

# Guidelines for Accreditors

## Accreditor selection:

- Lead Accreditor to be appointed from SAC or EACTP Board. Selection of 'appropriate' Lead Accreditor to be a key responsibility of the Executive.
- Lead Accreditor to set criteria for Support Accreditor to be sourced by Executive.
- Support Accreditor to be an EACTP Member who is ideally from the same country as the Applicant, but must be able to speak the native language of the Applicant and be familiar with the jurisdiction covered by the Applicant's case studies.

## Lead Accreditor should:

- Check the certificates of academic success and details of any exemption documents.
- Review case studies and, if necessary, provide feedback for Executive to pass on to Applicant such as deficiencies that may require resubmission of case studies.
- Set criteria for Support Accreditor to be sourced by Executive.

## Accreditors should:

- Inform the Applicant that the interview will take between 60 – 90 minutes and that everything discussed will be treated as confidential unless agreed otherwise.
- Outline the structure and format of the accreditation interview.
- Conduct interviews in a positive and encouraging manner.
- Keep an open mind.
- Reassure the Applicant that whilst the interview is formal there can be open discussion about their experiences in turnaround and, more specifically, the case studies.
- The interviews are an opportunity for EACTP Accreditors to satisfy themselves that the Applicant has the right level of integrity and experience.

## Accreditors should not:

- Prejudge the application, influence a fellow Accreditor or reach a conclusion prior to the interview.
- Inform the Applicant from the outset that they are not satisfied with particular aspects of their application.
- Use the interview as an opportunity to intimidate or undermine the Applicant's credentials and achievements.
- Refer to the Applicant's gender, age, race, religion or sexual orientation.

## Pre interview (Lead Accreditor in conjunction with Support Accreditor if possible)

- Check the Applicant's name and background to ensure there is no conflict of interest.
- Check there is a full set of paperwork which should consist of the following:
  - EACTP Application Form has been completed and signed and includes details of two Sponsors;
  - CTA membership number;
  - CV including employment and status covering period of the case studies;
  - Completed case studies EACTP in standardised format using case study template available on the website;

- In the case of an Associate upgrading to Member, only the CTA membership number and two case studies need to be provided.
- Familiarise yourself with the Applicant's background and the case studies.
- Decide the areas to explore most to bring out the major skills and attributes.

#### **Certificates of academic success and exemption documents**

- Subject to exemptions, a Certificate of academic success should be provided for each of the three EACTP certification programme modules: Leadership, Finance & Accounting and Legal Concepts.
- Qualified accounting professionals holding a qualification from an exam based and recognised professional institute may apply for exemption from the Finance & Accounting module by providing a details of their qualification and professional body.
- Qualified legal professionals holding a qualification from an exam based and recognised professional institute may apply for exemption from the Legal Concepts module by providing a details of their qualification and professional body.

#### **Case Studies**

- **Case study format**

All case studies should be provided using the case study template, which requires responses based on answering five questions (A-E). Case studies should be the same as those listed on the Membership Application Form and a different Referee must sign each off. As a guide, each case study should be about three pages long and an example is provided as further assistance.

- **Age of case studies**

All case studies should be within the last ten years, with the most recent being within the last three years.

- **Level of involvement for each case study**

The minimum duration for each case is usually **six months**, and all cases should also be complete so there is a clear outcome the Executive will filter out case studies that do not meet these basic requirements.

- **Nature of involvement**

Applicants undertaking roles such as CEO, MD, CRO, FD and Chairman within case studies should be able demonstrate their significant knowledge and experience of turnaround and their substantial involvement in implementing each of the turnaround assignments and how they influenced the outcome. Other roles may also be considered, however the Applicant must demonstrate that they have made significant and substantial contribution and understood the nature of the problems and responsibilities involved. Applicants who are from the advisory community (such as bankers, lawyers, accountants) need to demonstrate that they made a significant and substantial contribution towards achieving the outcomes of their case studies.

#### **Interview guidance:**

- **The primary focus of the accreditation interview process** is to discuss the Applicant's case studies in detail to satisfy yourself with the content. We are relying on your judgement and experience as an EACTP accredited professional to ensure that you are entirely satisfied with the Applicant's answers.

### The interview

- Following introductions, outline the format of the interview, ensuring that the Applicant is aware of his or her responsibilities during the interview.
- Give the Applicant ample time to talk about themselves, the case studies and their approach to business in general and turnaround in particular.
- Consider whether the suggested Referees and Sponsors are still appropriate and discuss alternates if necessary.

### Post interview

- Contact the Sponsors to obtain answers to the questions contained on the Sponsor questionnaire.
- Submit the answers from the Sponsors.
- Contact the Referees if necessary.
- Forward your recommendation by email to the Executive who will in turn forward it to all members of the SAC for formal approval.

## Accreditors' Frequently Asked Questions

### Case Study Questions

- **What is a 'significant and substantial contribution' to a turnaround assignment?**  
'Significant' refers to the Applicant's knowledge and experience and how they contributed to the outcome of the turnaround, essentially this relates to their involvement in planning the turnaround. 'Substantial' refers to their actual involvement in implementing the turnaround plan and how they dealt with stakeholders and issues as that arose. All members have to understand the full turnaround spectrum, though not customarily they may not do everything themselves they need to demonstrate their substantial role in project managing the turnaround related activities. For example, cash managers and lawyers focus on specific aspects of a turnaround whereas CTPs are expected to have knowledge of and oversee all aspects of a turnaround.
- **What if my case study is outside of Europe?**  
Case studies can be from outside Europe so long as the turnaround professional is based in Europe (which includes EU countries, continental Europe plus UK, Eire, Greenland, Iceland, Cyprus and Malta).
- **Are subsidiary or division assignments of a larger business acceptable as case studies?**  
Provided the assignment allowed the Applicant actively to employ skills and attributes within the key core competencies that we look for in our members then such a turnaround would be considered.
- **Two case studies are completed and one is ongoing, does this qualify?**  
Yes, provided a satisfactory outcome for the organisation and stakeholders involved is close to realisation.
- **If a process was used, would this qualify as a case study?**  
Yes, provided the process was associated with operational change to ensure the future of the organisation. The Executive reserves the right to ensure such case studies meet EACTP code of ethics; and will consider the Applicant's terms of engagement, whether these were modified during the course of the assignment and the involvement of the Applicant in any insolvency event. Such case studies will be thoroughly vetted.
- **Can an Applicant use an assignment that is less than six months in duration?**

There are some instances where a shorter assignment maybe considered provided the Applicant can demonstrate their significant and substantial contribution and show a wide range of competencies and real added value throughout the assignment.

- **What if all or most of the Applicant's assignments are less than six months in duration?**  
Ideally all case studies will be longer than six months in duration. However where this is not possible the Applicant will need to provide additional case studies to demonstrate that he or she has a strong track record in turnaround.
- **What if a case study is older than 10 years ago?**  
This will not be accepted.
- **What if a case study is over many years in duration? Does this qualify?**  
There is no limit to the duration of a case study, some assignments may last a few months others may require a much longer time commitment. Where this is the case Accreditors should exercise their judgement and are asked to recognise the challenges for longer term assignments as well as the scale of the organisation. Ultimately, Accreditors should satisfy themselves with the outcomes.
- **Does the case study have to be successful?**  
The case study does have to be successful albeit that it is understood that insolvent company turnarounds can sometimes result in a formal insolvency procedure which can be outside the control of a turnaround practitioner. The case study should cover the initial turnaround plan and the actions taken by the Applicant and how they improved the situation. Any change in the circumstances that led to an unforeseen outcome should be explained as part of the case study.

#### Referees

- **Is there a need to contact the case study Referee?**  
Each case study must be signed off by a Referee who can vouch for the Applicant's role. Any contact should only be if there is a need for clarification.
- **Who can act as a case study Referee?**  
Typically the Referee will be the company Chairman, CEO or owner of the business. If this is not possible, then a professional or venture capital investor and/or specialist banker will be acceptable. It must be someone who has first-hand knowledge formed over time of your activities and achievements with the business.

#### Sponsors

- **Can a case study Referee also act as a Sponsor?**  
Yes, Referees can also act as a Sponsor, provided the Sponsor criteria are met.
- **Who qualifies as a Sponsor?**  
Sponsors should be professionally qualified and ideally have knowledge of or operate in turnaround and are known to EACTP. Sponsors are two people who have known the Applicant throughout a reasonable portion of their commercial/professional life, including their time in turnaround.
- **Should Sponsors have worked with the Applicant?**  
Sponsors need to know and understand the Applicant's involvement in turnaround. It is not necessary for a Sponsor to have worked with the Applicant. It is preferable that Sponsors are independent of the Applicant and in a position to comment objectively. Where this is not possible the Executive will ensure Sponsors' suitability (for example an EACTP Member or well known to EACTP).

- **How long should an Applicant have known their Sponsor?**  
At least four years. If fewer the Executive will request for an alternative Sponsor should the responses not satisfy the criteria.
- **What if an Applicant's Sponsor is not from the turnaround community?**  
If this is the case the Executive will verify the standing of the Sponsor. In many instances this is straightforward e.g. a director of a quoted company or a partner in a reputable professional practice. As a rule, Sponsors with an economic interest in placing Applicants in roles e.g. headhunter may not qualify; though a sector Regulator could. As each case is unique the Executive will identify the most appropriate individual(s). Sponsors can also be discussed with the Applicant at interview stage.