**AAE Chief Executive (CE): Derivation of job profile and ranking criteria for selection**

1. **Introduction**

The input for developing the CE's job profile are the following documents:

1. The information presented to the GA 26 September 2025
2. The information contained in the final report of the TOM Task Force (TOM TF) 2 May 2025

The presentation to the GA defines that the CE *supports* board and lists the main areas of engagement (focus areas), i.e. implementing the strategy and maintain or establish the relationship with European Stakeholders. Moreover, it clarifies that the CE leads all AAE staff and that the CE is responsible for the TOM transition plan as well as its implementation.

The final report of the TOM TF specifies 6 areas that segregate the tasks of the AAE: strategy, execution, finance, operations, relationship management, and information, and lists the corresponding tasks in the "What" column of the TOM Task Force's table. On the level of tasks, the involvement of Board, Chief Executive, Head of Operation (HoO), and further staff roles in the tasks falling in the subcategories is specified. The table does not specify the type of involvement (oversee, approve, develop, prepare, assist, etc).

The derived the job profile of the CE, the skills and competencies must be adequate to deliver successfully on the type of involvement in the various tasks. In the Section 3, we specify the types of involvement for the whole operation of the AAE, with the primary focus of the roles of the CE, esp., in relation to the Board and HoO. We will also rank the involvement of the CE in the tasks into a scheme of "indispensable", "high" importance, "medium" importance, and "low" importance. In Section 4, we derive requirements on the personality of a successful CE. The resulting job profile and a ranking table for the requirements are delivered separately.

Finally, the goal of the AAE TOM TF was to initiate the transition with an interim senior CE to then find a CE that can be grown in the role taking into consideration the budgetary constraints of the AAE.

1. **Functional requirements: tasks, type of involvement,**

Table 1 gives an overview of how the functions of AAE are involved in the different classified tasks. It uses the following abbreviations: GA General assembly, CE Chief Executive, HoO Head of Operations, CAS Coordinator with actuarial skills, Sec Secretariat. The position HoO had been called "Coordinator" in the report of the task force. It is an extension of the table in the final report of the TOM Task Force (TOM TF) 2 May 2025 to the extent:

1. The GA was added.
2. The transition plan for the TOM was added.
3. The implementation of the TOM was added.
4. The type of involvement of the different functions in the listed tasks were added.

In the latter, "Own" means take ultimate responsibility for; "Develop" means analyses carefully and deliver a viable proposal to the next level in the hierarchy; "Oversee", "Supervise", and "Manage" mean different levels of intensity of controlling a function or task: "Oversee" means controlling to an extent that the high level status is known and that major flaws in design or execution become visible. "Supervise" means active knowledge of status relative to milestone, of critical paths and major risks and mitigation measures. "Manage" mean complete control of the production process.

Moreover, some roles resulting from the line management relation of functions have been added.

Finally, a color-coding of the importance of the CE performance in the various sub-categories has been added:

|  |  |
| --- | --- |
|  | "indispensable", a failure would have material consequences for AAE |
|  | "high\*, a failure is difficult, or expensive to compensate |
|  | "medium", other functions can compensate with acceptable effort |
|  | "low", nice-to-have. |

We use "must" to characterise requirements, for which performance of the CE is indispensable. The nominations panel and the board must be confident that the CE will deliver on these requirements.

We use "should" to characterise requirements, for which a partial lack of performance would require significant additional effort of other parts of the organisation, e.g., senior officers or HoO. The Nominations Panel should judge corresponding shortcomings carefully and provide full transparency to the board.

We use "may" for all other requirements.

**Table 1: Type of involvement of the various functions in the final TOM and in the transition**

| **Areas** | **Tasks** | **GA** | **Board** | **CE** | **HoO** | **CAS** | **Sec** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategy** |  |  |  |  |  |  |  |
|  | Vision + governance (long term) | Approve Own | Develop  Propose to GA | Assist |  |  |  |
|  | Strategic plan (mid term – 3 to 5 years) | Approve | Own Propose to GA | Develop |  |  |  |
|  | Business plan (short term – 1 year) |  | Approve Own | Develop |  |  |  |
|  | **TOM transition plan** | Approve | Own Propose to GA | Develop |  |  |  |
| **Execution** |  |  |  |  |  |  |  |
|  | Supervision of the activities of the Committees and other bodies appointed by the Board | Receive report | Oversee, Report to GA | Supervise | Manage | Manage Content |  |
|  | Supervision and execution of the Strategic and Business Plans | Receive report | Oversee | Supervise Direct | Manage |  |  |
|  | Reporting on Strategic Plan | Receive report | Report to GA | Report to Board | Prepare |  |  |
|  | Ensures continuity in business and strategic plan |  |  | Ensure | Manage |  |  |
|  | **Implement the TOM** | Receive report | Oversee, Report to GA | Supervise Direct Report to Board | Manage |  |  |
| **Finance** |  |  |  |  |  |  |  |
|  | Presentation of financial statements | Receive report Discharge | Own, Report to GA | Prepare | Assist |  | Assist |
|  | Bookkeeping, handling invoices/reimbursements, VAT, Tax, Annual fees |  | Oversee | Supervise | Prepare Direct |  | Book |
|  | Preparation for yearly Audit and budget, multi-year forecast |  | Own, report to GA | Supervise | Prepare Direct |  | Assist |
| **Operations** |  |  |  |  |  |  |  |
|  | Application of membership | Approve | Propose to GA | Assess Prepare | Assist, Manage |  | Assist |
|  | Governance of the nominations process | Approve | Propose to GA | Assess Prepare | Assist, Manage |  | Assist |
|  | Organisation of General Assembly, Spring meetings, President’s meeting, ECA, EAD, webinars |  | Oversee | Supervise | Direct |  | Assist |
|  | Manage staff and accommodation/office matters as well as IT, website etc. |  | Oversee | Supervise receive escalation | Direct, Manage |  | Assist |
|  | Coordination among AAE Committees and to provide operational support as needed |  | Receive report | Supervise Report to Board | Coordinate | Assist | Assist |
|  | Presenting proposals to the Board, preparing agendas, acting as the secretary for the Board meetings, also for Presidents’ Meeting, NP and GA |  |  | Supervise Report to Board | Prepare Manage |  | Assist |
|  | Responsible for general management tasks related to legal affairs, tax, legislation relating to Verein etc. |  |  | Oversee Report to Board | Manage |  | Assist |
| **Relationship management** | External relations policies to be approved by the GA | Approve | Propose to GA | Assess Prepare | Assist |  | Assist |
|  | Relationship between AAE and key European Institutions |  | Execute in top meetings | Prepare, Secretary in top meetings, Follow-up between Meetings, ensure continuity | Assist | Assist | Assist |
|  | Promotion strong relationship between AAE and Member Associations |  | Execute in top meetings | Prepare, Secretary in top meetings, Follow-up between Meetings | Assist | Assist | Assist |
|  | Implementation of stakeholder management framework |  | Approve | Prepare | Assist |  |  |
|  | IAA stakeholder management coordination across FMAs to have one Europe voice |  | Receive report | Coordinate  Report to Board | Assist | Assist |  |
|  | To prepare responses to European consultations |  | Steer | Oversee | Supervise | Prepare |  |
|  |  |  |  |  |  |  |  |
| **Information** | Publication, website, issuance and press releases |  | Note, Steer | Oversee | Supervise | Prepare | Prepare |
|  | Promotion |  | Support |  | Supervise |  | Prepare |
|  | Coordination of consultations and surveys to MAs |  | Approve |  | Supervise | Prepare | Prepare |
|  | Manage and maintain AAE's Communication channels: Website, MailChimp (Board report to Mas, Newsletters, etc), Social Media, YouTube |  |  |  | Supervise |  | Prepare |
|  |  |  |  |  |  |  |  |

Consequently, we derive the requirements ranked by importance and within the importance categories

1. **Indispensable**

**The CE must have experience and an excellent track record in:**

1. The CE must be capable to establish and maintain relation with EU institutions and other important stakeholders.
2. The CE must have superior strategic capabilities, both in deriving strategy from strategic goals and in executing targeted action to implement the strategy
3. The CE must be capable to successfully plan and implement the TOM in the AAE environment.
4. **High**
5. The CE should be capable to foster strong relation and transparency with the member associations. The CE should coordinate with board liaisons to enable efficient delivery of consistent messages to the member associations as well as picking up signals form member associations.
6. The CE should be able to supervise and direct – by means of the HoO – the staff, esp., in executing the strategy and the business plan. Here, the collaboration and mutual understanding of CE and HoO are decisive. Certain shortcomings of the CE could be compensated by the HoO
7. The CE should monitor and propose improvement and simplification of the governance of AAE, esp., for the Nominations Panel and guidelines for external relations of AAE. Here the collaboration with the AAE Board is decisive.
8. **Medium**
9. The CE should be able to facilitate and supervise the organisation of sizable events on a European scale, i.e., European congresses of actuaries. The CE can rely on a very experienced team.
10. The CE should be able to launch and pursue successful communication campaigns. The CE can rely on a communication expert.

**Personality requirements**

The personality requirements are to a large extend indispensable. Lacking quality will hinder success materially.

The CE reports to the AAE board and works closely with the senior officers. The board and senior officers change frequently. They have different professional and cultural backgrounds. The senior officers are representing AAE towards the European institutions and other stakeholders. Due to the limitation of the duration of their service, it is difficult for them to build the relationship to the officers of AAE's stakeholders, who commonly stay in office for 10 years. The CE should thus provide continuity to the AAE, both, internally and in relation to the main stakeholders. It is important that the CE optimally supports the senior officers in their leadership of the AAE and in representing the AAE towards the stakeholders while keeping in the second row during official meeting.

1. The CE must have a senior, self-conscious personality with a wealth of experience to help other people shine. The CE must be able to prepare senior officers and new committee chairs for their meeting with senior EU representatives.

Moreover, there is a variety of cultural backgrounds, expectations, and leadership approaches in the AAE board as well as amongst its members. The AAE is built on consensus and compromise. The CE must be aware of these facts and must be able to handle them proactively.

1. The CE must have a high degree of cultural awareness, and to have a proven track record of facilitating mutual understanding. Being consensus driven and compromise facilitating is key for success.

The CE must plan and implement the transition to the new TOM. This project involves significant change to the organisation and potentially to its personnel.

1. The CE must have experience in successfully implementing a turnaround of an organisation in a multicultural environment. This is to some extent a temporary requirement – however it is decisive for the first couple of years.

The AAE strives for a cost-efficient set-up of the HoO function. Therefore, the requirements to the HoO function should be limited to operative line management.

1. The CE must have experience with designing and steering an efficient organisation.
2. The CE must have excellent presentation skills and a good command of the English language. Other major European languages (French, Spanish, German, etc.) are an advantage.