demonstrate the professional competence required to become an engagement partner. Licensing regimes, as well as the internal policies of firms, may set additional partner authorization criteria. These criteria are outside the scope of this IES. Each The professional accountant who has demonstrated the professional competence prescribed in this IES may be subject to these additional criteria before assuming performs the role of an engagement partner (whether newly appointed or not).
- 85. This IES also specifies professional is responsible for development requirements for those individuals who are already serving as engagement partners.
- 86. This IES is based on four assumptions:
  - (a) For those professional accountants who become engagement partners, the and maintenance of professional competence that is developed and assessed during Initial Professional
- IES 2: Initial Professional Development—Technical Competence (Revised);
   IES 3: Initial Professional Development—Professional Skills (Revised);
   IES 4; Initial Professional Development—Professional Values, Ethics, and Attitudes (Revised);

- Development (IPD) will be further developed as part of by undertaking relevant Continuing Professional Development (CPD) to become newly appointed engagement partners and, after this appointment, during their career;
- (b) The minimum professional competence requirements for newly appointed engagement partners are those considered necessary to address less complex audits;
- (c) The minimum professional competence requirements to become a newly appointed engagement partner have been framed in the context that aspiring engagement partners operate within an engagement team; and
- (d) Irrespective of the size or nature of the audited entity and the firm of the engagement partner providing the audit, engagement partners progressively develop their professional competence by undertaking CPD appropriate to the complexity of the audit entities that they serve.
- 2.4. Schedule 1 below outlines the relationship between (a) development throughactivities that include practical experience, (b) applicable IESs, and (c) role progression from aspiring to serving engagement partner. This schedule is for illustrative purposes only and is not a substitute for reading this IES. However, this IES is addressed to the IFAC member bodies that foster a commitment to lifelong learning among professional accountants.



Schedule 1: Relationship between experience, IESs, and the role of an Engagement Partner

The responsibilities of individual

- 87. Under IES 7<sup>22</sup>, IFAC member bodies require all professional accountants, employers, business entities, to develop and maintain competence relevant and regulators in enabling, assuming, or assigning the role of an engagement partner, are not within the scope of this IES. Many stakeholders appropriate to their work and factors determine partner authorization criteria and whether a professional accountant can assume the role of engagement partner.
- <u>for the engagement partners of the engagement partners.</u>
  <u>for the engagement partners of the engagement partners.</u>
  <u>for the engagement partners.</u>
  <u>for the engagement partners.</u>
- 3.6. IFAC member bodies or other stakeholders may choose toalso apply the requirements of this IES to non-audit types of engagements (such as other assurance and related services) that (a) may require similar professional competence, and (b) might be subject to the scope of other pronouncements such as those issued by the International Auditing and Assurance Standards

Board (IAASB).professional accountants performing audits of other historical financial information in compliance with the ISAs or other types of assurance and related services.

- 88. This IES specifies the professional development of aspiring engagement partners, while:
  - IES 2: Initial Professional Development—Technical Competence; IES 3: Initial Professional Development—Professional Skills and IES 4; Initial Professional Development—Professional Values, Ethics, and Attitudes, specify the learning outcomes that demonstrate technical competence, professional skills, and professional values, ethics, and attitudes of aspiring professional accountants by the end of IPD;
  - IES 5: Initial Professional Development—Practical Experiences, specifies the practical experience during IPD;
  - IES 6: Initial Professional Development—Assessment of Professional Competence, specifies the requirements for the assessing professional competence by the end of IPD; and
- IES 7: Continuing Professional Development, specifies CPD for professional accountants.
  4.7. Definitions and explanations of the key terms used in the IESs and the Framework for International Education Standards for Professional Accountants are set out in the International Accounting Education Standards Board (IAESB) Glossary of Terms. Additional terms obtained from the International Auditing and Assurance Standards Board (IAASB) pronouncements have also been included in the Explanatory Materials Material.

#### **Effective Date**

5.8. This IES is effective from (a date to be agreed by IAESB, not before January 1, 2015TBD).

#### Objective (Ref: Para A15)A13-A14)

89. The objective of an IFAC member bodythis IES is to provide engagement partners with the professional development required to perform their role.

#### Requirements

Professional Accountants who are aspiring to be, or are newly appointed to the role of, Engagement Partner (Ref: Para A16 to A35)

#### Expected Professional Competence (Ref: Para A16 to A26)

6-9. IFAC member bodies shall prescribe the learning outcomes that demonstrate establish the professional competence of those individuals newly appointed to that professional accountants performing the role of an engagement partner. These learning outcomes shall, at a minimum, include those listed in Table A. need to maintain and further develop through CPD.

#### Requirement (Ref: Para A15-A20)

10. IFAC member bodies shall require professional accountants performing the role of an engagement partner to undertake CPD that maintains and further develops the professional competence required for this role. Such professional competence is demonstrated by the achievement of the learning outcomes listed in Table A.

Table A—: Learning Outcomes for a Newly Appointed the Professional Competence of an Engagement Partner

Competence Area	Learning Outcomes	Minimum Level of Proficiency
Technical Competence		
(a) Audit of financial statements	(i) Evaluate the risk of risks identified by engagement acceptance and continuance or acceptance. procedures.	Advanced
statements	acceptance. procedures.  (i) Evaluate the audit risk profile of an engagement in respect of components of audit risk.  (ii) Approve or recommend an appropriate audit strategy in relation to the audit objective.  (iii) Evaluate whether the applicable auditing standards (e.g., ISAs) and relevant laws and regulations have been appropriately applied on the audit engagement.  Lead(ii) Oversee the process of planning, performing, and completing the audit of financial statements.  Identify(iii) Assess the entity's ability to continue as a going concern.  (iv) Assess and assessrespond to the risks of material misstatement efdue to fraud or error in the financial statements, including fraud or error, and customize the audit strategy accordingly.  (v) Evaluate indicators for evidence of bias in	
	management's estimates and in other areas of judgment.  (vi) Approve or establish an appropriate audit strategy in relation to the audit objective.  (vii) Evaluate significant deficiencies in internal control and in other matters to be communicated to those charged with governance.  (viii) Evaluate the sufficiency and appropriateness of audit evidence obtained and of the related documentation.  (iv) Identify significant deficiencies or other matters to be communicated.  Prepare(ix) Evaluate whether the audit was planned and performed in accordance with applicable auditing standards (e.g. ISAs) and with relevant laws and regulations  (x) Form an appropriate audit opinion and develop the related audit report on the financial statements.	

Competence Area	Learning Outcomes	Minimum Level of Proficiency
(b) Financial accounting and reporting	Analyze the presentation and disclosures of(i) Evaluate whether an entity has prepared, in all material respects, financial statements in accordance with the context of the relevantapplicable financial reporting framework.  (ii) Evaluate accounting policies to determine whether an entity has adopted the recognition, measurement, presentation, and presented them as required by the relevant disclosure of transactions and events within the financial reporting framework.statements.  (i) (iii) Assess the reasonableness of financial statements when compared relative to the nature of the understanding and financial situation of an entity.	Advanced
	Evaluate the accounting treatment and disclosure of transactions, including accounting estimates business, the operating environment, and the use of fair values entity's ability to continue as a going concern.	
(c) Governance and risk management	(i) Manage communications with those charged with governance of an entity.  (i) (ii) Evaluate corporate governance structure, tools, structures and risk assessment processes to identify risks of material misstatement affecting the financial statements of an entity.  Consider an entity's risk management process and the way it is monitored as part of the assessment of risks of material misstatements.	
(a) Internal control	(ii) Develop an understanding of the control environment and evaluate the design and implementation of controls, to identify risks of material misstatement.  (ii) Evaluate tests of operating effectiveness performed.  (iii) Evaluate effects of deficiencies in internal control and communicate deficiencies to those charged with governance of an entity.	dvanced
(d) Business and organizational environment; Economics; Business management (ii) Analyze(i) Formulate auditor expectations using releinformation on industry, regulatory, and other externs factors (e.g., including market competition, product technology, and environmental requirements) that are		ry, and other external ompetition, product

	used to form auditor expectations.	
	Apply knowledge of the entity (e.g., group, parent, or components) in order to identify and assess the risks of material misstatement.	
(e) Taxation	(i) Determine the procedures to be performed in the audit of taxation balances with, if appropriate, the assistance of a tax professional.	
	(i) Evaluate procedures performed, including the work of others, to address the risks of material misstatement in the financial statements in respect of taxation, and to assess the effect of the results of procedures on other areas of an audit.	
(f) Information technology	(i) Evaluate the information technology (IT) environment to identify controls that relate to the financial statements-with, if appropriate, the assistance of an IT professional.	
	(i) Assess the effect of IT controls on the audit strategy,	
	and on the potential risks of material misstatements	
	Determine which of the identified control deficiencies need to be communicated.misstatement in the financial statements.	
(g) Business laws and regula	(i) Evaluate the impact on the audit of a potential breach of laws and regulations.  (ii) Evaluate security and stock exchange regulations as they apply to the risks of material misstatements and their impact on presentation and disclosure requirements of audit engagements for the financial statements.	
(h) Finance and Financial fin management	Analyze(i) Evaluate the various sources of financefinancing available to an audited entity to be able to understanddesign the effect on the entitycorresponding audit strategy and plan appropriate testing and review procedures.	
	(i) Analyze(ii) Evaluate an audited entityentity's cash flow, budgets and forecasts, as well as working capital	
	requirements to assess going concern.	
	(ii) Analyze the components of the cost of capital to	
	determine their appropriateness in the areas of interest  Analyze the various types of financial instruments used by the audited entity to design the corresponding audit strategy.	
(b) Management accounting	(i) Analyze the most common types of cost and management control concepts and tools and determine their effect on an	
	entity.	
	(ii) Evaluate the risk that performance	
	management systems will incentivize	
Professional Skillsskills	employees to override controls.	
	(i) Evaluate the assertions of entityaccounting estimates,	
including fair value estimates made by management on a		
range of audit and accounting matters		

	(iii) Resolve audit issues using (a thought, and (b) as well as critical alternatives and analyze outcome	l analysis to consider
(c) Personal	i) Promote and undertake lifelong learning to safeguard audit quality and, ultimately, the public interest.  ii) Act as a menter or coach to aspiring engagement partners in respect of developing professional competence.	Advanced
(j) Interpersonal and communication	(i) Present, discuss, and defendsupport effectively-with management of the entity those charged with governance. (ii) Resolve conflict through formal, inforwritten, and spokenappropriate forms of communication.  (iii) Resolve audit issues, consulting whe appropriate.  (iv) Manage negotiations effectively-withentity.	mal,
(k) Personal	(i) Promote and undertake lifelong learning. (ii) Act as a mentor or coach to the engagement team. (iii) Act as a role model to the engagement team.	
(I)_Organizational	(i)——_Manage audit engagements by providing leadership of audit teams and management of engagement teams.  Initiate and manage changes in audit str	project
Professional Values, Ethics	and Attitudes	
(m) Commitment to the public interest	(i) Assess <u>audit quality and</u> the effect on public interest, the profession, and wide society of a specific course of action in rof an entity.	r A <del>avanoea</del>
(n) Professional skepticism ar professional judgment	Adopt(i) Maintain a skeptical mindset in the nature of evaluating an entity, its management, and the evidence obtained during thean audit.	Auvanceu
	(i) Exercise(ii) Apply professional judin planning and performing an audination financial statements, including (a) determining and assessing risks of material misstatement, (b) designing executing audit procedures, and (reaching conclusions on which to an auditor's opinion. Exercise professional judgment in respect of engagement acceptance and continuance, assessment of independence, and using the work	dit of  of  ing and c)in base

	expert. Act as a role model to aspiring engagement partners.	
(o) Ethical Principles Principles	(i) Apply the ethical principles of integrity, objectivity, professional competence, and due care, confidentiality, and professional behaviorto ethical dilemmas in the context of an audit and determine an appropriate resolution.  (ii) Identify, consider, and evaluate conflicts of interestthreats to objectivity and independence that can occur during an audit engagement.  Implement and maintain appropriate safeguards(iii) Protect, subject to ensure confidentiality of the audited entity's relevant legal requirements, the confidential information of the entity.	Advanced

#### Review of Professional Development Programs (Ref: Para A27)

90. IFAC member bodies shall regularly review and update professional development programs that are designed to achieve the learning outcomes as set out in this IES.

#### Practical Experience (Ref: Para A28-A32)

- 91. IFAC member bodies shall prescribe the sufficiency of, and the environment within which, practical experience is to be obtained by an individual aspiring to the role of an engagement partner.
- 92. IFAC member bodies shall require that a significant proportion of the practical experience of an individual aspiring to the role of engagement partner be related to the audit of financial statements.

#### Assessment (Ref: Para A33-A35)

93. IFAC member bodies shall establish appropriate assessment activities to assess the achievement of the technical competence, professional skills, and professional values, ethics, and attitudes of aspiring engagement partners.

#### CPD for Those Serving as Engagement Partners (Ref: Para A36-A41)

- 94. IFAC member bodies shall require that engagement partners undertake CPD appropriate to their responsibilities.
- 95. IFAC member bodies shall require that engagement partners serving on audits involving more complex (a) industries, (b) operations (including international ones), or (c) reporting requirements undertake CPD in these relevant areas.

#### **Explanatory Material**

#### Scope of this Standard (Ref: Para. 1-10)

#### References to Definitions Contained within **IFACIAASB** Pronouncements

A.1 This IES builds on requirements uses the requirement for the development of professional competence of a professional accountant as outlined in IESs 2 through 5, and focuses on the professional competence required for one particular role a professional accountant might have: an

engagement partner responsible for audits of financial statements. As a consequence, in prescribing the requirements, this IES uses following terms already defined within the IAASB Glossary of Terms  $^{23}$  and IAASB pronouncements.  $^{24}$ .

A1.—Table B shows these terms and the current definitions in the \_IAASB Glossary of Terms and IAASB pronouncements.

Table B—IAASB definitions adopted in this IES 8

Defined Term	Source of Term	Definition in Use
Engagement Partner*	ISA 220**  Quality Control for an  Audit of Financial  Statements, Paragraph 7  (e)	The partner or other person in the firm who is responsible for the audit engagement and its performance, and for the auditor's report that is issued on behalf of the firm, and who, where required, has the appropriate authority from a professional, legal, or regulatory body.
Financial Statements	IAASB Glossary of TermsISA 200  Overall Objectives of the independent Auditor and the Conduct of an Audit in Accordance with International Standards on Auditing  Paragraphs 4 and 13 (f)	A structured representation of historical financial information, including related notes, intended to communicate an entity's economic resources or obligations at a point in time andor of the changes therein for a period of time in accordance with a financial reporting framework. The related notes ordinarily comprise a summary of significant accounting policies and other explanatory information. The term "financial statements" ordinarily refers to a complete set of financial statements as determined by the requirements of the applicable financial framework, but can also refer to a single financial statement.  The financial statement.  The financial statements subject to audit are those of the entity, prepared by management of the entity with oversight from those charged with governance.

Glossary of Terms, IAASB Handbook of International Quality Control, Auditing, Review, Other Assurance, And Related Services Pronouncements – 2013 Edition, Volume I.

The ISA definitions detailed above are contained within the IAASB Handbook of International Quality Control, Auditing, Review, Other Assurance, and Related Services Pronouncements – 2013 Edition, Volume I.

Firm*	ISA 220, Paragraph 7 (e)IAASB Glossary of Terms	A sole practitioner, partnership or corporation or other entity of professional accountants.
Engagement Team <sup>25</sup>	ISA 220 Paragraph 7 (d)	All partners and staff performing the engagement, and any individuals engaged by the firm or a network firm who perform audit procedures on the engagement. This excludes an auditor's external expert engaged by the firm or a network firm.
Professional Judgment	ISA 200 Paragraph 13 (k)IAASB Glossary of Terms	The application of relevant training, knowledge and experience, within the context provided by auditing, accounting and ethical standards, in making informed decisions about the courses of action that are appropriate in the circumstances of the audit engagement.
Professional Skepticism	IAASB Glossary of Terms <sup>26</sup>	An attitude that includes a questioning mind, being alert to conditions which may indicate possible misstatement due to error or fraud, and a critical assessment of evidence.
Auditor's Expert	ISA 620 Paragraph 6 (a)IAASB Glossary of Terms	An individual or organization possessing expertise in a field other than accounting or auditing, whose work in that field is used by the auditor to assist the auditor in obtaining sufficient appropriate audit evidence. An auditor's expert may be either an auditor's internal expert (who is a partner or staff, including temporary staff, of the auditor's firm or a network firm), or an auditor's external expert.

<sup>\*&#</sup>x27;Partner' and 'firm' should be read as also referring to their public sector equivalents.

The ISA definitions detailed above have been published by the International Auditing and Accounting Standards Board (IAASB)—2012 IAASB Handbook of International Quality Control, Auditing, Review, Other Assurance, and Related Services Pronouncements.

<sup>\*\*</sup> International Standards on Auditing (ISAs)

The International Ethics Standards Board for Accountants (IESBA) has proposed a revised definition of Engagement Team which is: "All partners and staff performing the engagement, and any individuals engaged by the firm or a network firm who perform assurance procedures on the engagement. This excludes external experts engaged by the firm or by a network firm. It also excludes individuals within an audit client's internal audit function providing direct assistance on the engagement in accordance with ISA 610, Using the Work of Internal Auditors." The revised term will be incorporated by way of conforming changes within IES 8 when this IESBA project has been approved as conforming to due process.

Glossary of Terms, IAASB Handbook Of International Quality Control, Auditing, Review, Other Assurance, And Related Services Pronouncements – 2012 Edition.

#### Scope of this Standard (Ref Para 1-7)

There are many different ways to describe and categorize professional competence. Focus on Engagement Partner

- A.2 This IES focuses on the Within the IESs, professional competence is the ability to perform a role to a defined standard. Professional competence goes beyond knowledge of principles, standards, concepts, facts, and procedures; it is the integration and application of (a) technical competence, (b) professional skills, and (c) professional values, ethics, and attitudes.
- A.3 CPD is a continuation of IPD. IPD is the learning and development through which individuals first develop competence leading to performing the role of a professional accountant. CPD is learning and development that takes place after IPD, and that develops and maintains professional competence to enable professional accountants to continue to perform their roles. CPD provides continuous development of the (a) technical competence, (b) professional skills, and (c) professional values, ethics, and attitudes achieved during IPD, refined appropriately for the professional activities and responsibilities of the professional accountant. In addition, professional accountants may take on new roles (for example that of an engagement partner-because it is the one common role within) during their careers that require new competences.
- A.4 An important part of CPD for engagement partners is practical experience. As the career of an engagement partner progresses, practical experience becomes increasingly important in maintaining and further developing the necessary depth and breadth of professional competence.

<u>Figure 1 Stakeholders with Responsibilities Impacting the Professional Competence of Engagement Partners</u>

- A.5 Figure 1 illustrates stakeholders with responsibilities impacting the professional competence of engagement partners. Relationships between stakeholders can be dependent on the jurisdiction or can be a consequence of requirements contained in IAASB and IAESB pronouncements and obligations contained in IFAC pronouncements.
- A.6 ISA 220<sup>27</sup> identifies the engagement partner as the individual responsible for the capabilities and competence of the engagement team irrespective of the nature, complexity, size, or type of audit. Satisfactory attainment of . Unless information provided by the firm or other parties suggests otherwise, ISA 220<sup>28</sup> allows the engagement team to rely on the firm's system of quality control in relation to the competence of personnel through their recruitment and formal training.
- A.7 ISQC 1<sup>29</sup> requires the firm to establish policies and procedures designed to provide it with reasonable assurance that it has sufficient personnel with the competence, capabilities and commitment to ethical principles necessary to (a) perform engagements in accordance with professional standards and applicable legal and regulatory frameworks, and (b) enable the firm or engagement partners to issue reports that are appropriate in the circumstances.
- A.8 In accordance with IES 7<sup>30</sup>, IFAC member bodies require all professional accountants to undertake CPD to contribute to the development and maintenance of professional competence that is appropriate to their work and professional responsibilities.
- A.1A.9 By complying with the requirements of this IES demonstrates and fulfilling their obligations under SMO 1<sup>31</sup> and SMO 2<sup>32</sup>, IFAC member bodies promote, through CPD, the professional competence required to first assume responsibility as an engagement partner, and to also meet other authoritative requirements to practice as an auditor, as described below. The perform the role of engagement partner is (a) clearly defined by ISAs, (b) easily understandable by firms and IFAC member bodies, and (c) publicly visible. The an engagement partner is the person held responsible by the regulators and other stakeholders within the profession for the quality of an audit. As a consequence, firms are able to comply with the requirements of ISA 220.

#### Progressive Nature of Professional Competence

A2. Professional competence is the ability to perform a role to a defined standard. It consists of technical competence, professional skills, and professional values, ethics and attitudes.

- See ISA 220, Quality Control for an Audit of Financial Statements, Paragraph, Para 14.
- See ISA 220, Quality Control for an Audit of Financial Statements, Paragraph, Para A2.
- See ISQC 1, Quality Control for Firms that Provide Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements, Para 29.
- See IES 7, Continuing Professional Development, Para 12.
- Statement of Membership Obligation 1 Quality Assurance sets out the requirements of an IFAC member body with respect to quality assurance review systems for its members who perform audits, review, other assurance and related services engagements of financial statements. The SMO specifically addresses the situation where an IFAC member body has no or shared responsibility for setting the rules and operating the quality assurance review system.
- Statement of Membership Obligation 2 International Education Standards for Professional Accountants and Other Pronouncements Issued by the IAESB sets out the requirements of an IFAC member body with respect to international standards and other pronouncements issued by the IAESB. The SMO specifically addresses the situation where an IFAC member body has no or shared responsibility for adopting and implementing professional accountancy education standards and guidance.

- A3. The aspiring engagement partner demonstrates professional competence through the integration of technical competence with professional skills, and professional values, ethics and attitudes.
- A.2A.10 Only those professional accountants with a wide range of technical competence and professional skillswho demonstrate the learning outcomes listed in Table A will be able to deal with the complex situations that engagement partners may face during their careers. A professional accountant aspiring to be an engagement partner will usually serve for several years on engagement teams, and may progress through supervisory and managerial roles under the supervision of a servingan engagement partner. These roles may be performed before, during, or after meeting requirements in paragraphs 13–17 of this IES. This progression through increasing levels of responsibility is the usual path by which a professional accountant prepares to assume the role of an engagement partner. Those serving as engagement partners continue to developmaintain and enhancefurther develop their professional competence through leading or serving on audit engagements, and through other professional development.— as part of their CPD.

#### Audit of Financial Statements and Other Assurance Engagements

A4. This IES is applicable to audits of financial statements. This IES does, however, recognize that there may be situations in which engagement partners operate within small- or medium-sized practices (SMPs), and may not progress through increasing levels of responsibility. In jurisdictions where SMPs are more common, the IFAC member body may consider how to set the professional competence requirements for newly appointed and serving engagement partners.

#### Partner Authorization Criteria

- A5. Appropriate professional development is critical for assuming the role of engagement partner, but the following factors, independent of professional development, also determine whether the role of engagement partner can be or has been assumed:
  - (a) Diversity of licensing regimes

In many jurisdictions, legislation, regulation, or a regulator (referred to collectively as a "licensing regime") sets or enforces the requirements as to who may assume the role of an engagement partner. Licensing regimes vary widely in their requirements. Licensing is often not within the authority of the IFAC member body, but IFAC member bodies, and other stakeholders involved, may use their best endeavors to influence the licensing regime so that it can meet the professional competence requirements set out in this IES.

#### Role of firms

The firm, which by definition includes sole practitioners, determines who can sign an audit opinion as a legal representative of the firm. Most firms operate in a partnership structure, and the partners in the partnership decide who in that firm can assume the role of engagement partner. A professional accountant who has satisfied the requirements of this IES, and who has met the requirements of the applicable licensing regime may, however, not be selected as an engagement partner in a firm. Further, individuals who meet the requirements of this IES may establish their own practice, which might include audit engagements, subject to the requirements of the applicable licensing regime. In such cases, individuals assume the role of engagement partner of their own volition by choosing to practice as sole practitioners. These matters are usually not within the control or authority of an IFAC member body.

- A6. Accordingly, a professional accountant may meet the requirements of this IES, possibly for several years, before assuming the role of an engagement partner. Most professional accountants may never serve as engagement partners, depending on a range of factors, which may include:
  - The prevailing legislative or regulatory environment; or
  - Their career choices and progression.
- A7. As explained in paragraph 5(d), a newly appointed engagement partner may have already developed the appropriate professional competence and corresponding levels of proficiency in order to lead more complex audits. Factors that may indicate this include:
  - The rate of development of an individual's professional competence within audit engagement teams;
  - Undertaking appropriate CPD; and
  - Practical experience gained on more complex audits.
- A.11 Engagement Partners, Audit Teams, and The prescribed learning outcomes may also be helpful when performing audits of other historical financial information in compliance with the ISAs or other types of assurance and related services. Similarly, many of the learning outcomes required for an audit of financial statements may be relevant to those engagement partners responsible for assurance engagements relating to non-financial statement information, such as environmental or social reporting.

#### Sole Practitioners and Small or Medium Practitioners

- A8. This IES assumes that an engagement partner most commonly works with an engagement team that he or she oversees as required by ISAs.<sup>33</sup>—This engagement team can comprise individuals who perform less complex tasks, as well as specialists who will address some specific areas of the audit that require particular expertise (internal technical departments, valuation specialists, actuaries, IT professionals, etc.) The expected minimum learning outcomes described in paragraph 13, Table A have been defined in this context.
- A.3A.12 There are recognizes those situations in which the engagement partner operates as a sole practitioner. In these situations, this may mean that the engagement partner may be operating without the support of an engagement team, including those engagement team members with specialist skills. As a consequence, the engagement partner may undertake a much wider range of tasks in performing the audit than would otherwise be the case. Irrespective of the size or nature of the audited entity, and the firm of the engagement partner providing the audit, this IES indicates assumes that engagement partners continue to undertake CPD appropriate to the complexity of the audits in which they serve as engagement partners.

#### Responsibilities of IFAC Member bodies

- A9. Determining who is an engagement partner involves many factors. The responsibility of the IFAC member body is primarily focused on:
  - The prescription of the learning outcomes, in accordance with the requirements in paragraph
     13;

See ISA 220, Quality Control for an Audit of Financial Statements, paragraph 15

- Appropriate CPD to help aspiring and newly appointed engagement partners maintain and, if necessary, further develop their professional competence; and
- The assessment activities required in paragraph 17.
- A10. IFAC Member bodies may find that the detailed articulation of some learning outcomes to be developed by and assessed in aspiring engagement partners involves choosing a notional practice environment, for example, an audit firm environment with reliance on audit engagement team members and access to experts. IFAC member bodies should consider the best approach in light of:
  - The prevalent practice environments of their members;
  - The potential inefficiency of trying to over-engineer processes; and
  - Consideration of how to best serve and protect the public interest.

#### Audit of Financial Statements and Other Assurance Engagements

A11. This IES is applicable to audits of financial statements. The term "financial statements" ordinarily refers to a complete set of financial statements as determined by the requirements of the applicable financial reporting framework, but can also refer to a single financial statement. Although this IES applies to audits of financial statements, the prescribed learning outcomes may also be helpful when performing audits on other historical financial information in compliance with the ISAs or other types of assurance and related services. Similarly, many of the learning outcomes required for an audit of financial statements may be relevant to those engagement partners responsible for assurance engagements relating to nonfinancial statement information, such as environmental or social measures.

#### Objective (Ref: Para 429)

- A.13 Requiring Establishing the professional competence that aspiring and serving engagement partners achieve professional developmentneed to maintain and further develop through appropriate learning outcomes CPD, serves several purposes. First, It protects the public interest is protected, enhances audit quality and promotes the credibility of the audit profession is enhanced when only those who meet the audit profession's learning outcomes become engagement.
- A.4A.14 Engagement partners. Second, IFAC member bodies are required to maintain and regulatory authorities have a responsibility to ensure that engagement partners have the learning outcomes expected of them by the public, employers, and clients. Third, engagement partners have a continuing duty to maintain further develop their professional competence to ensure that clients, employers as they work in an environment of significant change. Pressure for change can come from many sources, including (a) increased regulation, (b) developments in financial and non-financial reporting, (c) emerging technologies, (d) increasing use of business analytics, and relevant stakeholders, receive competent professional service. 34(e) business complexity.

<sup>&</sup>lt;sup>34</sup>—Professional Code of Conduct, IESBA Handbook of the Code of Ethics for Professional Accountants, -2012 Edition.

Professional Accountants Aspiring, or Newly Appointed, to the role of Engagement Partner (Ref: Para A16-A35)

**Developing Learning Outcomes** 

Requirement (Ref: Para 10)

- A12. There are many different ways to describe and categorize professional competence. Within IES 2: Initial Professional Development—Professional Competence; IES 3: Initial Professional Development—Professional Values, Ethics, and Attitudes, professional competence is the ability to perform a role of a professional accountant to a defined standard. Professional competence consists of technical competence, professional skills, and professional values, ethics, and attitudes. Each area of professional competence is then further described by a set of learning outcomes in the relevant IES.
- A.5A.15A competence area is a category for which a set of related learning outcomes can be specified.—Competence areas within technical competence include audit and assurance, taxation, and financial accounting and reporting; competence areas within professional skills include intellectual skills and organizational skills; and competence areas within professional values, ethics, and attitudes include ethical principles, professional skepticism, and professional judgment. Learning outcomes establish the content and depth of knowledge, understanding, and application required for each specified competence area.
- A13. Competence areas, Table A identifies the learning outcomes and minimum levels of proficiency identified in Table A of this IES build on the professional competence components identified within IPD. As a result, the required learning outcomes may be achieved, in whole or in part, concurrently with the requirements of IPD or subsequently as part of CPD.
- A.6A.16 The requirements for (a) technical competence, (b) professional skills, and (c) professional values, ethics, and attitudes are set out in the form of learning outcomes that, which establish the content and depth of knowledge, understanding, and application required for each specified competence area. The learning outcomes are likely to be demonstrated within the context of a work environment.
- A14. The learning outcomes are the minimum to be achieved by an individual appointed to the role of an engagement partner. The minimum learning outcomes are those that provide the base to enable professional accountants to develop a specialization such as an audit engagement partner.
- A15. Each learning outcome has been assigned a minimum level of proficiency that aspiring engagement partners are expected to demonstrate during professional development. There are many ways to classify and to describe proficiency levels of learning outcomes. The classification developed by the IAESB is described in Appendix 1.
- A16. IFAC member bodies may prescribe higher levels of proficiency than those required in Table A to better reflect practice requirements and expectations in their jurisdiction. As a consequence, an IFAC member body may choose to increase the minimum level of proficiency for some learning outcomes, and may develop additional learning outcomes that are not specified in Table A. This may occur, for example, when these are demanded by the local licensing regimes. The relative depth and weighting of the learning outcomes specified for any competence area may depend on

- the needs of individual IFAC member bodies and, in particular, on any requirements placed on them by regulatory authorities.
- A17. IFAC member bodies may establish a comprehensive and integrated program of IPD and CPD that includes the prescribed learning outcomes that are likely to benefit aspiring professional accountants who also aspire to become engagement partners. It is important that the professional development of an aspiring engagement partner includes the full range of learning outcomes, as described in Table A.
- A.17 IFAC member bodies may develop additional competence areas or learning outcomes, which are not specified in this IES. This may occur, for example, when an engagement partner audits specialized industries or transactions.

#### Professional judgment Skepticism and professional skepticism Professional Judgment

- A18. Audit engagements frequently require engagement partners and their teams to exercise professional judgment. Considering whether accounting standards are appropriately applied by an audit entity, as well as determining an appropriate audit strategy, requires a high level of professional judgment to be exercised by an engagement partner.
- A.7A.18A key aspect of any audit is determining the reliability and sufficiency of the audit evidence gathered to support the conclusions on which the auditor's opinion is based. Applying the appropriate degree of professional skepticism to assess audit evidence gathered as evidence of management's representations is a key professional competence of the engagement partner. Because all organizations are operating in an ever increasingly complex and uncertain globalized economy, developing and applying professional skepticism is an essential professional competence for engagement partners.
- A.19 CPD does not on its own provide assurance that engagement partners will act with due professional care. Developing an attitude that includes a questioning mind and critically assessing audit evidence is also important. Audit engagements require engagement partners and their teams to exercise professional judgment and to form their own judgment when challenging management assertions and assumptions contained within the financial statements. Considering whether accounting standards are appropriately applied by an entity, as well as determining an appropriate audit strategy, requires professional judgment to be exercised by an engagement partner and the wider team.
- A.8<u>A.20</u>Planning effective CPD in the areas of professional judgment and professional skepticism usuallyand professional judgment requires due care and may need innovative learning methods in which mentoring, reflection, time, and experience within the context of a work environment often play a key role.

#### Review of learning outcomes

A19. The requirement to regularly review and update the prescribed learning outcomes is a reflection of the rapidly changing complex environment within which engagement partners operate.

#### Practical Experience

A20. By building on the practical experience obtained under the requirements of IES 5, the practical experience prescribed by IFAC member bodies may cover each of the following:

- (a) Sufficiency<sup>35</sup>: balancing depth and breadth, duration (e.g., the time and experience required to achieve learning outcomes such as professional skepticism and professional judgment); and,
- (a) Environment: for example, the exposure to experiences under the guidance of an engagement partner to achieve learning outcomes, such as reviewing the impact on the public interest of a course of action.
- A21. IES 5: Initial Professional Development—Practical Experience, specifies practical experience requirements during IPD. The principles of IES 5 provide useful guidance for IFAC member bodies and other stakeholders implementing this IES, including the content regarding the role of practical experience supervisors. Practical experience as an aspiring professional accountant obtained during IPD and, within the audit of financial statements, may also count, in whole or in part, as appropriate practical experience under the requirements of this IES.
- A22. An IFAC member body choosing an input-based approach for its practical experience requirement might consider a period of at least three years to be sufficient to meet the requirements of this IES. The progressive development of professional competence required of a newly appointed engagement partner (as outlined in Table A) is such that practical experience of less than three years may not be sufficient to develop and demonstrate the professional competence required for the role of an engagement partner.

#### Appropriate Environments for obtaining Practical Experience

- A23. Organizations providing suitable practical experience for opportunities for developing professional competence may include private firms, governmental and other audit organizations. Appropriate environments are ones that:
  - (b) Enable professional accountants to develop and demonstrate the prescribed professional competence; and
  - (c) Provide experience in aspects of auditing financial statements while under the supervision of a serving engagement partner.

#### Practical Experience: Small- and Medium-Sized Entities

A24. The professional competence required to serve as an engagement partner of small- and medium-sized entities may vary from those of an engagement partner for large entities. Audits for small- and medium-sized entities are usually provided by smaller firms that may have fewer resources to organize formal professional development programs. However, smaller firms may compensate with strong mentoring support or other approaches to assist with professional development. IFAC member bodies may directly provide appropriate professional development opportunities and programs for smaller firms. Alternatively, IFAC member bodies may facilitate access to such opportunities and programs through collaboration with larger firms, other audit organizations, other IFAC member bodies, or networks among smaller firms or sole practitioners.

<sup>&</sup>lt;sup>35</sup> IES 6: Initial Professional Development—Assessment of Professional Competence, defines sufficiency in the context of assessment; in IES 8, the concept of sufficiency is used but is not limited to assessment.

#### Assessment of Professional Competence

- A25. IES 6: Initial Professional Development—Assessment of Professional Competence, provides useful guidance for the assessment of professional competence required in this IES. IFAC member bodies are encouraged to take a facilitative approach to assessment. For example, if assessment of an individual aspiring to be an engagement partner indicates that further professional development is necessary, then the IFAC member body may provide specific suggestions as to how, where, and when the aspiring engagement partner can access the professional development sufficient to address the shortfall. This facilitative approach might be most useful to professional accountants in smaller firms. A positive result from the assessment required means that a professional accountant has satisfied the professional development requirements of this IES. Actually assuming the role of an engagement partner, however, depends on many other factors.
- A26. Various assessment activities can be used by IFAC member bodies and other stakeholders to assess the professional competence of aspiring engagement partners in relation to technical competence, professional skills, and professional values, ethics, and attitudes. This may include written examinations and workplace assessment.
- A27. The monitoring of an engagement partner's CPD may, in part, be integrated with an external quality assurance program. Such a program may include a review of an engagement partner's CPD over a period of time, for example, a review of the last three years of CPD, to assess the appropriateness of that CPD in relation to the engagements on which that partner served as the engagement partner. In addition, a firm may integrate the monitoring of an engagement partner's CPD into the firm's internal inspection program, the results of which are usually made available to the IFAC member body or to those responsible for an external quality assurance program.

#### CPD for those Serving as Engagement Partners (Ref: Para A36-A41)

Audit Professional competence for More Complex Audits

- A28. Although all professional accountants undertake CPD appropriate to their role as a professional accountant, the requirements outlined in paragraphs 18 and 19 specify that the CPD for serving engagement partners shall be appropriate to the role of an engagement partner. The requirements in paragraphs 13 through 17 only apply to professional accountants aspiring or newly appointed as engagement partners.
- A29. Audit engagements vary in the complexity of accounting and auditing matters, the size of the entity, and in the organizational and operational complexity of the entity whose financial statements are being audited. Engagement teams, which may include the specialist team members, may vary in composition, geographic dispersal, and professional competence. It is critically important that engagement partners assuming responsibility for more complex audits undertake appropriate CPD, including the ability to integrate diverse professional competence and skills within the engagement team.
- A30. Audits of entities within some specific industries or financial environments are ordinarily deemed to be more complex. The competence areas, learning outcomes, levels of proficiency and practical experience prescribed in paragraphs 13 to 17 will usually not be sufficient for serving engagement partners on more complex audits. Higher levels of proficiency, such as greater levels of professional judgment or professional skepticism, may also be more important learning outcomes for an engagement partner assuming responsibility for a more complex audit.

Achieving Learning Outcomes for More Complex audits

- A31. Appropriate CPD to achieve the learning outcomes required to assume the role of engagement partner for more complex audits may include the following types of activities:
  - Participating in appropriate learning and development activities, including progressively
    assuming more responsible roles on engagement teams and mentoring by more experienced
    engagement partners;
  - Consultation with specialists and reflecting on the advice received; and
  - Acting on feedback from a firm's system of quality control, or external quality assurance programs conducted by IFAC member bodies or regulators.
- A32. IFAC member bodies are encouraged to develop guidance for engagement partners serving more complex audits to assist in planning appropriate CPD. Such guidance may direct serving engagement partners to consider aspects of their more complex engagements, including (a) the nature of the entity, (b) the complexity of managing the engagement, and (c) the accounting and auditing issues likely to be encountered. The following are examples of areas that may be relevant for a serving engagement partner to include in their CPD:
  - Specific regulations in respect of the industry (e.g., natural resources or financial services entity audits);
  - Corporate governance and listing requirements of public interest entities;
  - Oversight of teams conducting audits of entities with international operations and component auditors<sup>36</sup> in several jurisdictions; and
  - More complex organizational structures and the interpersonal skills required to navigate them successfully.
- A33. If engagement partners do not undertake appropriate CPD in respect of their more complex audit engagements, the IFAC member body may refer the Requirements for the monitoring of CPD as set out in IES 7 Continuing Professional Development.

<sup>&</sup>lt;sup>36</sup> "Component auditors" as defined in ISA 600, Special Considerations—Audits Of Group Financial Statements (Including The Work Of Component Auditors)

Appendix 1

(Ref: Para A21)

#### Classification of Proficiency Levels for Learning Outcomes

The Classification of Proficiency Levels supports the IAESB's use of learning outcomes in its publications such as, International Education Standards (IESs) 2, 3, 4, and 8. The classification includes descriptors of four levels of proficiency for learning outcomes. These descriptors will help to set learning outcomes to demonstrate technical competence, professional skills, and professional values, ethics, and attitudes in a variety of professional accounting roles and specializations. Examples of indicative verbs are also included to assist those who wish to develop additional learning outcomes.

In the present suite of IESs none of the learning outcomes are classified at Mastery level, however, this level has been included in the Classification in order to demonstrate the relative positioning of the Foundation through Advanced levels.

Foundation thro	<del>ough Advanced levels.</del>
Level of Proficiency	<b>Description</b>
Foundation	<ul> <li>Learning outcomes focus on:</li> <li>Defining, explaining, summarizing, and interpreting the underlying principles and theories of relevant areas of technical competence to complete tasks while working under appropriate supervision;</li> </ul>
	<ul> <li>Performing assigned tasks by using the appropriate professional skills;</li> <li>Recognizing the importance of professional values, ethics, and attitudes in performing assigned tasks;</li> </ul>
	<ul> <li>Solving problems, and referring complex tasks or problems to supervisors or those with specialized expertise; and</li> </ul>
	<ul> <li>Providing information and explaining ideas in a clear manner, using oral and written communications.</li> </ul>
	Learning outcomes relate to work situations that are characterized by low levels of ambiguity, complexity and uncertainty.
	Indicative verbs used to construct learning outcomes typically include: define, describe, distinguish, explain, identify, illustrate, interpret, list, perform, recognize, solve, state, summarize.
Intermediate	Learning outcomes focus on:
	<ul> <li>Independently applying, comparing and analyzing underlying principles and theories from relevant areas of technical competence to complete work assignments and make decisions;</li> </ul>
	<ul> <li>Combining technical competence and professional skills to complete work assignments;</li> </ul>
	Applying professional values, ethics, and attitudes to work assignments;
	<ul> <li>Assessing, researching, and resolving complex problems with limited supervision; and</li> </ul>
	Presenting information and explaining ideas in a clear manner, using oral and

Level of Proficiency	<b>Description</b>
Tronoichey	written communications, to accounting and non-accounting stakeholders.
	Learning outcomes relate to work situations that are characterized by moderate levels of ambiguity, complexity and uncertainty.
	In addition to those verbs used at the Foundation level, indicative verbs used to construct learning outcomes typically include: analyze, apply, calculate, classify, compare, consider, prepare, prioritize, produce, select.
Advanced	Learning outcomes focus on:
	Selecting and integrating principles and theories from different areas of technical competence to manage and lead projects and work assignments and to make recommendations appropriate to stakeholder needs;
	<ul> <li>Integrating technical competence and professional skills to manage and lead projects and work assignments;</li> </ul>
	<ul> <li>Making judgments on appropriate courses of action drawing on professional values, ethics, and attitudes;</li> </ul>
	<ul> <li>Anticipating, consulting appropriately and developing solutions to complex problems and issues; and</li> </ul>
	Consistently presenting and explaining relevant information in a persuasive manner to a wide-range of stakeholders
	Learning outcomes at the advanced level relate to work situations that are characterized by high levels of ambiguity, complexity and uncertainty.
	In addition to those verbs used at the Foundation and Intermediate levels, indicative verbs used to construct learning outcomes typically include: act, advise, anticipate, appraise, construct, design, develop, evaluate, integrate, lead, manage, negotiate, plan, recommend.
Mastery	Learning outcomes focus on:
	<ul> <li>Integrating technical competence, professional skills, and professional values, ethics and attitudes to lead complex projects, resolve complex problems and advise internal and external stakeholders;</li> </ul>
	<ul> <li>Acting as a role model within the accounting profession by behaving in accordance with required professional values, ethics and attitude;</li> </ul>
	Providing thought leadership in areas requiring experience and expertise; and
	Communicating with impact to guide and convince internal and external stakeholders at a senior level on vision and strategy of the organization or business.
	Learning outcomes at the mastery level relate to situations that are characterized by high levels of ambiguity, complexity and uncertainty.
	Indicative verbs include all those listed for Foundation, Intermediate and Advanced levels.

Mapping & Tracked Changes Documents